Building a Digital Government

Transcript by Moderator and Panelists

RICH:

WYATT:

RICHARD:

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MIKE:

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RICK:

RICHARD:

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SHEILA:

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WYATT:

RICK:

WYATT:

(Away from mic.)

SHEILA:

WYATT:

MIKE:

WYATT:

MICHAEL:

RICHARD:

RICHARD:
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Information-Centric

Shared Platform

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Security and Privacy

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2. Make Existing High-Value Data and Content Available through Web APIs

Part B. Shared Platform

3. Establish a Digital Services Innovation Center and Advisory Group
4. Establish Intra-Agency Governance to Improve Delivery of Digital Services
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Part A: Information-Centric

1. Make Open Data, Content, and Web APIs the New Default

2. Make Existing High-Value Data and Content Available through Web APIs

PART B: Shared Platform

3. Establish a Digital Services Innovation Center and Advisory Group

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Part D: Security and Privacy

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At your (data) service

FCC Featured Data Set
Cable Communities Registered with the FCC
Browse More Data Sets On FCC.gov/Data

FCC Developers
Data Transparency
FCC Developer Application Programming Interfaces (APIs)
FCC Open Source Projects
Developer Feedback & Discussion
Related Topics

FCC Data
Story

Building a Digital Government by Example

Before reading this, I will tell you the points I want to make:

• The new Building a Digital Government Framework is just talk, Tweets, and words on paper that needs specific examples of implementation. Defacto platforms for both desktop and mobile from Apple and Google all already doing this.

• The key statement: "Everything should be an API" is a big concern because API's are not the user interfaces to data that citizens need.

• Federal Centralized IT, like Shared Services, needs to first build good individual services of existing projects (like VanRoekel acknowledged in response to my recent question about the 900 some health IT projects), so why not build single view – citizen – centric services in the first place like Business USA is trying to do and Be Informed has already done for the Dutch Government.

• I implemented 14 of the things the framework document says need to be implemented in two platforms and visualized the FCC's Cable Communities Registered with the FCC spreadsheet in memory (you see all the data) with interactive analytics so the public can see what this is all about.

to see if you want to read the details.

Yesterday at Tech Crunch @2:27:53, Todd Park, US Chief Technology Officer said: President Obama's "geek quotient" is very high, in a "really genuine way" and I wrote a plan that the President really liked. Shortly thereafter, John Lilly, Former CEO for Mozilla, and currently with Greylock (a tech investment company), said: Due to the Apple / Google deathgrip, "Mobile is a little scarier".

Thus the stage is set for today's launch of Building a Digital Government with US CIO Steve VanRoekel and a Senior Digital Government Executive Panel that will led this new effort. US CIO Steve VanRoekel has already launched his Mobile and Shared Services Strategies. So my recent prediction story, The End of Federal Centralized IT Is In Sight, based on hearing his Shared Services Strategy is coming to past rapidly! Obviously US CIO Steve VanRoekel and Federal CIO Council are in catch-up mode with the Apple IOS with Safari Browser and App Store and the Google Android with Chrome Browser and Web Store becoming the defacto platforms for both desktop and mobile.

So what does this new Building a Digital Government offer? The report says: Building a 21st Century Platform to Better Serve the American People, and the White House says: Five projects that will launch in summer 2012 with straightforward goals: to improve the lives of the American people, saving taxpayer money, and fueling job creation. This is innovation aimed at making a difference for all Americans.

The former sounds like the previously announced new Data.gov platform and the latter sounds like what former US CIO Vivek Kundra and former US CTO Aneesh Chopra promised when Data.gov was launched about 3 years ago. We are still waiting for an example of how all that is going to happen. In fact, I did an example about a year ago using the GSA Social Media Navigator.

My chief concern now is the statement: "Everything should be an API". I took US CTO Todd Park's recent suggestion to use the NLM APIs and showed my concern about APIs is well founded. The new Digital Government report defines

http://semanticommunity.info/AOL_Government/Building_a_Digital_Government

Updated: Sat, 19 Sep 2015 01:13:20 GMT
Powered by mindtouch
API’s as: A system of machine-to-machine interaction over a network. Web APIs involve the transfer of data, but not a user interface.

So that is just my point: Not a user interface, so only an experienced subject matter expert - data scientist - developer can use the data. That is not helpful to all Americans that need to see the actual data and some visualization of it that tells them something they can use to make a more informed decision.

To illustrate my point, I decided to implement the strategy document itself, mashed up with related content, in a platform that does many of the things that the document says need to be implemented, and used an example of an interface to the new FCC Data that is better than just the API or spreadsheet.

I mapped my Building a Digital Government by Example to the references in the report as follows:

<table>
<thead>
<tr>
<th>Report Reference Number</th>
<th>Report Explanation</th>
<th>My By Example</th>
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<tr>
<td>2</td>
<td>Digital information is information that the government provides digitally. Information, as defined in OMB Circular A-130, is any communication or representation of knowledge such as facts, data, or opinions in any medium or form, including textual, numerical, graphic, cartographic, narrative, or audiovisual forms.</td>
<td>I have included facts, data, or opinions in any medium or form, including textual, numerical, graphic, cartographic, narrative, or audiovisual forms.</td>
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<td>3</td>
<td>Digital services include the delivery of digital information (i.e. data or content) and transactional services (e.g. online forms, benefits applications) across a variety of platforms, devices and delivery mechanisms (e.g. websites, mobile applications, and social media).</td>
<td>I have not included transactional services in this example (see Reference 34), but this does work across a variety of platforms, devices and delivery mechanisms.</td>
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<td>4</td>
<td>Device-agnostic means a service is developed to work regardless of the user’s device, e.g. a website that works whether viewed on a desktop computer, laptop, smartphone, media tablet or e-reader.</td>
<td>MindTouch and Spotfire work on multiple devices.</td>
</tr>
<tr>
<td>14</td>
<td>For the purposes of this document, the term “content” will refer to all unstructured information, while the term “data” will refer to all structured information unless otherwise noted.</td>
<td>I have integrate both unstructured and structured information.</td>
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</table>

http://semanticommunity.info/AOL_Government/Building_a_Digital_Government

Updated: Sat, 19 Sep 2015 01:13:20 GMT
Powered by mindtouch™
<table>
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<th></th>
<th>Description</th>
<th>Additional Information</th>
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<tbody>
<tr>
<td>15</td>
<td>Web APIs are a system of machine-to-machine interaction over a network. Web APIs involve the transfer of data, but not a user interface.</td>
<td>MindTouch and Spotfire provide both APIs and user interfaces.</td>
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<tr>
<td>17</td>
<td>Open data and content for the purposes of this document refers to digital information that is structured and exposed in a way that makes it accessible for meaningful use beyond its system of origin, be that internal to the government or external to the public.</td>
<td>MindTouch and Spotfire provide provide open data and content.</td>
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<td>18</td>
<td>To treat content as data and turn unstructured content into structured data, web-based documents must be created as pieces of structured information.</td>
<td>I have broken (chunked) document into pieces: the title, body text, images, and related links, with well-defined Web Addresses.</td>
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<td>19</td>
<td>Metadata are information used to describe certain attributes of a piece of digital information, such as page title, author, date updated, and other classifications.</td>
<td>MindTouch does consistent quality metadata tagging that improves search results and supports the Sitemap.org and Schema.org used by the major search engines (see Rebelow).</td>
</tr>
<tr>
<td>20</td>
<td>A shared solution is a service such as web hosting, application support, or a content management system, provided by a single agency or organization, but used by many.</td>
<td>MindTouch is a cloud hosted platform that allows multiple agencies to host their web content rather than procuring separate infrastructure for each new project.</td>
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<tr>
<td>21</td>
<td>Unstructured content like web-based fact sheets must be broken into their component data pieces (e.g. the title, body text, images, and related links) and treated as structured data.</td>
<td>See Reference 18 above.</td>
</tr>
<tr>
<td>23</td>
<td>Industry-standard markup language (e.g. XBRL, XML) will be used to the extent practicable.</td>
<td>MindTouch uses XML, RSS, etc.</td>
</tr>
<tr>
<td>33</td>
<td>Search engine optimization involves understanding how search engines work and designing content around those standards to boost content’s ranking in search results.</td>
<td>MindTouch supports Schema.org which provides a collection of shared vocabularies webmasters can use to mark up their pages in ways that can be understood by the major search engines.</td>
</tr>
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Top tasks are the things customers most often try to accomplish when accessing an organization’s services, whether finding specific information or completing some transaction (e.g. filing taxes).

I use Be Informed for this. OVUM's (like Gartner in the UK) Chief Analyst Joe Dignan wrote recently: "The ‘Holy Grail’ for public sector IT is a single view of a citizen across multiple departments, be it benefits, health, tax, or pensions."

HTML5 is the fifth revision of the Hypertext Markup Language standard used to code content for the Web. HTML5 makes it possible to embed video, audio, animations and other features without the use of third-party plugins and can be used to build cross-platform mobile applications.

MindTouch supports HTML and my use of Spotfire is an example of embedding without use of third-party plug-ins and building cross-platform mobile applications (iPad).

Thus, I have implemented 14 of the things the document says need to be implemented in two platforms and visualized the FCC's Cable Communities Registered with the FCC spreadsheet in memory (you see all the data) with interactive analytics for the public to see the number of communities by 10 municipality types and two statuses (Active and Inactive). These data can also be mapped, but I did not feel that was as effective as showing bars charts and tables that could be filtered by location.

I suggest the more immediate Building a Digital Government by Example "by people with technical expertise, an accomplished history, and a passion for disruption," as Todd Park requested at Tech Crunch.

Note: The Whitehouse just released the report in Web format but not like mine!

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**Spotfire Dashboard**

For Internet Explorer Users and Those Wanting Full Screen Display Use: Web Player Get Spotfire for iPad App

Media, iframe, embed and object tags are not supported inside of a PDF.

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**Building a Digital Government with US CIO Steve VanRoekel**

Source: [http://www.actgov.org/events/upcomingevents/Pages/BuildingADigitalGovernment.aspx](http://www.actgov.org/events/upcomingevents/Pages/BuildingADigitalGovernment.aspx)

ACT-IAC and AFFIRM invite you to join U.S. Chief Information Officer Steven VanRoekel and a panel of distinguished government executives for a discussion on the challenges and opportunities associated with Building a Digital Government. This not to miss event will be available via webcast for those unable to attend in person.
Technology is fundamentally transforming how the American people do business and live their daily lives. The growing mobile revolution is changing the public landscape and bleeding into government as both an opportunity and a challenge. New expectations require that the Federal Government is ready to deliver digital information and services anytime, anywhere and on any device—and that they do this safely and securely, and with fewer resources. Meeting the evolving expectations of the digital era requires government to think differently about its digital service delivery model.

Join US CIO Steve VanRoekel and other government thought leaders in technology for a conversation on how they are tackling this challenge and using new service delivery models to provide better services and support mission.

**Date:** Thursday, May 24, 2012

**Time:**

- 2:30 PM – Doors open for attendees
- 3:00 PM – Presentation by Steven VanRoekel, U.S. Chief Information Officer & Todd Parks, U.S. Chief Technology Officer
- 4:00 PM – Senior Digital Government Executive Panel

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**Michael Byrne**, Chief Geographic Officer, Federal Communications Commission; Lead behind the National Broadband Map

- [bio](#)

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**Sheila Campbell**, Director, Center for Excellence in Digital Government General Services Administration; Led efforts of the Web Reform Task Force

- [bio](#)
Rick Holgate, Chief Information Officer, Bureau of Alcohol, Tobacco, Firearms and Explosives; Co-lead of the Mobile Task Force

- (bio)

Richard Spires, Chief Information Officer, Department of Homeland Security; Vice-chair, Federal CIO Council

- (bio)

Wyatt Kash (Moderator), Editorial Director, AOL Government

- (bio)

(Please arrive 30 minutes early to allow time for security)

Location: Department of Interior

Yates Auditorium

1849 C Street, NW

Washington, DC

Registration: Government – free

Industry - $25

To register: click here
Webcast: This event will be webcast live. To view the webcast go to http://www.actgov.org/buildingadigitalgovernment. No registration is required.

The internet broadcast is being provided by Online Video Services.

Twitter: To participate in a conversation about digital government and this event, go to #DigiGov


Transcript by Moderator and Panelists

RICH:

We're looking at consolidating individual mobility pilots that we have done as components and moving to a department-level mobile device management solution, so adopting that as a shared service within the Department of Justice. So looking at a component within the Department of Justice, thinking about the differently designing our external web site with a customer orientation, given that we as a both a law enforcement organization and a regulatory organization have a fair number of distinct constituencies that we serve externally face and go historically we haven't thought too hard about how our web site can be an effective way of communicating with and delivering to those constituencies, so thinking about how we can do that more effectively, at a lower cost.

WYATT:

Richard?

RICHARD:

As this plan was being developed and vetted and there were discussions, one of the discussions about the actual tasks and the timing of those tasks and the way we could get things done, I think a number of us felt strong that will, look, there is a lot of good work going across already in the federal government in all of these areas, pick any one of them. A lot of this is finding where we are already doing this well and leveraging that and learning from it and exposing it. The notion that we can do this in a year-long time frame, it is doable, but we are going to have to work together. Specific to DHS, there is a number of things we're doing but I would like to focus on one that also ties closely to this plan and also ties to the other initiatives, like a shared first initiative. We have worked with GSA, we awarded through their infraSTushth of services vehicle a task order that we're now moving all of our public-facing web sites to as a platform, we're moving toward an Open Source content management system, and we're learning on how to use that, we're bringing our components together to leverage that, building things once and leveraging across the enterprise and I don't see how we can't expand that model and I think that's one of the things that this plan is going to force us to look at, how do we work together to leverage Open Source content negotiate a way that we can get tremendous leverage across the government.
WYATT:
One of the issues about this initiative is it's rarely about the technology and the people and the culture, what's going to change at your agencies, respectively because of this plan? I'll make this a jump ball.

MIKE:
I think that we are seeing a lot of and, again I'm heavily focused on the content side, the first sort of theme in the plan. One thing we see a lot of in the private sector, and we're just dipping our toes in it this time around, and it's well laid out in the plan is the notion of separate WG content from the presentation layer, making it's sure a service and consume it go multiple times, so we have done this in a couple of places, but I think as we begin to think about our data as an asset, a core asset to our own infraSTushth, that means we can deliver that once and build mobile applications, whether internal or external and realize the value of our agencies' assets and consume that as well. And an example that I have is a colleague in the state of Utah who has a need for trying to get through a federal grant program and has used APIs to mash up a particular set that demonstrated the eligible areas in his own state. Had he gone down a data load path it would have taken him weeks to process but in a simple decoupling from the content presentation layer we get rapid time to market and I think that's what we will continue to struggle with but we are only dipping our toes in it right now.

WYATT:
Anybody else?

RICK:
I'll answer two parts to that question. What is different with the Department of Justice, and what's different across the government. We have shared services and a variety of other things and that's inspired us to act more like a department and it's kind of counter to the culture that's existed within DOJ and that's not judgmental, we're 23 distinct components and this strategy has got us to start thinking about where we can come together on a variety of things. As a federal government, where the strategy is going to cause different things to happen and Richard alloweded to this, is reinforcing the community that exists out there of people doing great things in these areas and whether it's in the space of mobility or web, digital services, that sort of thing, there are strong communities out there and the effort to put this strategy together reinforces those communities tremendously. So there is a wealth of STuchl and energy and willingness to collaborate across the government and I think in some ways it will be a huge opportunity to continue the collaboration across the government and build on, as Richard said, a lot of great work being done across the government..

RICHARD:
And I might add I think over the last few years, I'm seeing a shift -- we have been doing commodity IQ level and obviously it varies from agency to agency, but we are seeing a significant shift, and you add on to Na that if it exists in the federal government or in the private sector, we can leverage that, and we can do this faster and faster and faster as we move to more modular and agile developments of methodologies to deploy. These all come together and foundationally affect how we build IT which in itself starts to shift the cultures of our organizations.

WYATT:
Sheila, did you want to add to that?
SHEILA:

I think I will answer it in two parts in terms of how it's affecting us within GSA, obviously this is a big shift we have a major role to play in helping agencies implement the strategy. We are going to extend and expand the work that we are doing in terms of developing these common solutions. I think what will be challenging there is whenever you are developing shared solutions you need to provide incentives for agencies to use those tools and leveraging the communities that Rick and Richard and Mike have talked about, we need to help to build in requirements and deliver a tool that can work for all of those agencies. In terms of how it affects other agencies in the web space, it's going to be disruptive and I think we have seen it already with the freeze on the .gov web sites which has forced all of us to look at how we manage our information assets. For many years there has been a mind-set of we have a new program and initiative and we need to set up a web site for it and I think now we're looking at in terms of the strategy, looking at how we deliver content and data rather than just saying what's set up this whole system on its own infrastructure and design and instead stepping back and saying how do we manage content as an asset and how we manage information not just how we create it but how we manage I keep it up to date, keep it accurate, archive it, all of those aspects of managing information that's critical. I think the other aspect that's key here is it's critical for us to bring the right players together to make this happen. It's not just the content folks and the IT folks but it's the CFOs so we can make sure we are using resources wisely so they are aware of where there are opportunities to invest wisely, work, with the procurement folks and more and more we need to think about the program managers because they're trying to deliver on agency mission and they are the content owners and they come to us and say "I need this web site" so it's been an opportunity for us through the strategy and the work that the web reform group has done to sit down with the program managers and think through strategic CLi what it is we want to do to invest more that can deliver the best products.

WYATT:

I'm going to ask one last question and if you could answer in just a couple of sentences, how will agencies find the resources to implement this? Do you have a feeling there will be resources outside of the IT department sphere to help support this? How can industry help with this effort to improve the investment behind this?

RICHARD:

And you want me to keep it short, right?

WYATT:

Right.

RICHARD:

To the first question, this is not just an idea initiative, right, and I thought Rick said it well about bringing us together and having a broader vision. It affects those who work in content and we go to the acquisition issues, of course, and the finance issues but it also goes to the heart of delivering for the mission and the business of whatever your agency is. We have to bring those individuals along in the spaces that this is a new paradigm. There are new ways to do this and frankly we're taking this journey together. That partnership model I think is critical for success. As far as industry goes, this is an area where I'm heartened. This stuff is washing over us. It's moving so fast -- I'm not sure industry is it holding
-- industry is holding us back, they're saying take advantage of this more aggressively than you have and I think this plan has set us up to do that.

WYATT:
Rick, briefly?

RICK:
Sure, I think you heard Steve talk about how we afford this, and it is a multi-part problem and on the cut side of the equation, looking at portfolio stats and shared services and being diligent about how we buy the commodity part of our IT portfolio and using the federal government as the investment part of that strategy so it is two sides of the coin to be smarter so we can be innovative. I think there is a complimentary aspect to the initiative N that regard. With regard to the industry role in that, as we have talked at various points this afternoon, a critical aspect of all of this is sharing of solutions. You know we don't always do that well as a government. It's often hard to find out what we are doing in our own agencies, let alone across the federal government, yet in many cases industry has visibility in what we are doing and participating in the solutions that could be leveraged across the government so I think there is a vital role that industry can play in helping us to identify those cross-government opportunities where solutions exist somewhere that could be leveraged.

WYATT:
Anybody in the audience have a burning question? Yes?

(Away from mic.)

The agencies and working closely with the platforms, part of our experience has been not necessarily the lack of data but the timeliness of the data. Not to pick on anybody but if you go to EIA or education data a lot of it is one or two years old so curious what your perspectives are, is it technology, policy, or the priorities?

SHEILA:
I'm glad that question came up because I think certainly it's hugely important to talk about the technology and how we're going to get this done but a lot of times we have been overlooking the "what" and the "what" is the quality of the content and the strategy speaks to that in terms of setting forth opportunities to develop guidelines for content quality, for agencies to identify their top customer tasks and make sure they're delivering those in the best possible way, making sure the content is written many plain language, testing our products before we deliver them to the public, and that's a big piece of the strategy, not just garbage in-garbage out, make sure the content is good and by opening it up I think that will help because it will help us identify those web sites, those applications and things where the quality of the content may not be what it should be and I think the metrics and the data will help us prioritize in terms of what needs to be improved.

WYATT:
Thoughts?

MIKE:
One thing that the think the private industry can help us with is the struggle in time to market is the quality issue, and as data gets larger,
we can investigate big data faster, so I think there is a good sort of “sweet spot” for large analytic tools that will help in that capacity, meeting Sheila's goals.

WYATT:

Michael?

MICHAEL:

It seems to me you had people all around the contractors' office reading the reports saying what does this mean for? So I would like to know what you it means for IT contractors, some focuses on shared solutions and Open Source, on the other hand, it focuses on being nimble and very fast. Getting people who INTeek "HADUP" so how do you think the landscape will change and who is going to be favored and more importantly who is not going to be favored as we implement this? (Laughter.)

RICHARD:

Well, let me say I think this goes beyond the government strategy but if you look at the shared services initiative, I've said this before, I think the commodity IT layer, we are trying to drive standardization where it makes sense, sharing where it makes sense, consolidation. I think when you go to the next layer it's going to be companies that can provide agility, innovation, and can work within that framework of that commodity IT standardization. That's the model that I'm trying to set up as a CIO, right? Standardize that infrastructure and rapidly be able to innovate on top of it to meet business and mission need and continually reiterate in an agile methodology. That's a general point. I think the digital government strategy fits well within that model and where we are heading. That culture to change could be harder than changing the culture of government.

RICHARD:

That is changing the culture of government.

MIKE:

Isn't it odd that we in government, particularly in the IT procurement side expect prospectus from technology solutions 18 months, three years, 5 years out, yet, this is the first digital strategy plan I've seen the federal government had that let us the industry know where we're going. I don't recall previous plans ever laying out the detail that this particular one that says, this is the sort of technology solution that we want for the foreseeable future. So I have to think this is a tremendous asset for the private sector. To go, now I see where the federal government is going and I want to be able to bid this particular way.

WYATT:

I know we were going to end at 4:30, that's still the plan. I appreciate there are probably more questions but I want to honor the time we set aside. First of all, thank all the panelists, and let's give them a round of applause for participating today. (Applause.)
WYATT:
Thank you for the opportunity to continue this dialogue, which I'm sure we will be discussing for the weeks and months and years ahead.
Thank you very much.
(End of presentation.)

SOMEONE ELSE:
Thank you all very much, that concludes the program today.
(End of presentation.)

ACT-IAC Membership Survey: Digital Government Strategy

Survey Introduction
After the successful Building a Digital Government event held on May 24th, ACT-IAC would like to follow up with this survey to collect input from our membership on the Digital Strategy. Your feedback will be used to craft ACT-IAC's official response to the Strategy and is greatly appreciated.

Collecting feedback from the ACT-IAC membership on OMB and the Federal CIO's "Digital Government Strategy" If you have not yet had a chance to read the strategy please do so before proceeding with this survey. The strategy can be found at; [http://www.whitehouse.gov/sites/default/files/omb/egov/digital-government/digital-government.html](http://www.whitehouse.gov/sites/default/files/omb/egov/digital-government/digital-government.html)

* Required

Overall how supportive are you of this effort? *

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Low □ □ □ □ □ High

Overall how hopeful are you that this represents a major shift for Government IT? *

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<td></td>
</tr>
</tbody>
</table>

Low □ □ □ □ □ High

MY NOTE: I selected 3 for both of these!

Continue »

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Digital Government Strategy Framework


MY NOTE: 1. Information - Centric is not offered as a option below!

Which key element do you think will be the most successful in producing positive change?

Which key element will be the most challenging to accomplish successfully?

Strategic Principles


Which principles represent the _most_ innovative ideas for advancing Government IT and services?

- 1.1. Information-Centric: Make Open Data, Content, and Web APIs the New Default
- 1.2. Information-Centric: Make Existing High-Value Data and Content Available through Web APIs
- 2.1. Shared Platform: Establish a Digital Services Innovation Center and Advisory Group
- 2.2. Shared Platform: Establish Intra-Agency Governance to Improve Delivery of Digital Services
- 2.3. Shared Platform: Shift to an Enterprise-Wide Asset Management and Procurement Model
- 3.2. Customer-Centric: Improve Priority Customer-Facing Services for Mobile Use
- 3.3. Customer-Centric: Measure Performance and Customer Satisfaction to Improve Service Delivery
- 4.1. Security and Privacy: Promote the Safe and Secure Adoption of New Technologies
- 4.2. Security and Privacy: Evaluate & Streamline Security and Privacy Policies

MY NOTE: I checked 2.1!

Which principles represent the _least_ innovative ideas for advancing Government IT and services?

- 1.1. Data-Centric: Make Open Data, Content, and Web APIs the New Default
- 1.2. Data-Centric: Make Existing High-Value Data and Content Available through Web APIs
• 2.1. Shared Platform: Establish a Digital Services Innovation Center and Advisory Group
• 2.2. Shared Platform: Establish Intra-Agency Governance to Improve Delivery of Digital Services
• 2.3. Shared Platform: Shift to an Enterprise-Wide Asset Management and Procurement Model
• 3.1. Customer-Centric: Deliver Better Digital Services Using Modern Tools & Technologies
• 3.2. Customer-Centric: Improve Priority Customer-Facing Services for Mobile Use
• 3.3. Customer-Centric: Measure Performance and Customer Satisfaction to Improve Service Delivery
• 4.1. Security and Privacy: Promote the Safe and Secure Adoption of New Technologies
• 4.2. Security and Privacy: Evaluate & Streamline Security and Privacy Policies

MY NOTE: I checked 1.1!

Strategic Objectives

The Digital Government Strategy sets out to accomplish three main goals: 1. Enable the American people and an increasingly mobile workforce to access high-quality digital government information and services anywhere, anytime, on any device. 2. Ensure that as the government adjusts to this new digital world, we seize the opportunity to procure and manage devices, applications, and data in smart, secure and affordable ways. 3. Unlock the power of government data to spur innovation across our Nation and improve the quality of services for the American people.

For Objective 1: How effective do you think this strategy will be? *
  1  2  3  4  5
Low  ☐  ☐  ☐  ☐  ☡  High

For Objective 2: How effective do you think this strategy will be? *
  1  2  3  4  5
Low  ☐  ☐  ☐  ☐  ☡  High

For Objective 3: How effective do you think this strategy will be? *
  1  2  3  4  5
Low  ☐  ☐  ☐  ☐  ☡  High

MY NOTE: I selected 3 for all of these!
Final Thoughts and Closing Comments

Are there any additional comments you'd like to make? Please limit your comments to ~140 characters, suitable for presentation to the Federal CIO

[Text box for comments]


ACT-IAC is interested in how successful you think this was for aggregating membership input into a response. How likely would you be to take a similar survey like this in the future?

1 2 3 4 5

Low ☐ ☐ ☐ ☐ ☐ High

MY NOTE: I entered 3!

Would you like to be included on an email with the results of this survey? If so please enter your email address below. Note, no confirmation will be done so please double check your spelling!

MY NOTE: I entered my email address!

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Everything should be an API - wh.gov/digitalgov digitalgov tcdisrupt

No Gantt charts or mission statements on my door. I want THIS:

“Which part of the industry will be favored by this digital strategy?”

Walking the walk, coded the digitalgov strategy in HTML5:

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tania_fal profile
tania_fal RT @StateDept: #SecClinton: We've made the annual #HumanRights Reports easier to read online. go.usa.gov/pGe #HRR2011 #DigitalGov#gov20 #OpenGov 45 seconds ago · reply · retweet · favorite

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JanetBS @sheiladcusa Amazing public servant. You do us proud! #digitalgov31 seconds ago · reply · retweet · favorite

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digiphile @raspires, DHS CIO, thanked@StevenVDC for letting the federal #CIOcommunity contribute to US #digitalgov plan. "We feel as if we own" it. 7 minutes ago · reply · retweet · favorite

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digiphile DHS CIO @raspires: they've adopted an "open source" CMS. I missed that DHS was experimenting with Drupal: bit.ly/KlqsMf #digitalgovabout 1 minute ago · reply · retweet · favorite

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justalaina !!! RT @karentrebongovt: Find where we are already doing things well. Don't duplicate. Amen! #DigitalGovabout 1 minute ago · reply · retweet · favorite

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wjhuie @WyattKash "Initiatives like this are more about culture than tech" and I'd say spending too #actiac #digitalgovabout 1 minute ago · reply · retweet · favorite

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digiphile RT @levyi413 Need to separate content, presentation via metadata & CSS, then build "sites" via APIs for all screen sizes. #DigitalGov #Gov2010 minutes ago · reply · retweet · favorite

GovNewMedia profile
GovNewMedia "#DigitalGov strategy emphasizes what the customer needs... and we have an opportunity to deliver this across government." - Sheila Campbell 11 minutes ago · reply · retweet · favorite

kellyolson profile
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digiphile Did you hear a quiet pushpack on that Q too? #digitalgov != @OpenGov, #OpenData for services, productivity, open innovation. 25 minutes ago · reply · retweet · favorite

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digiphile You're going to see a government-wide #opendata policy, says @stevenvdcradar.oreilly.com/2012/05/white-... #DigitalGov pic.twitter.com/jlFTqkA about 1 hour ago · reply · retweet · favorite

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mchronister: I'm so glad someone finally asked about the digital divide! #digitalgov 33 minutes ago · reply · retweet · favorite

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wjhuie profile

wjhuie: RT @tseronis: #digitalgov common analytics across agencies will fuel the digital strategy about 1 minute ago · reply · retweet · favorite

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digitalsista: If you want to be innovation fellows for this initiative ow.ly/b8iHx #digitalgov #gov20 37 minutes ago · reply · retweet · favorite

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digiphile: Great question from @Interior.gov staffer: #digitalgov must not neglect accessibility. Context: bit.ly/hBfsa5 about 38 minutes ago · reply · retweet · favorite

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The innovative use of technology is fundamentally transforming how the American people do business and live their daily lives. Exponential increases in computing power, the rise of high-speed networks, and the growing mobile revolution have put the Internet at our fingertips, encouraging innovations that are giving rise to new industries and reshaping existing ones.

Innovators in the private sector and the Federal Government have used these technological advances to fundamentally change how they serve their customers. However, it is time for the Federal Government to do more. For far too long, the American people have been forced to navigate a labyrinth of information across different Government programs in order to find the services they need. In addition, at a time when Americans increasingly pay bills and buy tickets on mobile devices, Government services often are not optimized for smartphones or tablets, assuming the services are even available online.

On April 27, 2011, I issued Executive Order 13571 (Streamlining Service Delivery and Improving Customer Service), requiring executive departments and agencies (agencies) to, among other things, identify ways to use innovative technologies to streamline their delivery of services to lower costs, decrease service delivery times, and improve the customer experience. As the next step toward modernizing the way Government works, I charged my Federal Chief Information Officer (CIO) with developing a comprehensive Government-wide strategy to build a 21st century digital Government that delivers better digital services to the American people.

Today, the CIO is releasing that strategy, entitled "Digital Government: Building a 21st Century Platform to Better Serve the American People" (Strategy), which provides agencies with a 12-month roadmap that focuses on several priority areas. The Strategy will enable more efficient and coordinated digital service delivery by requiring agencies to establish specific, measurable goals for delivering better digital services; encouraging agencies to deliver information in new ways that fully utilize the power and potential of mobile and web-based technologies; ensuring the safe and secure delivery and use of digital services to protect information and privacy; requiring agencies to establish central online resources for outside developers and to adopt new standards for making applicable Government information open and machine-readable by default; aggregating agencies' online resource pages for developers in a centralized catalogue on http://www.Data.gov; and requiring agencies to use web performance analytics and customer satisfaction measurement tools on all ".gov" websites.
Ultimately, this Strategy will ensure that agencies use emerging technologies to serve the public as effectively as possible. As a Government, and as a trusted provider of services, we must never forget who our customers are -- the American people.

In order to ensure that agencies make the best use of emerging technologies in serving the public, I hereby direct each agency to take the following actions:

1. Implement the requirements of the Strategy within 12 months of the date of this memorandum and comply with the timeframes for specific actions specified therein; and
2. Within 90 days of the date of this memorandum, create a page on its website, located at www.[agency].gov/digitalstrategy, to publicly report progress in meeting the requirements of the Strategy in a machine-readable format.

This memorandum shall be implemented consistent with applicable law and subject to the availability of appropriations, and with appropriate protections for privacy and civil liberties.

The Director of the Office of Management and Budget is authorized and directed to publish this memorandum in the Federal Register.

BARACK OBAMA

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Testimony of U.S. Chief Information Officer Steven VanRoekel to Senate

Source: [http://hss-prod.hss.aol.com/hss/stor...ony_Senate.pdf](http://hss-prod.hss.aol.com/hss/stor...ony_Senate.pdf) (PDF)

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

May 24, 2012

STATEMENT OF STEVEN VANROEKELE, FEDERAL CHIEF INFORMATION OFFICER, ADMINISTRATOR FOR E-GOVERNMENT AND INFORMATION TECHNOLOGY OFFICE OF MANAGEMENT AND BUDGET

BEFORE THE SENATE COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS
SUBCOMMITTEE ON FEDERAL FINANCIAL MANAGEMENT, GOVERNMENT INFORMATION, FEDERAL SERVICES, AND INTERNATIONAL SECURITY

"Innovating with Less: Examining Efforts to Reform Information Technology Spending"

Introduction

Good afternoon, Chairman Carper, Ranking Member Brown and members of the Subcommittee. Thank you for the opportunity to testify on the Administration’s efforts to improve the management of Federal Information Technology (IT). Agencies today face unprecedented pressures – a rapidly evolving technology landscape, rising public expectations, and the need to operate securely in an increasingly interconnected world – all while we are driving toward flat or declining budgets. To meet these challenges, we need to shift investment away from the costly maintenance and operations of legacy IT systems, to 21st-century solutions that enable us to innovate with less.
When the President appointed me to the position of Federal Chief Information Officer last August, I was charged with carrying forward the Administration’s efforts to harness advances in IT to make Government work better and more efficiently for the American people. From my time in the private sector, I know firsthand the enabling nature of technology to increase mission efficiency. Successful organizations focus continually looking for ways to shift investment from support activities to those mission functions that generate the most value for their customers. In a lean fiscal environment, leading companies look for ways to use IT as a strategic asset and to do the seemingly impossible: improve and expand core services while cutting costs.

It should be no different with the Federal Government. Nearly everything that we do as a Government depends on IT -- from health care, to education, to homeland security. Yet the way we fund IT, program-by-program and agency-by-agency, has led to a proliferation of duplicative systems, hinders our ability to share services Government-wide, and impedes our ability to adjust to the fast pace of technological change and corresponding adjustments in funding levels. For too long, this inflexibility has caused even the most highly visible IT projects to fail after significant investments in time and money.

Efforts to eliminate waste and duplication must be made on both ends of Pennsylvania Avenue, collaboratively, as our individual work will only get us so far. By eliminating duplication and reining in IT spending, the Federal Government can increase its focus on delivering Mission critical services to the American people.

To deliver on the President’s commitment to create a more effective and efficient Government, we are leveraging the latest advances in technology to save taxpayer dollars. We are working aggressively to meet the challenge of innovating with less, and we are seeing real results. We have capitalized on the Administration’s 25 Point Plan to Reform Federal Information Technology Management (25 Point Plan). Already we have realized billions of dollars in cost savings and avoidance as a result of this Administration’s aggressive IT reforms, while improving service and accelerating delivery. When the plan is complete, we will carry on the work of continually improving Federal IT as our efforts do not begin or end with the 25 Point Plan.

Our approach to reducing duplication and increasing efficiency in our IT spending is as follows:

• **Maximizing the return on our investment in Federal IT** by providing the tools to help agency leadership look across their IT portfolios and take the necessary actions so that common business functions and services are not duplicated time and again, and make the right decisions on which investments to fund and which to cut.

• **Optimizing our IT infrastructure** by shutting down and consolidating Federal data centers, shifting to lightweight technologies such as cloud computing and streamlining the use of commodity IT. Ultimately this allows us to support more efficient solutions and creates a more secure Federal footprint.

• **Building a more efficient and effective digital government** by enabling the American people and an increasingly mobile workforce to access high-quality digital government information and services anywhere, anytime, on any device. We must ensure that as the Government adjusts to this new digital world, we procure and manage devices, applications, and data in smart, secure and affordable ways.

### Maximizing the Return on Investment in Federal IT

The first policy that OMB introduced during my tenure as Federal CIO, Memorandum 11-29, *Chief Information Officer Authorities*, shifted the role of agency Chief Information Officers (CIOs) away from just policymaking and infrastructure maintenance to encompass true IT portfolio management for the entire agency. This Memorandum directs CIOs to focus on reducing duplication and to right size and eliminate waste in their agencies’ IT investments so that spending can be shifted to mission areas and innovative solutions that better serve the American people and maximize the return on our investment in IT.
TechStat and PortfolioStat

TechStat has been an important tool for enhancing and promoting CIO oversight of the large investments agencies make in IT. TechStat Accountability Sessions are reviews of agency IT programs with OMB and/or agency leadership. Using data from the Federal IT Dashboard, investments are carefully analyzed with a focus on problem-solving that leads to concrete actions to improve performance. On top of recent successes in propagating the TechStat model throughout the agencies and bureaus, we are also currently expanding our efforts to conduct more OMB-led TechStat reviews to tackle the most complex and significant IT issues facing the Government today. Using tools like the IT Dashboard, we are targeting underperforming IT investments, and then working with agencies to find solutions to address inefficiencies and to deliver better technology solutions sooner, and at a lower cost.

Through the work outlined in the IT Reform Plan, agencies identified nearly $1 billion in efficiencies over the last year, adding to the $3 billion found in OMB-led TechStat reviews. This brings the grand total of TechStat cost implications to approximately $4 billion in less than two years. More information about these results is available in the TechStat Report released on December 8, 2011, and published on CIO.gov.  

While TechStat targets individual investments, the newly launched PortfolioStat initiative takes a broader approach by looking across entire agency portfolios for consolidation and optimization opportunities. Launched on March 30, 2012, PortfolioStat will be the primary tool through which agencies will assess the maturity of their IT portfolio management process, identify and eliminate duplication, cut lower priority investments, and move to shared solutions in order to maximize the return on IT investments across the portfolio. Agency Deputy Secretaries are responsible for the implementation and subsequent outcomes from the PortfolioStat initiative.

Shared-First

The Federal IT Shared Services Strategy, released on May 2, 2012, calls for agencies to migrate two commodity IT services to a shared approach by the end of 2012. Agencies will increasingly consolidate IT-related enterprise, business, and infrastructure services and systems. In so doing, we will not only improve the scope and quality of these shared services, but through strategic sourcing initiatives, agencies will also be able to take advantage of lower prices and acquisition strategies that better support modernization as new approaches become available. To help agencies innovate with less, we are promoting Enterprise Architecture (EA) principles that support the development of solutions along the lines of “little-to-big” (e.g., consolidating duplicated capabilities) and “big-to-little” (e.g., using modular delivery to speed results and reduce risk).

EA is a powerful tool for agency leadership and management to use in eliminating waste and duplication, moving toward shared service delivery models, and embracing new technologies such as cloud computing, mobile, and social media. EA can also support new, enhanced governance methods and subsequent changes to operating procedures, such as TechStat, PortfolioStat, and continuous monitoring.

Operationalizing IT Management

For the first time, the Federal Government has dedicated funding to operationalize and build upon these efforts to deliver most cost savings to the American taxpayers. The new Integrated, Efficient and Effective Uses of Information Technology (IEEUIT) account will augment and accelerate the early results from TechStat and PortfolioStat by providing expert resources and additional analytical capabilities like the continually improving IT Dashboard, to root out and fix or terminate poorly performing or duplicative IT investments. IEEUIT will also fund activities designed to drive down commodity IT costs, such as data center consolidation, shared incubation pilots, and a centralized catalog of commodity IT products and services accessible by agencies.
Optimizing our IT Infrastructure

When this Administration came into office, we found outdated technology, infrastructure and rampant duplication. From poorly performing projects to redundant infrastructure, it was clear aggressive reform was needed. We are attacking the problem by consolidating data centers and moving to lightweight, shareable technologies, such as cloud computing, while also directing agencies to consolidate commodity IT services and move to a shared services model.

Data Center Consolidation

Under the Federal Data Center Consolidation Initiative (FDCCI), we have accelerated our efforts to consolidate Federal data centers and now plan to close 968 data centers by 2015, pushing our goal up 20% from the original as set in February 2010. By the end of calendar year 2012 alone, we plan to close 429 data centers.

To date, 267 data centers have been consolidated and we are beginning to see budgetary results. For example, as stated in the President’s Budget, the Department of Defense plans to save up to $300 million in FY 2013 by closing 100 data centers. In other cases, agencies are investing in their current infrastructure to accomplish the goals of data center consolidation. The Department of Homeland Security (DHS) is currently building its enterprise data centers and expects to reap billions in savings starting at the end of the decade. But as we decommission data centers, we must make sure we are optimizing the infrastructure we will continue to operate as the future inventory must be more efficient, secure, and better able to serve agency missions.

That is why in addition to focusing on data center consolidation opportunities to maximize savings, we must also improve the operations of the data centers that remain in our inventory. Agencies will focus on efficiency and quality of service, ensuring that they are taking advantage of current technologies, which deliver a greater return on IT investments.

Finally, as agencies optimize their infrastructure, the Government will become more secure by improving its cyber security posture, more sustainable by reducing the energy use of our total data center inventory, and more cost efficient with its use of Federal property. Data center consolidation and optimization enables the Federal Government to be more agile as we expand our use of cloud services and other innovative technologies.

Cloud Computing

As we consolidate our infrastructure, we must also shift the Government’s mindset from capital intensive asset ownership to more service-oriented models, such as cloud computing, which allow agencies to pay for only the resources they need at the time of use.

For too long, the government’s administrative and procurement processes did not keep pace with new technologies. To accelerate the adoption of cloud based services, the Administration launched the Federal Risk Authorization Management Program (FedRAMP). FedRAMP establishes a standardized approach to security assessment, authorization, and continuous monitoring for cloud solutions.

FedRAMP leverages a “do once, use many times” framework that produces savings in the overall cost, time, and staff currently associated with conducting duplicative agency security assessments. It also provides a uniform risk management approach that utilizes a standard set of baseline security controls so that each agency doesn’t have to reinvent the wheel. An initial operating capability of FedRAMP will go-live in June 2012.

Additionally, agencies have made significant progress on cloud migrations under the Administration’s “Cloud First” policy. This led to the successful migration of 40 services to cloud with an additional 39 migrations to come by June 2012. These migrations alone have led to the elimination of more than 50 legacy systems, and greater efficiency through providing shared services such as collaboration tools.

http://semanticommunity.info/AOL_Government/Building_a_Digital_Government
Updated: Sat, 19 Sep 2015 01:13:20 GMT
Powered by mindtouch
Cyber Security

As we optimize our infrastructure by consolidating data centers and leveraging innovative technologies, we must never lose sight of the fact that we need to be ever-vigilant in protecting our national assets and information. With threats evolving daily, cyber security must be a focus of everything we do.

The Administration continues to make significant investments in cyber security efforts, providing DHS with resources that will fund enhancements to our cyber programs to protect large and small agencies from cyber intrusions. We have also provided resources for a centralized continuous monitoring capability to identify and mitigate vulnerabilities on agency networks, improving the cyber security of the entire Federal enterprise.

Building a More Efficient and Effective Digital Government

Technology is fundamentally transforming how we conduct our business and live our daily lives. Advances in computing power, the rise of high-speed networks, and the growing mobile revolution have unleashed new innovations, spawned new industries and reshaped existing ones. The President has charged us with harnessing the power of technology to help create a future-ready digital government – one that is efficient, effective and focused on improving the delivery of services to the American people.

Digital Government Strategy

The Digital Government Strategy will provide a 12-month roadmap to jumpstart the use of smart mobile technology and improve delivery of digital services to the American people and our Federal workforce. We must ensure that Government information, data and services are available anywhere, anytime, on any device. The strategy will help agencies use modern tools and technologies to seize the digital opportunity and fundamentally change how the Government serves both its internal and external customers, at lower costs. It will also lay out actions to ensure that as the Government adjusts to this new digital world, we build the infrastructure needed to support digital government efforts to leverage the Federal Government’s buying power to reduce costs where appropriate.

Through the implementation of this strategy, we aim to fundamentally transform how the Government connects with, and provides services to, the American people. Through our ongoing efforts, we will help provide the Federal workforce with the 21st-century tools to carry out their mission of delivering services to all citizens. Lastly, the strategy will enable more efficient, coordinated digital service delivery at a lower cost.

Innovative Tools

In addition to providing the Federal Government with a roadmap to improve digital services, we are regularly leveraging innovative tools and technologies to create efficiencies across agencies. In January of this year, President Obama laid out a proposal to consolidate the Federal Government. His first focus is on Government’s interaction with businesses and the fact that there are six separate organizations within the Federal Government that focus primarily on business and trade. Through the work and cooperation of the Department of Commerce, the Small Business Administration, and other agencies, we have been able to stand up BusinessUSA, a virtual one stop shop that makes it easier for America’s businesses to access the services and information they need to help them grow, hire and export. 9

Another tool that the Administration launched this year was the Federal Infrastructure Projects Dashboard, 10 bringing new transparency and accountability to the multi-agency permitting process. The focus of the current phase is to create new opportunities for collaboration among the Federal agencies involved in a nationally or regionally significant project. For the first time, each of these projects will have a space in which the Government can answer the questions of who, what, and when for the permits and actions required to make these projects shovel ready.
Innovating With Less

The steps the Federal Government is taking to eliminate waste and duplication and invest in innovative technologies will allow us to better serve the American people. Now there are some who say we should not invest in IT in this fiscal environment, or use cyber security concerns to promote the misconception that you cannot innovate and effectively maintain security. But, the American people expect us to use technology to provide the same level of service they experience in their everyday lives. They pay bills online and buy plane tickets on smartphones. And it’s not just the millennial generation – with grandparents now using social media to keep in touch with grandchildren – expectations have reached a critical point faster than anticipated. Building on the progress of the last two-and-a-half years, my focus going forward will be to drive innovation in Government and make investments in technology that better serve the American people. We will use technology to improve productivity and lower barriers to citizen and business interaction with the Government, all while bolstering cyber security.

As part of a broader continuous improvement in IT, the Federal Government is shifting its mindset from building proprietary and highly customized systems to adopting light technologies and shared or provisioned solutions. Eliminating duplicative IT infrastructure, reforming Federal IT management, and streamlining service delivery are at the core of the Administration’s approach to root out waste and duplication throughout Government. I appreciate the work this Committee has done in this area—as you well know the magnitude of these efforts require all of us to continue to work together.

Thank you for the opportunity to appear today and I look forward to our discussion.

Footnotes

1

http://www.cio.gov/documents/25Point...eral%20IT.pdf

2

OMB defines a data center as “a closet, room, floor or building for the storage, management, and dissemination of data and information” under the following March 19, 2012 FDCCI memo: http://www.cio.gov/documents/CIO_Mem...ekel_31912.pdf

3

The National Institute of Standards and Technology defines cloud computing as “a model for enabling convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction.”

4

http://www.whitehouse.gov/sites/defa...2011/m1129.pdf

5

The mobile revolution is upon us. Not only do the American people go online to pay bills, buy tickets and stay connected to their friends, but they are also adopting smart mobile technology at an incredible rate. This is changing the way we interact, the way we consume and the way we work.

To fundamentally change the way we do things in government, we need to seize on this mobile opportunity both in how we serve the public and in how government employees work.

Many government services have gone mobile already. The Transportation Security Administration (TSA) launched a mobile application (My TSA) which provides passengers with 24/7 access to the most commonly requested TSA information on their mobile device. This includes functions such as Airport Status, ‘What Can I Bring?’ information, a guide on travel tips, and an ability to share information with other passengers on security wait times. Many government websites, such as USA.gov and WhiteHouse.gov, have mobile-optimized versions. The Department of Veteran’s Affairs has a mobile website that allows Veterans to access key links quickly, such as facility locations. We need more agencies to make their services available to an increasingly mobile nation.

In addition, we need to increase the mobility of the federal workforce. Doing this will allow the government to realize real estate savings from teleworking as well as increase productivity for those employees who are often not in an office. Some agencies have taken steps in this direction already. For example, the Bureau of Alcohol, Tobacco, Firearms and Explosives and U.S. Marshals Service have a joint program to give their agents rapid access to all mission-critical data in any location using commercial mobile technology. This not only dramatically increases overall productivity, but also increases officer safety during fieldwork. The Army’s mCare App allows healthcare teams to remotely monitor the
healthcare status of wounded warriors. The Federal Emergency Management Agency's emergency managers use mobile Twitter to find victims during an emergency, to share pleas for help that need to be translated, and to geo-target the location and extent of an emergency. Agencies must follow these examples, as increasing our productivity means that we are able to do more for the American people at a lower cost.

Going mobile doesn’t just increase productivity but it’s a huge cost saver too. For example, teleworking means we can decrease our real estate costs. And pooling our purchasing means that we can get the best deals possible on mobile devices. For example, the U.S. Department of Agriculture (USDA) has just reduced its telecom expenses by 18 percent – $4 million annually – by streamlining acquisitions. USDA consolidated its wireless contracts from 843 different plans and 32,228 lines of service to three blanket purchase agreements and negotiated volume pricing. And that’s just the beginning – they forecast a 40 percent reduction in total telecom expenses once they restructure accounts, centralize billing, and make smart use of pooling.

But there is more we can do to seize the mobile opportunity, and we need to be bold in doing it. We need to address the massive variations in the way we pay for mobile services across the government and leverage our size to influence purchasing power. We need to reexamine how we build applications and services. We need to focus on the fundamentals, ensure security and privacy concerns are addressed, and incorporate Shared First and Future First principles into everything we do. This doesn’t mean reinventing the wheel. Models such as FedRAMP are already helping the government “build once, use many times,” and these innovations can be extended to mobile. At the 2012 Consumer Electronics Show, I unveiled a roadmap for the Federal government to seize this mobile opportunity. Within a year, I expect the government to change the way we work – to start embracing mobility-enabling technology across the Federal workforce in a coordinated way, and to start working on plans to deliver mobile-accessible content and services to the American people.

Over the next week, I invite you to share your thoughts on how the Federal Government can take advantage of the mobile opportunity – the National Dialogue on the Federal Mobility Strategy launched yesterday and will run through Friday, January 20th. Tell us – what should the Federal Mobility Strategy include? Your voice will help inform the draft strategy we release.

Together, we can build a 21stCentury Government using the power of mobility.

Steven VanRoekel is the Federal Chief Information Officer – for more information visit http://www.cio.gov

Tech Crunch Coverage

Source: http://techcrunch.com/events/disrupt-ny-2012/coverage/

Sound Bytes

Source: http://techcrunch.com/events/disrupt-ny-2012/sound-bites/

@2:27:53
Todd Park, US Chief Technology Officer: President Obama's "geek quotient" is very high, in a "really genuine way."
How to Get Involved With The White House Digital Road Map


President Obama’s technology advisors are looking for some “kick ass” fellows to work on the White House’s new digital road map for open government.

Announced on stage at Disrupt 2012, CTO Todd Park and CIO Steven VanRoekel detailed five new projects, each which will need a team of open government geeks to help move forward. You can view the first part of the application process here.

So, what are they looking for? Park told the audience that he’s looking for the first 5 people one would want to begin a startup with: a mix of people with technical expertise, an accomplished history, and a passion for disruption. Technical skills for some team members are definitely important (UI/UX experience, coding, etc). But, a history of causing some type of disruption is definitely key. If you’ve managed to make your industry more transparent, participatory, or collaborative, definitely indicate that on the second round application (which will be later emailed to applicants). Last, a passion for using technology for social change, especially open data, should probably make its way into the application.

Park and VanRoekel are also interested in working with entrepreneurs outside of the fellows program. For instance, in June, Park will help with a health care “datapalooza”, which will feature companies that leverage the new government data. Entrepreneurs can also follow Park and VanRoekel on Twitter for upcoming news, and @reply them with great ideas. Good luck to all of the applicants and entrepreneurs, and keep TechCrunch updated if you develop any great products related to open data.

Due To The Apple / Google Deathgrip, Former CEO John Lilly Says For Mozilla, “Mobile Is A Little Scarier”

Source: http://techcrunch.com/2012/05/23/john-lilly-mozilla-mobile/
iOS and Android aren’t leaving much room for Firefox to burrow into mobile. “We knew there was going to be a transition from desktop being primary to mobile and tablet being primary” said Mozilla’s former CEO and current board member John Lilly today at TechCrunch Disrupt NYC. “What I worry about, the scary part is that for the first time the platforms and distribution are tightly controlled before innovation has really started”

Lilly explained that Internet Explorer once dominated web browsing and people said “How the hell do you break that?” But Firefox and Chrome came along and now the market is almost evenly split. But Lilly says “mobile’s not like that. Mobile is these tied-down vertical stacks that are controlled by Google and Apple, so we have a new impossible problem to become relevant on mobile.”

As the world spends more and more of its time on mobile, Mozilla will have to figure out how to inject itself there. Firefox for Android is a good start, but tests against Chrome in February saw Mozilla’s version loading pages much slower. There just might not be enough value for Firefox to add in order to pull Android users from their default browser. And thanks to Apple’s Draconian SDK agreement, Mozilla isn’t even allowed to release a full-version of Firefox for iOS.

Lilly is optimistic about Mozilla’s desktop browser, “I think Firefox is about as good as it’s ever been right now. But unfortunately, the Google juggernaut is there too. ”I know a lot of people probably moved to Chrome” Lilly said.

**My Notes**

Make things, change the world, etc.

IE, Chrome, and Firefox on Desktop, and now iOS (Safari) and Android (Chrome) on Mobile
More about APIs than Open Source

If you do not like it then fork it (MindTouch)

HTML 5 for the App World (MindTouch)

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**Very High Geek Quotient, But It’s All A Means To An End**


President Barack Obama is famous for his **affinity for his BlackBerry** and **science fairs**, but the tech love goes a lot further than that. Todd Park, the U.S. chief technology officer, today described the President as having a “very high geek quotient” with a “go go go” attitude when it comes to new tech initiatives — which, yes, he likes in and of themselves, but more importantly as a means to an end.

The comments were made during a fireside chat at **TC Disrupt in New York**, where Park along with U.S. CIO Steven VanRoekel also announced the **government’s big plans for opening up its data and courting developers**.

“He is focused on how technology and data help you get the right healthcare for your family, pick the right college for your kid, help keep your kid safe, make the best decisions on save energy bill,” said Park. “It’s tech as a means to an end.”

At the sidelines of the stage, Park told me that when he and VanRoekel proposed the whole idea of open data to the President, he got very fired up and wanted to act fast. "He loved it. The first thing he said to us was ‘Go, go, go!’" he said.

But, yes, he is a bit of a geek, even still. On the subject of Obama and science fairs: “He hangs out five times as long as needed.”

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INGRID LUNDEN
posted yesterday

Comments
VanRoekel noted also that how technology is an important factor in how people should conceive of economic recovery going forward. “When you look at U.S. history, the majority of Fortune 500 companies were founded in bad economic times,” he said, and at the same time they have been marked by “inflection points” in technology that helped to catapult these companies forward. “We have an opportunity to seize that [model] again,” he said.

As for the government itself, there is a general sense of risk aversion prevalent among public servants when it comes to technology, VanRoekel admitted. That will play out especially with the proposed Data Act, which will put a lot of requirements on public servants. The two are trying to stem the possible tide of dissent early on with this: “I want to have conversations with Congress right now,” said VanRoekel, who wants to know: “What is the burden put on federal agencies in this process?”

But Park added, “If you can figure out a way to release their mojo, they can do amazing things.”

An interesting connection that he drew here was that public servants, by definition, are not motivated by money — something he said that he noticed characterized the best entrepreneurs when he was still in the private sector (he had a long career as a consultant at Booz Allen and also in health tech):

“When I was in the private sector one characteristic that differentiated the best entrepreneurs from the others was that they were not in it for the stock options but for a mission, to deliver something that was helpful… Every entrepreneurial journey it turns out is like this.”

The 21st Century Gold Rush Announced At Disrupt: Raw Data


President Obama has a “high geek quotient” according to his senior technology advisor, Todd Park. Park and U.S. CIO Steven VanRoekel announced five major federal initiatives at TechCrunch Disrupt today, along with a call to entrepreneurs to join in a new gold rush of data that will be released in the coming months. Like how the GPS industry
helped pave the way for iPhone apps, Park and VanRoekel hope to catalyze new industries in energy, education, security, and the nonprofit sector with the new open data guidelines. Additionally, they’re opening up an application process for an executive fellows program (apply here; we’ll have a post soon with more details).

The five major initiatives are as follows:

1. Expand the one-click download program of “Blue Button” to energy, education, security, and the nonprofit sector. Blue Button was an early open data initiative from Park’s previous job at HHS to allow federal medical recipients (Department of Defense, Veterans, and Medicare) to access their health information in an easy, one-click process for use with all of their doctors. A relevant recent extension of Blue Button for energy, “Green Button,” is already in use by iPhone app makers to give homeowners feedback on their energy use. Additional energy info will be coming soon in the hopes that savvy entrepreneurs can make profitable, socially-beneficial use of the new data.

2. Expand Blue Button itself to private sector insurance companies. Right now, only federal beneficiaries have access to the data, yet many Americans would also like an easy way to track their medical history and share relevant results between doctors.

3. A PayPal for foreign aid, the “20% Campaign.” The federal government has a nasty habit of losing crates of cash and foreign aid while paying security forces and contract workers in Afghanistan and elsewhere. Park and VanRoekel hope the new system can better track the money trail, and therefore reduce waste, fraud, and abuse. One study suggests that India could save billions with electronic transfers, and the savings could be just as significant for the U.S.

4. A small-business friendly process for securing government contracts, named RFP-EZ. Don’t have a DC-bureau or a cushy relationship with a senator? This program aims to give the small guy a shot at big contracts. Park argued in his talk that the government sometimes prefers savvy startups in Silicon Valley, who can save the government a lot more than the typical contractor.

5. MyGov, a user-friendly website to find government services. Currently, government services are organized by government need, not citizen, making many services difficult to find.

These initiatives will roll out over the coming months and we’ll update our audience with relevant details.

US Launches Digital Roadmap To Open Up Government Data And Court Developers


RYAN LAWLER
posted yesterday

Comments
There's all sorts of data that the government has, but very little of it is actually accessible by developers. But the U.S. Government is trying to change that: Wednesday at TechCrunch Disrupt, U.S. Chief Technology Officer Todd Park and Chief Information Officer Steven VanRoekel announced a new initiative within the government to open up data that was previously locked up in government documents and arcane backend systems. That will allow developers to create new applications and services based on that data.

The digital road map is based on the following five ideas:

• Open Data as the new default
• Anywhere, anytime on any device
• Everything should be an API
• Make government data social
• Change the meaning of social participation

With the launch of the new digital roadmap, the U.S. government is hoping to increase the way that users can access data in many different ways. It’s also designed to decrease inefficiency in government and to allow developers to build applications that the government would never have dreamed up.

It’s also built around the idea that government data has to become less sprawling. As a result, it is going to stop building new .gov websites, and ensure that all agencies which already have a website need to have a /DEVELOPERS page. The government has also been pushing innovation by sponsoring meetups, hackathons, and “datapaloozas” through which developers can show off new apps that they’ve built.

And here are the first five projects that Park and VanRoekel announced as part of the initiative:

• The launch of a portal called MyGov, aimed to be a user-friendly website for government services.
• The launch of the 20% Campaign, a way to move from cash payments to mobile payments overseas.
• Introduction of a program called RFP-EZ, which will let startups that don’t usually compete for government projects have access to them.
• The launch of Blue Button for America, which will let developers create apps to allow U.S. citizens to have access to their own health data.

• Open data for access from new industries, including energy, education, non-profits, and safety.

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**Presidential Innovation Fellows**

Source: [http://www.whitehouse.gov/innovationfellows](http://www.whitehouse.gov/innovationfellows)

Select a project: Overview | MyGov | Open Data | Blue Button | RFP-EZ | 20% Campaign

The Presidential Innovation Fellows will pair top innovators from the private sector, non-profits, or academia with federal government employees to collaborate on game-changing solutions that aim to deliver significant business results in just six months. Each team of innovators will work together in-person in Washington, DC on focused sprints while being supported by a broader community of interested citizens throughout the country. What makes this initiative unique is its focus on unleashing the ingenuity and know-how of Americans from all sectors.

The five projects that will launch in summer 2012 have straightforward goals: to improve the lives of the American people, saving taxpayer money, and fueling job creation. This is innovation aimed at making a difference for all Americans.

1. MyGov

Reimagine the relationship between the federal government and its citizens through an online footprint developed not just for the people, but also by the people.

Learn More

2. Open Data Initiatives

Stimulate a rising tide of innovation that utilizes government data to create tools that help Americans better navigate their world, whether it’s finding the right health care provider, identifying the college that provides the best value for their money, saving money on electricity bills through smarter shopping or keeping their families safe by knowing which products have been recalled, and much more.

Learn More

3. Blue Button for America

Develop apps and create awareness of tools that help individuals get access to their personal health records -- current medications and drug allergies, claims and treatment data, and lab reports -- that can improve their health and healthcare.

Learn More

http://semanticommunity.info/AOL_Government/Building_a_Digital_Government

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4. RFP-EZ

Build a platform that makes it easier for small high-growth businesses to navigate the federal government, and enables agencies to quickly source low-cost, high-impact information technology solutions.

Learn More

5. The 20% Campaign

Create a system that enables US government programs to seamlessly move from making cash payments to support foreign policy, development assistance, government operations or commercial activities to using electronic payments such as mobile devices, smart cards and other methods.

Learn More

Digital Government Report

Source: http://hss-prod.hss.aol.com/hss/stor...alstrategy.pdf PDF

Cover Page

Building a 21st Century Platform to Better Serve the American People

May 23, 2012
Introduction

Preface

“I want us to ask ourselves every day, how are we using technology to make a real difference in people’s lives.” —President Barack Obama

The Speed of Digital Information

When a 5.9 earthquake hit near Richmond, Virginia on August 23rd, 2011, residents in New York City read about the quake on Twitter feeds 30 seconds before they experienced the quake themselves.

Mission drives agencies, and the need to deliver better services to customers at a lower cost—whether an agency is supporting the warfighter overseas, a teacher seeking classroom resources or a family figuring out how to pay for college—is pushing every level of government to look for new solutions.

Today’s amazing mix of cloud computing, ever-smarter mobile devices, and collaboration tools is changing the consumer landscape and bleeding into government as both an opportunity and a challenge. New expectations require the Federal Government to be ready to deliver and receive digital information and services anytime, anywhere and on any device. It must do so safely, securely, and with fewer resources. To build for the future, the Federal Government needs a Digital Strategy that embraces the opportunity to innovate more with less, and enables entrepreneurs to better leverage government data to improve the quality of services to the American people.
Early mobile adopters in government—like the early web adopters—are beginning to experiment in pursuit of innovation. Some have created products that leverage the unique capabilities of mobile devices. Others have launched programs and strategies and brought personal devices into the workplace. Absent coordination, however, the work is being done in isolated, programmatic silos within agencies.

Building for the future requires us to think beyond programmatic lines. To keep up with the pace of change in technology, we need to securely architect our systems for interoperability and openness from conception. We need to have common standards and more rapidly share the lessons learned by early adopters. We need to produce better content and data, and present it through multiple channels in a program and device-agnostic way. We need to adopt a coordinated approach to ensure privacy and security in a digital age.

<table>
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<th>These imperatives are not new, but many of the solutions are. We can use modern tools and technologies to seize the digital opportunity and fundamentally change how the Federal Government serves both its internal and external customers—building a 21st century platform to better serve the American People.</th>
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| **The Rapidly Changing Mobile Landscape**  
- Mobile broadband subscriptions are expected to grow from nearly 1 billion in 2011 to over 5 billion globally in 2016.  
- By 2015, more Americans will access the Internet via mobile devices than desktop PCs.  
- As of March 2012, 46% of American adults were smartphone owners – up from 35% in May 2011.  
- In 2011, global smartphone shipments exceeded personal computer shipments for the first time in history. |

**Strategy Objectives**

The Digital Government Strategy sets out to accomplish three things:

- **Enable the American people and an increasingly mobile workforce to access high-quality digital government information and services anywhere, anytime, on any device.**

  Operationalizing an information-centric model, we can architect our systems for interoperability and openness, modernize our content publication model, and deliver better, device-agnostic digital services at a lower cost.

- **Ensure that as the government adjusts to this new digital world, we seize the opportunity to procure and manage devices, applications, and data in smart, secure and affordable ways.**

  Learning from the previous transition of moving information and services online, we now have an opportunity to break free from the inefficient, costly, and fragmented practices of the past, build a sound governance structure for digital services, and do mobile “right” from the beginning.

- **Unlock the power of government data to spur innovation across our Nation and improve the quality of services for the American people.**

  We must enable the public, entrepreneurs, and our own government programs to better leverage the rich wealth of federal data to pour into applications and services by ensuring that data is open and machine-readable by default.
About this Document

The Digital Government Strategy complements several initiatives aimed at building a 21st century government that works better for the American people. These include Executive Order 13571 (Streamlining Service Delivery and Improving Customer Service), Executive Order 13576 (Delivering an Efficient, Effective, and Accountable Government), the President’s Memorandum on Transparency and Open Government, OMB Memorandum M-10-06 (Open Government Directive), the National Strategy for Trusted Identities in Cyberspace (NSTIC), and the 25-Point Implementation Plan to Reform Federal Information Technology Management (IT Reform).

Through IT Reform, the Federal Government has made progress in foundational execution areas such as adopting “light technologies” (e.g. cloud computing), shared services (e.g. commodity IT), modular approaches for IT development and acquisition, and improved IT program management. The strategy leverages this progress while focusing on the next key priority area that requires government-wide action: innovating with less to deliver better digital services. It specifically draws upon the overall approach to increase return on IT investments, reduce waste and duplication, and improve the effectiveness of IT solutions defined in the Federal Shared Services Strategy.

The Digital Government Strategy incorporates a broad range of input from government practitioners, the public, and private-sector experts. Two cross-governmental working groups—the Mobility Strategy and Web Reform Task Forces—provided guidance and recommendations for building a digital government. These groups worked with the Office of Management and Budget (OMB) and General Services Administration (GSA) to conduct current state research (e.g. the December 2011 State of the Federal Web Report) and explore solutions for the future of government digital services. Feedback was also incorporated from citizens and federal workers across the nation using online public dialogues, including the September 2011 National Dialogue on Improving Federal Websites and the January 2012 National Dialogue on the Federal Mobility Strategy which produced a combined total of 570 ideas and nearly 2,000 comments.

Conceptual Model

Before discussing how we will build a 21st century digital government, we must first establish a conceptual model that acknowledges the three “layers” of digital services (see Figure 1).
The information layer contains digital information. It includes structured information (e.g., the most common concept of “data”) such as census and employment data, plus unstructured information (e.g., content), such as fact sheets, press releases, and compliance guidance.  

The platform layer includes all the systems and processes used to manage this information. Examples include systems for content management, processes such as web API (Application Programming Interface) and application development, services that support mission critical IT functions such as human resources or financial management, as well as the hardware used to access information (e.g. mobile devices).

The presentation layer defines the manner in which information is organized and provided to customers. It represents the way the government and private sector deliver government information (e.g., data or content) digitally, whether through websites, mobile applications, or other modes of delivery.

These three layers separate information creation from information presentation—allowing us to create content and data once, and then use it in different ways. In effect, this model represents a fundamental shift from the way our government provides digital services today.

Strategy Principles
To drive this transformation, the strategy is built upon four overarching principles:

- An “Information-Centric” approach—Moves us from managing “documents” to managing discrete pieces of open data and content which can be tagged, shared, secured, mashed up and presented in the way that is most useful for the consumer of that information.
• A “Shared Platform” approach—Helps us work together, both within and across agencies, to reduce costs, streamline development, apply consistent standards, and ensure consistency in how we create and deliver information.

• A “Customer-Centric” approach—Influences how we create, manage, and present data through websites, mobile applications, raw data sets, and other modes of delivery, and allows customers to shape, share and consume information, whenever and however they want it.

• A platform of “Security and Privacy”—Ensures this innovation happens in a way that ensures the safe and secure delivery and use of digital services to protect information and privacy.

Information-Centric

The Federal Government must fundamentally shift how it thinks about digital information. Rather than thinking primarily about the final presentation—publishing web pages, mobile applications or brochures—an information-centric approach focuses on ensuring our data and content are accurate, available, and secure. We need to treat all content as data—turning any unstructured content into structured data—then ensure all structured data are associated with valid metadata. Providing this information through web APIs helps us architect for interoperability and openness, and makes data assets freely available for use within agencies, between agencies, in the private sector, or by citizens. This approach also supports device-agnostic security and privacy controls, as attributes can be applied directly to the data and monitored through metadata, enabling agencies to focus on securing the data and not the device.

In production, the information-centric approach ensures all agencies follow the same “rules of the road” by using open standards. It also guides how we present information, from mobile applications to websites, and allows for increased automation at the presentation layer. If done right, the information-centric approach will add reach and value to government services by helping to surface the best information and making it widely available through a variety of useful formats.

Shared Platform

To make the most use of our resources and “innovate with less”, we need to share more effectively, both within the government and with the public. We also need to share capacities to build the systems and processes that support our efforts, and be smart about creating new tools, applications, systems, websites and domains. Ultimately, a shared platform approach to developing and delivering digital services and managing data not only helps accelerate the adoption of new technologies, but also lowers costs and reduces duplication. To do so, we need to rapidly disseminate lessons learned from early adopters, leverage existing services and contracts, build for multiple use cases at once, use common standards and architectures, participate in open source communities, leverage public crowdsourcing, and launch shared government-wide solutions and contract vehicles.

Customer-Centric

From how we create information, to the systems we use to manage it, to how we organize and present it, we must focus on our customers’ needs. Putting the customer first means quality information is accessible, current and accurate at any time whether the customer is in the battle field, the lab, or the classroom. It means coordinating across agencies to ensure when citizens and employees interact with government information and services, they can find what they need and complete transactions with a level of efficiency that rivals their experiences when engaging with the private-sector.

The customer-centric principle charges us to do several things: conduct research to understand the customer’s business, needs and desires; make content more broadly available and accessible and present it through multiple channels in a program- and device-agnostic way; make content more accurate and understandable by maintaining plain language and content freshness standards; and offer easy paths for feedback to ensure we continually improve service delivery. The customer-centric principle holds true whether our customers are internal (e.g. the civilian and military

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federal workforce in both classified and unclassified environments) or external (e.g. individual citizens, businesses, research organizations, and state, local, and tribal governments).

Security and Privacy

As the Federal Government builds for the future, it must do so in a safe and secure, yet transparent and accountable manner. Architecting for openness and adopting new technologies have the potential to make devices and data vulnerable to malicious or accidental breaches of security and privacy. They also create challenges in providing adequate notice of a user’s rights and options when providing personally identifiable information (PII).

Moving forward, we must strike a balance between the very real need to protect sensitive government and citizen assets given the realities of a rapidly changing technology landscape. To support information sharing and collaboration, we must build in security, privacy, and data protection throughout the entire technology life cycle. To promote a common approach to security and privacy, we must streamline assessment and authorization processes, and support the principle of “do once, use many times”. We must also adopt new solutions in areas such as continuous monitoring, identity, authentication, and credential management, and cryptography that support the shift from securing devices to securing the data itself and ensure that data is only shared with authorized users. When appropriate, requirements and solutions should be collaboratively developed with industry to match Federal Government needs, using the power of innovation and economies of scale to deliver better-value security and privacy products.

Part A. Information-Centric

The rich wealth of information maintained by the Federal Government is a national asset with tremendous potential value to the public, entrepreneurs, and to our own government programs. This information takes many forms. It can be unstructured content (e.g. press releases, help documents, or how-to guides) or more structured data (e.g. product safety databases, census results, or airline on-time records). Regardless of form, to harness its value to the fullest extent possible, we must adopt an information-centric approach to digital services by securely architecting for interoperability and openness from the start.

Traditionally, the government has architected systems (e.g. databases or applications) for specific uses at specific points in time. The tight coupling of presentation and information has made it difficult to extract the underlying information and adapt to changing internal and external needs. This has necessarily resulted in a duplication of efforts and the building of multiple systems to serve different audiences where a single would suffice. For example, most websites are typically built with webpages sized specifically for computer screens. To serve mobile audiences, many agencies build an entirely new mobile site to present the same content to federal employees and the public.

An information-centric approach decouples information from its presentation. It means beginning with the data or content, describing that information clearly, and then exposing it to other computers in a machine-readable format—commonly known as providing web APIs. In describing the information, we need to ensure it has sound taxonomy (making it searchable) and adequate metadata (making it authoritative). Once the structure of the information is sound, various mechanisms can be built to present it to customers (e.g. websites, mobile applications, and internal tools) or raw data can be released directly to developers and entrepreneurs outside the organization. This approach to opening data and content means organizations can

Decoupling Data and Presentation

The Centers for Disease Control and Prevention (CDC) is liberating web content by decoupling data and presentation. Using a “create once, publish everywhere mindset” and an API-driven syndication service, CDC’s content flows easily into multiple channels and is available for public and private reuse. Within its own channels, content is updated once, and then easily displayed on the main CDC.gov web site, the mobile site at m.cdc.gov, and in the various modules of the CDC mobile app.

In 2011, CDC’s liberated content was syndicated to 700 registered partners in all 50 US states, the District of
consume the same web APIs to conduct their day-to-day business and operations as they do to provide services to their customers.

Columbia and 15 countries and accounted for an additional 1.2 million page views.

In addition, by embedding security and privacy controls into structured data and metadata, data owners can focus more effort on ensuring the safe and secure delivery of data to the end customer and fewer resources on securing the device that will receive the data. For example, security of an endpoint device becomes less of a risk management factor if data is protected and authorized users must authenticate their identities to gain access to it.

The private sector has proven an information-centric model for delivering digital services securely and efficiently. The time has come for the Federal Government to embrace this approach in stride. Recognizing that simply publishing snapshots of government information is not enough to make it open, we need to improve the quality, accessibility, timeliness, and usability of our data and content through well-defined standards that include the use of machine-readable formats such as web APIs and common metadata tagging schemas.

1. Make Open Data, Content, and Web APIs the New Default

To lay the foundation for opening data and content efficiently, effectively and accessibly, OMB will work with representatives from across government to develop and publish an open data, content, and web API policy for the Federal Government. This policy will leverage central coordination and leadership to develop guidelines, standards, and best practices for improved interoperability. To establish a “new default,” the policy will require that newly developed IT systems are architected for openness and expose high-value data and content as web APIs at a discrete and digestible level of granularity with metadata tags. Under a presumption of openness, agencies must evaluate the information contained within these systems for release to other agencies and the public, publish it in a timely manner, make it easily accessible for external use as applicable, and post it at agency.gov/developer in a machine-readable format.

Fueling the App Economy

The City of San Francisco releases its raw public transportation data on train routes, schedules, and to-the-minute location updates directly to the public through web services. This has enabled citizen developers to write over 10 different mobile applications to help the public navigate San Francisco’s public transit systems—more services than the city could provide if it focused on presentation development rather than opening the data publicly through web services.

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<td>Issue government-wide open data, content, and web API policy and identify</td>
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standards and best practices for improved interoperability.

1.2 Agencies

- Ensure all new IT systems follow the open data, content, and web API policy and operationalize agency.gov/developer pages. [Within 6 months of release of open data policy—see milestone 1.1]

2. Make Existing High-Value Data and Content Available through Web APIs

Recognizing that change will not happen overnight, we need to adopt an efficient and cost effective implementation strategy that will not place an undue burden on agencies to transition all existing systems and information upfront. While the open data and web API policy will apply to all new systems and underlying data and content developed going forward, OMB will ask agencies to bring existing high-value systems and information into compliance over a period of time—a “look forward, look back” approach. To jump-start the transition, agencies will be required to:

- Identify at least two major customer-facing systems that contain high-value data and content;
- Expose this information through web APIs to the appropriate audiences;
- Apply metadata tags in compliance with the new federal guidelines; and
- Publish a plan to transition additional systems as practical.

Given the scope, scale, and complexity of some of these systems, agencies will be asked to prioritize release of data and content so the most valuable information is made available first. In cases where the system supports a website, content must also be structured, published through web APIs and tagged appropriately. Agencies will be required to engage with their customers within three months to identify the highest priority systems to transition, and work internally across communications, content, and infrastructure teams (e.g. program leads, digital strategists, web managers, Chief Information Officers (CIOs), Chief Financial Officers (CFOs), Chief Technology Officers (CTOs), Chief Acquisition Officers (CAOs), Chief Public Affairs Officers, Geographic Information Officers (GIOs), and data managers to select the final candidates. GSA will help agencies develop web APIs through the Digital Services Innovation Center (see section 3). Additionally, Data.gov will be expanded to include a web API catalogue to serve as an interactive
directory of information made available to the public by agencies via web services so that customers may more readily utilize that information in their own applications. Web APIs posted on agencies' developer pages will be automatically aggregated in this catalogue.

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<td>2.1</td>
<td>Agencies</td>
<td>Engage with customers to identify at least two existing major customer-facing services that contain high-value data or content as first-move candidates to make compliant with new open data, content, and web API policy.</td>
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<tr>
<td>2.2</td>
<td>Agencies</td>
<td>Make high-value data and content in at least two existing major customer-facing systems available through web APIs, apply metadata tagging and publish a plan to transition additional high-value systems. [Within 6 months of</td>
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Part B. Shared Platform

Government agencies are missing out on opportunities to share ideas and resources within the digital services space. Inefficiencies such as fragmented procurement and development practices waste taxpayer dollars and stymie the consistent adoption of new technologies and approaches. The shift to a shared platform culture will require strong leadership at the government-wide and agency levels. Agencies must begin to look first to shared solutions and existing infrastructure when developing new projects, rather than procuring new infrastructure and systems for each new project. They must also share ownership of common service areas, both within and across agencies, instead of creating multiple websites on the same topic. To alleviate the burden on individual agencies, prevent duplication, and spur innovation, we must provide central support for the adoption of new technologies, development of better digital services, and strengthening of governance.

Opportunities to Share
In the State of the Federal Web Report, agencies reported 150 separate implementations of 42 different systems used to create and publish content and 250 web hosting providers.

3. Establish a Digital Services Innovation Center and Advisory Group

There are common challenges that all agencies face in trying to deliver better digital services at a lower cost to the American people and employees. Approaching these challenges as one government will enable agencies to focus their time and money on developing innovative, mission-facing solutions rather than re-inventing the wheel.
Identifying opportunities for sharing existing solutions at agencies and building new solutions for government-wide use requires strong leadership, coordination, and support. To operationalize the principle of "build once, use many times", GSA will expand its current efforts and establish a Digital Services Innovation Center. The Center will work with agencies to establish shared solutions and training to support infrastructure and content needs across the Federal Government (e.g. source code sharing tools, video captioning, language translation, usability and accessibility testing, web hosting, and security architectures). The Innovation Center will support agencies lacking these capabilities, not supersede agencies' existing capabilities, and function as a cooperative enterprise that draws on resources from across government and leverages the expertise of forward-leaning agencies.

At the outset, to support strategy implementation, the Center will focus on three initial actions:

- **Identify shared and open content management system (CMS) solutions** and support implementation through training and best practices. This will offer agencies an alternative to building their own platforms in isolation and enable code sharing and modular development.

- **Help agencies develop web APIs** and unlock valuable data by providing expert resources and other support to enable developers, entrepreneurs, and other end users take advantage of government data and content.

- **Launch a shared mobile application development program**, in conjunction with the Federal CIO Council, that will help agencies develop secure, device-agnostic mobile applications, provide a development test environment to streamline app delivery, foster code-sharing, and validate official government applications.

The Need for Open Content Management Solutions

According to the State of the Federal Web Report, over 43% of federal agencies currently do not use CMS solutions for publishing content online. In many cases, the lack of CMS means maintaining and updating websites is an inefficient, manual process. A prominent theme from the National Dialogue on Improving Federal Websites was the need to phase out the use of custom-built technology. Participants in the dialogue recommended that the Federal Government use open source technology to enable more sharing of data and make content more accessible. “Encourage use of popular Open Source platforms” was one of the many ideas submitted in this vein and generated robust discussion.

Creating an Environment for Mobility

A popular idea submitted during the National Dialogue on the Federal Mobility Strategy got straight to the point: “Apps are easy… enterprise strategy, not so much.” As one commenter put it, we need to look at “how mobility (not just mobile technology) fits into an organization, regardless of the device, platform, application, etc.” “Mobility” is not just about embracing the newest technology, but rather reflects a fundamental change in how, when, and where our citizens and employees work and interact. Mobile technology—the devices, infrastructure, and applications required to support a mobile citizenry and workforce—is a critical enabler of
• Help prioritize shared services needs for the Digital Services Innovation Center. The Advisory Group will identify areas that need government-wide leadership and work with the Innovation Center to determine the best shared solutions that leverage existing agency work and commercial options to the extent practical.

• Foster the sharing of existing policies and best practices using online platforms and communities of practice to provide more structure to existing ad-hoc collaboration efforts. For instance, many front-running agencies have already launched bring-your-own-device (BYOD) pilots that test new devices and solutions. The Advisory Group will work with the Federal CIO Council to develop government-wide BYOD guidance leveraging their findings. The Advisory Group will also work with the Federal Web Managers Council to develop guidelines for improving digital services and creating better digital content (see section 6) and setting up intra-agency governance models for delivering better digital services (see section 4).

• Identify and recommend changes to help close gaps in policy and standards. For instance, as new technologies are introduced into the federal environment, policies governing identity and credential management may need to be revised to allow the introduction of new solutions that work better in a mobile world. Equally, as new technologies emerge, telework rules may need to be revisited to allow employees to work from any location, as long as the device and connectivity are appropriately secure.

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<tr>
<td>3.1</td>
<td>GSA</td>
<td>Establish a Digital Services Innovation Center to improve the government’s delivery of digital services</td>
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<td>3.2</td>
<td>OMB</td>
<td>Convene a Digital Services Advisory Group to prioritize Innovation Center activities and help develop government-wide</td>
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<td>3.4</td>
<td>Innovation Center</td>
<td>Release government-wide bring-your-own-device (BYOD) guidance based on lessons learned from successful pilots at federal agencies.</td>
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<td>3.5</td>
<td>Innovation Center</td>
<td>Identify shared and open content management system solutions.</td>
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<td>3.6</td>
<td>Innovation Center/ Federal CIO Council</td>
<td>Provide support to help agencies develop web APIs.</td>
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### 4. Establish Intra-Agency Governance to Improve Delivery of Digital Services

At the agency-level, Agency CIOs are responsible for commodity IT services and information security. However, the lines of responsibility for developing and delivering content and data are not as clear and distinct. Agencies must decide how they will staff and manage the delivery of digital services across the enterprise. An uncoordinated approach at
some agencies has resulted in the development and maintenance of dozens—in some cases hundreds—of separate websites and supporting infrastructure, and application of varying degrees of quality and fiscal control to these resources. In many cases, agencies lack consistent processes to measure performance and ensure content quality.

Agencies must drive better decision-making across the organization about how best to spend resources on digital services and manage their data. The Digital Services Advisory Group (see section 3) will recommend guidelines to help agencies set up an effective governance structure where it does not yet exist. The guidance will suggest a range of approaches, but not prescribe specific structures, and set expectations for activities and outcomes. For example, as agencies establish new governance structures or strengthen existing ones, they will be required to establish specific, measurable goals for delivering better services at a lower cost (e.g. through domain consolidation) and set agency-wide standards for content lifecycle management, adoption of third-party online tools, mobile application delivery, and sharing (e.g. infrastructure and digital information).

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<tr>
<td>4.2</td>
<td>Agencies</td>
<td>Establish an agency-wide governance structure for developing and delivering digital services. [Within 3 months of release of governance guidance—see milestone 4.1]</td>
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5. Shift to an Enterprise-Wide Asset Management and Procurement Model

Traditionally, agencies have purchased technology products and services in a fragmented manner at the

Fragmented…
bureau, regional, team, and even individual levels. This approach has prevented the Federal Government from effectively leveraging its buying power with vendors and service providers. In the mobile space alone, the opportunity to increase efficiencies and cut costs is too great to overlook. The Federal Government currently spends approximately $1.2 billion annually for mobile and wireless services and devices with an inventory of approximately 1.5 million active accounts. These figures will only increase as agencies accelerate their adoption of new mobile technologies.

Three separate federal agencies located in Atlanta pay three different monthly service plan rates for unlimited data on the same type of device—$39, $94, and $120—a significant price variance of $81.

...and Centralized

In 2011, the United States Department of Agriculture (USDA) centralized its wireless procurement by collapsing over 700 separate contracts into three blanket purchase agreements (BPA), resulting in acquisition cost savings of 18%.

By moving to an enterprise-wide model, we can leverage economies of scale and streamline purchasing, invoicing, and asset management processes. We can also explore different pricing models, such as usage-based pricing (e.g. metered), first at the agency-wide level and eventually at the government-wide level.

Adopting a shared services approach and consolidating mobile device and wireless service contracts will not only reduce costs but also improve our ability to track usage, analyze pricing, secure devices, and deliver mobile applications. This is in line with the Administration’s overall effort to consolidate the acquisition and management of commodity IT services through mechanisms such as the Federal Strategic Sourcing Initiative, the PortfolioStat process, and the Administrative Efficiency Initiative.

To jumpstart this shift, GSA will establish a government-wide contract vehicle for mobile devices and wireless service and offer agencies the option of accessing central portal services for placing orders, reporting inventory, and managing expenses to optimize their mobile usage. GSA will also set up a government-wide mobile device management platform to support enhanced monitoring, management, security, and device synchronization. The Federal CIO Council will work with the Digital Services Advisory Group (see Section 3) to develop models for the secure, yet rapid, delivery of commercial mobile applications into the federal environment to support the consistent application of security and interoperability requirements. For example, an enterprise mobile application environment could provide central hosting, distribution, certification, and management services for mobile applications.

For their part, agencies will be required to develop and maintain an enterprise-wide inventory of their mobile devices and wireless service contracts, and include an evaluation of government-wide contract vehicles in their alternatives analysis for all new mobile-related procurements.

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<tr>
<td>5.1</td>
<td>GSA</td>
<td>Establish government-wide contract vehicle for mobile devices and wireless service.</td>
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<td>5.2</td>
<td>Agencies</td>
<td>Develop an enterprise-</td>
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<tr>
<td>5.3</td>
<td>Agencies</td>
<td>Evaluate the government-wide contract vehicles in the alternatives analysis for all new mobile-related procurements.</td>
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<tr>
<td>5.4</td>
<td>Advisory Group/ Federal CIO Council</td>
<td>Develop models for the delivery of commercial mobile applications into the federal environment.</td>
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<tr>
<td>5.5</td>
<td>GSA</td>
<td>Set up a government-wide mobile device management platform.</td>
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**Part C. Customer-Centric**

The quality of digital services that we provide determines our reputation and trust as an institution. It profoundly affects the customer experience that our employees and citizens have in working for, and engaging with, the Federal Government. Digital services include the delivery of digital information and transactional services (e.g. online forms, benefits applications, timecard submissions) across a variety of platforms.

**Absorbing the Complexity of the Government**

A common theme from the National Dialogue for Improving Federal Websites was that the Federal Government needs to change to a culture of customer service. A key part of that shift is the need to start absorbing the complexity of the Government on behalf of the citizen. As one participant wrote, “Customers don’t know—and don’t care to know—how government is organized. So why make them go
platforms, devices and delivery mechanisms (e.g. websites, mobile applications, and social media).

Regardless of the form they take, these digital services must be designed and delivered with customer service first in mind and reflect the technologies used by today’s customers. Customer-centric government means that agencies respond to customers’ needs and make it easy to find and share information and accomplish important tasks.

It requires holding ourselves to a high-standard of timely data, informative content, simple transactions, and seamless interactions that are easily accessible. The mantra of “anytime, anywhere, any device,” is increasingly setting the standard for how information and services are both delivered and received in a two-way exchange of information and ideas. We must embrace the ability of new technologies to drive participation in the digital public square. To develop innovative, transparent, customer-facing products and services efficiently and effectively, the Federal Government must also focus on the fundamentals of customer-centric design: measure how well we are providing meaningful services; focus our efforts on those interactions that have the most use and value; institutionalize performance measurement; and continuously improve services in response to those measurements.

6. Deliver Better Digital Services Using Modern Tools and Technologies

Using modern tools and technologies such as responsive web design and search engine optimization is critical if the government is to adapt to an ever-changing digital landscape and deliver services to any device, anytime, anywhere. Similarly, optimizing content for modern platforms, rather than just translating content from paper-based documents to the Web, will help ensure the American people and employees can access content regardless of platform. Agencies will need to keep current with the latest design concepts and refresh content delivery mechanisms to ensure the highest performance.

To help achieve these objectives, the Digital Services Advisory Group (see section 3) will work with the Federal Web Managers Council to recommend guidelines for improving digital services and the customer experience that will set a new default for how digital services are developed and delivered. These guidelines will include:

- Approaches for consolidating duplicative websites and coordinating information delivery across agencies;
- Best practices for identifying and optimizing top tasks, content, and transactions, including use of plain language; optimizing for usability, search, and accessibility; and implementing content lifecycle management;
- Best practices for standards-compliant, next-generation web development, including use of content delivery networks; content management systems; common code libraries, frameworks, and tools; and responsive web design (e.g. using HTML5 and CSS3 to provide a mobile-tailored experience);
- Standards for structuring and tagging content and data to be machine-readable;
- Approaches for using customer feedback to make improvements; and
- Considerations to support the adoption of an information-centric security model.

The dot gov domain guidance and procedures will be updated to help ensure all new digital services meet these improvement guidelines. Under the principle of “no new domains”, criteria for approving new second-level domains will be strengthened and new domains will only be granted on an exception basis. For example, an agency may be granted a new single domain to host consolidated content previously spread across multiple domains, thus streamlining the customer experience and reducing redundant infrastructure. Domains will be approved or renewed only if they comply with web-related federal standards, guidance, and regulations (e.g. adoption of the aforementioned guidelines, IPv6, DNSSEC, continuous monitoring, and externally-issued credentials). In addition, the dot gov domain registration
process will reinforce existing policies prohibiting the use of non-.gov (e.g. .org, .com) top-level domains. Through the Digital Services Innovation Center (see section 3), GSA will provide tools, guidelines, and training to help agencies comply with these new policies and continue efforts to consolidate websites along topical lines.

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<tr>
<td>6.1</td>
<td>Advisory Group/ Federal Web Managers Council</td>
<td>Recommend guidelines for improving digital services and customer experience.</td>
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<td>6.2</td>
<td>GSA</td>
<td>Update the dot gov domain guidance and procedures to help ensure all new digital services meet improvement guidelines and provide support to agencies.</td>
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<td>6.3</td>
<td>Agencies</td>
<td>Ensure all new digital services follow digital services and customer experience improvement guidelines. [Within 6 months of release of improvement guidance—see milestone 6.2]</td>
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7. Improve Priority Customer-Facing Services for Mobile Use

The general public and our government workforce should be able to access government information and services on demand and on any device. To jump-start the transition to mobile platforms, agencies will be required to mobile-enable at least two priority customer-facing services within the next 12 months. This includes services currently provided offline or optimizing those currently delivered online for mobile platforms. Agencies will also be required to deliver information in new ways that fully harness the power and potential of mobile and web-based technologies and ensure that all domains (e.g. www.agency.gov) can be easily accessed and used on mobile devices. GSA will help coordinate these efforts to prevent the development of duplicative services and support the use of shared solutions to provide the best quality mobile services at the lowest costs (see section 3).

Agencies will be required to engage their customers within three months to identify the highest priority services to optimize for mobile use, and work internally across communications, content, and infrastructure teams to select their final candidates. They will also be required to publish a plan for improving additional existing services as practical.

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<td>7.1</td>
<td>Agencies</td>
<td>Engage with customers to identify at least two existing priority customer-facing services to optimize for mobile use.</td>
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<tr>
<td>7.2</td>
<td>Agencies</td>
<td>Optimize at least two existing priority customer-facing services for mobile use and publish a plan for improving additional existing services. [Within 6 months of release of digital services improvement guidance—see</td>
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http://semanticommunity.info/AOL_Government/Building_a_Digital_Government
Updated: Sat, 19 Sep 2015 01:13:20 GMT
Powered by mindtouch™
8. Measure Performance and Customer Satisfaction to Improve Service Delivery

Objective performance measures should drive the development and delivery of effective digital government services. Today most agencies lack enterprise-wide performance measures to consistently evaluate the success and usability of their websites. This limits their ability to allocate resources effectively to invest in critical-needs areas. Similarly, the lack of a government-wide view of performance for digital service delivery makes it difficult to properly address gaps or duplications in services.

Measuring Performance
According to the State of the Federal Web Report, only 10% of the 24 major federal agencies use the same performance metrics to consistently evaluate websites agency-wide. But there’s a solution for that: “Open web analytics for all .gov websites”, a popular idea submitted during the National Dialogue on Improving Federal Websites.

To enable data-driven decisions on service performance, agencies will be required to use analytics and customer satisfaction measurement tools on all .gov websites within 6 months. To help these efforts, the Digital Services Innovation Center (see Section 3) will identify common tools for agencies to use that will enable aggregation of this data at the federal level. Common tools will give us the ability—for the first time—to take a government-wide view of how well we serve our customers and opens up new possibilities for consolidating and improving the federal web space and the growing number of mobile services.

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<td>8.1</td>
<td>Innovation Center</td>
<td>Provide tools and guidance for measuring performance and customer satisfaction on digital services.</td>
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<td>8.2</td>
<td>Agencies</td>
<td>Implement performance and customer satisfaction measuring tools on all .gov websites. [Within 3 months of release of tools and guidance—see</td>
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Part D. Security and Privacy

The information maintained by the Federal Government needs to be secured regardless of how data is stored, processed, or transmitted. As information and devices become increasingly mobile, we must ensure confidentiality, integrity, and availability by building security into digital government services. As the government moves to an information-centric and mobility-enabled digital environment, existing security, privacy, and data protections and cyber security priorities—including Trusted Internet Connection (TICs), continuous monitoring, and strong authentication consistent with NSTIC and Federal Identity Credential and Access Management (ICAM) requirements—must be considered throughout the entire life cycle of existing and emerging technologies as part of agencies’ overall organizational risk management. They must also be updated to reflect the realities of a rapidly changing technology landscape.

Mobile devices have unique security challenges. Due to their portability, they are easy to misplace, potentially compromising any unencrypted sensitive data or applications stored locally. Wireless connectivity allows users to bypass an agency’s secure TIC and connect directly to the Internet and other untrusted resources. These problems are not new, as the introduction of laptops into the workforce led to security and data breaches as employees took their electronic devices mobile. However, the new class of smaller, lighter smartphones and media tablets has elevated exposure to this risk. The rate of change of mobile operating systems, new update and notification capabilities from external hardware and software vendors, diversity of the devices themselves, and introduction of employee-owned devices (BYOD) also make security in the mobile space more challenging than in a traditional desktop environment and require new approaches to continuously monitor and manage devices and secure the data itself.

The challenge extends beyond the workforce and into the delivery of services to external customers. When deploying applications and other mobile technologies to interact with citizens and businesses, the Federal Government will need to foster trust, accountability, and transparency about how user information is collected, used, shared, and secured, without unduly burdening the robust development of such technologies or the user experience.

9. Promote the Safe and Secure Adoption of New Technologies

Agencies need to continue to integrate effective security and privacy measures into the design and adoption of all new technologies introduced to the federal environment, including mobile devices, applications, and wireless networks, consistent with existing policies, and incorporate commercial security and privacy capabilities by default, augmenting controls and policies as required. To enable agencies to share security testing information and prevent unnecessary duplication, the Department of Homeland Security (DHS) and the Department of Defense (DOD) will work with the National Institute of Standards and Technology (NIST) to develop a security baseline within 12 months that provides standardized security requirements for mobile and wireless adoption in the Federal Government. This will include the development of mobile and wireless security reference architectures that incorporate security and privacy by design while accounting for different agencies’ mission needs. For example, the Federal Government’s evolving enterprise wireless networks may have varying needs to support unclassified and classified high-bandwidth traffic, mission critical wireless coverage to in-building and terrestrial environments, and data offloading. A government-wide mobile and wireless security baseline will enable adoption of the “do once, use many times” approach to mobile and wireless security assessment, authorization, and continuous monitoring.

Going forward, we must pilot, document, and rapidly scale new approaches to secure data and mobile technologies and address privacy concerns (see section 3 for role of the Digital Services Advisory Group in facilitating this process). Such pilots and documentation will help advance our security posture and communicate the Federal Government’s expectations on product capabilities to the private sector. Shifting to the cloud is one area of opportunity. For example, if...
applications, operating systems, and data reside in an appropriately secured cloud environment rather than on a device, this will limit the potential impact to an agency in the event a device is lost, stolen, or compromised. Other opportunity areas include adopting advanced mobile device management solutions to support continuous monitoring, strengthening identity and access management, and accepting externally-issued credentials on public-facing websites.

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<td>9.1</td>
<td>DHS/DOD/NIST</td>
<td>Develop government-wide mobile and wireless security baseline (includes security reference architectures.)</td>
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10. Evaluate and Streamline Security and Privacy Processes

Given the realities of a rapidly changing technology landscape, we must continually evaluate current processes for adopting new technologies and ensuring they provide security and privacy protections. As part of its ongoing work on securing mobile devices, applications, and platforms to support wider mobile adoption across the Federal Government, NIST will review existing standards and guidelines to ensure they are sufficiently flexible to accommodate mobile technology. The Federal CIO Council’s Information Security and Identity Management Committee will also evaluate opportunities to accelerate the secure adoption mobile technologies into the federal environment at reduced costs.

As good stewards of data security and privacy, the Federal Government must ensure that there are safeguards to prevent the improper collection, retention, use or disclosure of sensitive data such as personally identifiable information (PII). These safeguards should be regularly reviewed and updated as technology use, capability, and architectures advance so they do not unnecessarily stifle the government’s ability to architect for openness and engage with the public. The Federal CIO Council’s Privacy Committee will work with NIST and the National Archives and Records Administration (NARA) to develop guidelines for standardized implementation of privacy controls in a digital environment and educate key agency privacy and legal officials on the latest technology advances and options for addressing digital privacy (e.g. data collection and individual notice) as well as records retention and security issues.

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<tr>
<td>10.1</td>
<td>NIST</td>
<td>Report on NIST’s ongoing work in mobile technology, including the</td>
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Conclusion

Technology is fundamentally transforming how we conduct our business and live our daily lives. Exponential advances in computing power, the rise of high-speed networks, and the growing mobile revolution, which puts the entire Internet at our fingertips, have unleashed new innovations, spawned new industries and reshaped existing ones. The President has charged us with harnessing the power of technology to help create a 21st century digital government—one that is efficient, effective and focused on improving the delivery of services to the American people.
The roadmap actions outlined within this Digital Government Strategy form a series of critical next steps to help build a 21st century government that innovates with less. To put us on a path to unlock the potential of a digital government, the strategy emphasizes several key objectives.

First, we must enable citizens and an increasingly mobile federal workforce to securely access high-quality digital government information, data and services—“anywhere, anytime, on any device.” By operationalizing an information-centric model, we can help agencies securely architect systems for interoperability and openness. Doing so will allow agencies to modernize their content publication model and deliver better, device-agnostic digital services at a lower cost. In addition, by providing machine-readable connections to government data and services, government agencies, businesses, and independent innovators can directly access the building blocks of government—recombining them to create new services or connecting them with existing services to streamline operations.

Secondly, we must ensure that as the government adjusts to this new digital world, we build the modern infrastructure needed to support digital government efforts and leverage the Federal Government’s buying power to reduce costs. Taking what we have learned from the previous transition in moving government information and services online, we now have a chance to do mobile “right” from the beginning by procuring and managing devices, applications, and data in a smart, secure, and affordable manner. Establishing a Digital Services Innovation Center and Advisory Group will help lay the foundation for a well-coordinated approach toward these objectives.

Ultimately, this strategy aims to be disruptive. It provides a platform to fundamentally shift how government connects with, and provides services to, the American people. It gives the federal workforce the tools needed to carry out their mission of delivering services to all citizens—whether to a warfighter in the field retrieving geospatial imagery information; a medical researcher sharing the latest bio specimen data sets for a rare form of cancer; or a rural farmer accessing a real-time forecast of seasonal precipitation. It creates a space for citizens to become partners in building a better government, where “every man,” as Thomas Jefferson once wrote, “feels that he is a participator in the government of affairs.”

Appendix: Roadmap Milestones

The following table captures all milestones in the Digital Government Strategy.

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<td>Part A: Information-Centric</td>
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<tr>
<td>1. Make Open Data, Content, and Web APIs the New Default</td>
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<td>Milestone</td>
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<td>1.1</td>
<td>OMB</td>
<td>Issue government-wide open data, content, and web API policy and identify standards and best practices for improved interoperability.</td>
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<td>Agencies</td>
<td>Ensure all new IT systems follow the open data, content, and web API policy and operationalize agency.gov/developer pages. [Within 6 months of release of open data policy—see milestone 1.1]</td>
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<td>2.1</td>
<td>Agencies</td>
<td>Engage with customers to identify at least two existing major customer-facing</td>
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<tr>
<td>2. Make Existing High-Value Data and Content Available through Web APIs</td>
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http://semanticommunity.info/AOL_Government/Building_a_Digital_Government
Updated: Sat, 19 Sep 2015 01:13:20 GMT
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<tr>
<td><strong>2.2</strong></td>
<td><strong>Agencies</strong></td>
<td>services that contain high-value data or content as first-move candidates to make compliant with new open data, content, and web API policy.</td>
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<td><strong>2.3</strong></td>
<td><strong>GSA</strong></td>
<td>Make high-value data and content in at least existing two major customer-facing systems available through web APIs, apply metadata tagging and publish a plan to transition additional high-value systems. [Within 6 months of release of open data policy—see milestone 1.1]</td>
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Expand Data.gov to include a web API catalogue that centrally aggregates web APIs posted on agencies’
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<tr>
<th>PART B: Shared Platform</th>
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<tbody>
<tr>
<td>3. Establish a Digital Services Innovation Center and Advisory Group</td>
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<tr>
<td>3.1 GSA</td>
<td>Establish a Digital Services Innovation Center to improve the government’s delivery of digital services</td>
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<td>3.2 OMB</td>
<td>Convene a Digital Services Advisory Group to prioritize Innovation Center activities and help develop government-wide best practices, guidance, and standards.</td>
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<td>3.3 Advisory Group/ Federal CIO Council</td>
<td>Release government-wide bring-your-own-</td>
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<td>device (BYOD) guidance based on lessons learned from successful pilots at federal agencies.</td>
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<td>3.4</td>
<td>Innovation Center</td>
<td>Identify shared and open content management system solutions.</td>
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<td>3.5</td>
<td>Innovation Center</td>
<td>Provide support to help agencies develop web APIs.</td>
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<tr>
<td>3.6</td>
<td>Innovation Center/ Federal CIO Council</td>
<td>Launch a shared mobile app development program.</td>
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<td>4. Establish Intra-Agency Governance to Improve Delivery of Digital Services</td>
<td>Advisory Group</td>
<td>Recommend guidelines on agency-wide governance structure for developing and delivering digital services.</td>
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<td></td>
<td>Establish an agency-wide governance structure for developing and delivering digital services. [Within 3 months of release of governance guidance—see milestone 4.1]</td>
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<td>5. Shift to an Enterprise-Wide Asset Management and Procurement Model</td>
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<td>Establish government-wide contract vehicle for mobile devices and wireless service.</td>
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<td>5.1</td>
<td>GSA</td>
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<tr>
<td>5.2</td>
<td>Agencies</td>
<td>Develop an enterprise-wide inventory of mobile devices and wireless service contracts.</td>
</tr>
<tr>
<td>5.3</td>
<td>Agencies</td>
<td>Evaluate the government-wide contract vehicles in the</td>
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<td>alternatives analysis for all new mobile-related procurements.</td>
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<tr>
<td>5.4</td>
<td>Advisory Group/ Federal CIO Council</td>
<td>Develop models for the delivery of commercial mobile applications into the federal environment.</td>
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<tr>
<td>5.5</td>
<td>GSA</td>
<td>Set up a government-wide mobile device management platform.</td>
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### 6. Deliver Better Digital Services Using Modern Tools and Technologies

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<tr>
<th></th>
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<th>Recommend guidelines for improving digital services and customer experience.</th>
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<tr>
<td>6.1</td>
<td>Advisory Group/ Federal Web Managers Council</td>
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<tr>
<th></th>
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<th>Update the dot gov domain guidance and procedures to help ensure all new digital services</th>
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<tr>
<td>6.2</td>
<td>GSA</td>
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<td>6.3</td>
<td>Agencies</td>
<td>meet improvement guidelines and provide support to agencies.</td>
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<td><strong>7. Improve Priority Customer Facing Services for Mobile Use</strong></td>
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<td><strong>Within 6 months of release of improvement guidance—see milestone 6.2</strong></td>
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<tr>
<td><strong>7.1</strong></td>
<td>Agencies</td>
<td>Engage with customers to identify at least two existing priority customer-facing services to optimize for mobile use.</td>
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<tr>
<td><strong>7.2</strong></td>
<td>Agencies</td>
<td>Optimize at least two existing priority customer-facing services for</td>
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<tr>
<td>8. Measure Performance and Customer Satisfaction to Improve Service Delivery</td>
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**8.1 Innovation Center**

Provide tools and guidance for measuring performance and customer satisfaction on digital services.

[Within 6 months of release of digital services improvement guidance—see milestone 6.2]

**8.2 Agencies**

Implement performance and customer satisfaction measuring tools on all .gov websites. [Within 3 months of release of tools and guidance—see milestone 8.1]
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<th>Part D: Security and Privacy</th>
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<tr>
<td>9. Promote the Safe and Secure Adoption of New Technologies</td>
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<tr>
<td>9.1</td>
<td>DHS/DOD/ NIST</td>
<td>Develop government-wide mobile and wireless security baseline (includes security reference architectures.)</td>
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<tr>
<td>10. Evaluate and Streamline Security and Privacy Processes</td>
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<tr>
<td>10.1</td>
<td>NIST</td>
<td>Report on NIST’s ongoing work in mobile technology, including the applicability of NIST’s standards and guidelines to mobile devices and platforms.</td>
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<tr>
<td>10.2</td>
<td>Advisory Group/ Federal CIO Council</td>
<td>Evaluate opportunities to accelerate the secure adoption of mobile technologies into the federal environment at reduced cost.</td>
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<tr>
<td>10.3</td>
<td>Federal CIO Council/ NIST/ NARA</td>
<td>Develop guidelines for standardized implementation of digital privacy controls and educate agency privacy and legal officials on options for addressing digital privacy, records retention, and security issues.</td>
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### References


2. Digital information is information that the government provides digitally. Information, as defined in OMB Circular A-130, is any communication or representation of knowledge such as facts, data, or opinions in any medium or form, including textual, numerical, graphic, cartographic, narrative, or audiovisual forms. See [http://www.whitehouse.gov/omb/circul...130_a130trans4](http://www.whitehouse.gov/omb/circul...130_a130trans4) for more information.
Digital services include the delivery of digital information (i.e. data or content) and transactional services (e.g. online forms, benefits applications) across a variety of platforms, devices and delivery mechanisms (e.g. websites, mobile applications, and social media).

Device-agnostic means a service is developed to work regardless of the user’s device, e.g. a website that works whether viewed on a desktop computer, laptop, smartphone, media tablet or e-reader.

http://www.whitehouse.gov/the-press-customer-service

http://www.whitehouse.gov/the-press-accountable-gov

http://www.whitehouse.gov/sites/defa_010/m10-06.pdf

http://www.whitehouse.gov/the_press_open_Government

http://www.whitehouse.gov/sites/defa_egy_041511.pdf


The State of the Federal Web Report, released in December 2011, was created based on agency-provided information and can be found at http://www.usa.gov/webreform/state-of-the-web.pdf.


For the purposes of this document, the term "content" will refer to all unstructured information, while the term "data" will refer to all structured information unless otherwise noted.
Web APIs are a system of machine-to-machine interaction over a network. Web APIs involve the transfer of data, but not a user interface.

A website is the hosted content on a domain, which has a unique homepage and global navigation, e.g. NASA.gov is a domain, but http://www.nasa.gov and http://jpl.nasa.gov are both websites on that domain.

Open data and content for the purposes of this document refers to digital information that is structured and exposed in a way that makes it accessible for meaningful use beyond its system of origin, be that internal to the government or external to the public. This builds upon the definition of “openness” in OMB Memorandum M-10-06 (Open Government Directive), which specifically addresses the release of information to the public: “Agencies shall respect the presumption of openness by publishing information online...To the extent practicable and subject to valid restrictions, agencies should publish information online in an open format that can be retrieved, downloaded, indexed, and searched by commonly used web search applications. An open format is one that is platform independent, machine readable, and made available to the public without restrictions that would impede the re-use of that information.” See http://www.whitehouse.gov/open/document-directive for more information.

To treat content as data and turn unstructured content into structured data, web-based documents must be created as pieces of structured information. For example, a fact sheet may be broken into the following component data pieces: the title, body text, images, and related links.

Metadata are information used to describe certain attributes of a piece of digital information, such as page title, author, date updated, and other classifications. Consistent quality metadata tagging can improve search results and also be used to structure content so that it can be more widely disseminated.

A shared solution is a service such as web hosting, application support, or a content management system, provided by a single agency or organization, but used by many. For example, a central hosting platform that allows multiple agencies to host their web content rather than procuring separate infrastructure for each new project.

Unstructured content like web-based fact sheets must be broken into their component data pieces (e.g. the title, body text, images, and related links) and treated as structured data.

High-value information is information that can be used to increase agency accountability and responsiveness; improve public knowledge of the agency and its operations; further the core mission of the agency; create economic opportunity; or respond to need and demand as identified through public consultation.

Industry-standard markup language (e.g. XBRL, XML) will be used to the extent practicable.
Customers may be internal (e.g. the civilian and military federal workforce in both classified and unclassified environments) or external (e.g. individual citizens, businesses, research organizations, and state, local, and tribal governments.) Agencies with external customers should engage the public.


To clarify the role of Chief Information Officers (CIO), the Director of the OMB issued OMB Memorandum M-11-29 (Chief Information Officer Authorities) to the heads of Executive Departments and Agencies. In addition to their statutory responsibilities through the Clinger-Cohen Act and related laws, Agency CIOs have a lead role in four main areas: IT Governance, Commodity IT, Program Management, and Information Security. OMB continues to work with Congress to consolidate Commodity IT spending under the Agency CIO.

For a broader treatment of this issue, refer to the Federal Shared Services Strategy.

Figures on mobile spending, including call-out box, drawn from research of the Federal Strategic Sourcing Initiative. See http://www.gsa.gov/portal/content/105156 for more information.

Examples of commodity IT services identified in OMB Memorandum M-11-29 include IT Infrastructure (e.g. Data Centers, Networks, Desktop Computers, Mobile Devices), Enterprise IT Systems (e.g. E-mail, Collaboration Tools, Identity and Access Management, Security, Web Infrastructure), Business Systems (e.g. Finance, Human Resources, Other Administrative Functions).

Under OMB Memorandum M-12-10 (Implementing PortfolioStat), agency Chief Operating Officers (COO) are required to lead an annual agency-wide IT portfolio review (PortfolioStat) to reduce duplication within commodity IT by shifting to intra- and inter-agency shared services. This includes acquisitions for acquiring mobile devices, applications, and wireless telecommunications services. See http://www.whitehouse.gov/sites/defaul...12/m-12-10.pdf for more information.

In support of the Administrative Efficiency Initiative, Executive Order 13589 (Promoting Efficient Spending) asks agencies to assess current employee device inventories and usage and establish controls to ensure that they are not paying for unused or underutilized IT equipment, installed software, or services. This includes limiting the number of devices (e.g., mobile phones, tablets) issued to employees. See http://www.whitehouse.gov/the-press...cient-spending for more information.

Responsive web design is a method of designing content so that it can be re-sized to fit on various screen sizes (e.g. designing a service to work well on both a laptop screen and a smartphone, without the need to design and maintain separate “standard” and “mobile” sites).
Search engine optimization involves understanding how search engines work and designing content around those standards to boost content's ranking in search results.

Top tasks are the things customers most often try to accomplish when accessing an organization's services, whether finding specific information or completing some transaction (e.g. filing taxes).

Section 508 of the Rehabilitation Act of 1973 requires that federal employees and members of the public with disabilities have access to the government’s digital information and services comparable to individuals without disabilities, unless an undue burden would be imposed on the agency. See http://www.access-board.gov/508.htm for more information.

HTML5 is the fifth revision of the Hypertext Markup Language standard used to code content for the Web. HTML5 makes it possible to embed video, audio, animations and other features without the use of third-party plugins and can be used to build cross-platform mobile applications.

CSS3 is the current standard for Cascading Style Sheets, a language used to specify look and feel of digital content, and used separately from the markup language (e.g., HTML) so as to separate content from presentation.

The Federal Acquisition Regulation (FAR) requires all new information technology acquisitions using Internet Protocol (IP) to include IPv6 requirements expressed using the USGv6 Profile and to require vendors to document their compliance with those requirements through the USGv6 Testing Program. Agencies shall institute processes to include language in solicitations and contracts, where applicable. For additional information, a copy of the September 2010 memorandum and IPv6 Frequently Asked Questions can be found at http://www.cio.gov.

The list of externally-issued credential providers that have been certified as being in accordance with government-wide requirements is at http://www.idmanagement.gov/pages.cf...tFramework-IDP (for non-PKI solutions) and at http://www.idmanagement.gov/pages.cf...-with-the-FBCA (for PKI solutions). These are the only externally-issued credentials which may be accepted. See Federal CIO Memorandum on Requirements for Accepting Externally-Issued Identity Credentials http://www.cio.gov/documents/OMBReqf...d10-6-2011.pdf for more.

See OMB Memorandum M-05-04 (Policies for Federal Agency Public Websites) http://www.whitehouse.gov/sites/defa...005/m05-04.pdf for more information.

All existing federal requirements for data protection and remote access are applicable to mobile devices. For example, the security requirements in the Federal Information Security Management Act of 2002 (FISMA), OMB Circular A-130, NIST FIPS 140-2, NIST FIPS 199, and NIST FIPS 200, apply (including appropriate security and privacy controls specified in NIST Special Publication 800-53). Agencies should specify security requirements during the acquisition process and ensure that procurements capture the requirements of the Federal Acquisition Regulation (e.g. 52.225-5,
Trade Agreements), OMB policy (e.g. OMB Memorandum M-06-16 and OMB Memorandum M-07-16), and NIST standards and guidelines.

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Organizational Risk Management is a key element in an organization’s information security program. A risk-based approach to securing information technology involves categorizing an information system and the information in that system based on an impact analysis, then selecting and implementing appropriate security controls. See [http://csrc.nist.gov/groups/SMA/fisma/framework.html](http://csrc.nist.gov/groups/SMA/fisma/framework.html) for more information.

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Cloud services authorized through the Federal Risk and Authorization Management Program (FedRAMP) will meet standardized security requirements and address cybersecurity priorities such as continuous monitoring and TIC. See [www.FedRAMP.gov](http://www.FedRAMP.gov) for more information.

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For example, commercial Identity Providers approved for use under the Federal ICAM initiative have gone through a certification process to ensure that their solutions support federal privacy and security rules. See [http://www.idmanagement.gov/pages.cfm/page/ICAM](http://www.idmanagement.gov/pages.cfm/page/ICAM) for more information.

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### At your (data) service


Check out these data services for developers.

1. EPA has developed a [RESTful data service API](http://goals.performance.gov/goals_2013) to the data holdings in the Envirofacts database. Envirofacts is a centralized data warehouse that provides access to EPA’s major databases. The new data service API provides users with the ability to query any table in Envirofacts through the use of a URL. The default output is in XML, which can be utilized in other applications and in tools such as Microsoft Excel or Access. You can also output the data in CSV and Excel formats by adjusting the URL. The entire [Envirofacts database metadata](http://goals.performance.gov/goals_2013) is available online, so all tables and columns within Envirofacts are documented. Having the table structures available in this manner makes most of Envirofacts data easily available through the service. Try out the Envirofacts data and the [RESTful service API](http://goals.performance.gov/goals_2013) and send us your feedback. If you’re already using the API in your application, please let us know.

2. The Federal Communications Commission has listed 25 developer resource hubs from across the federal government at [http://www.fcc.gov/developers](http://www.fcc.gov/developers). We’ve included the entire list here as well:
   - Department of Education
   - Department of Labor
   - Centers for Medicare & Medicaid Services
   - Commerce - Automated Export System
   - Consumer Product Safety Commission

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Powered by [mindtouch](http://www.mindtouch.com)
3. But wait, there's more! Brighter Planet created greendreams to accelerate the burgeoning green app developer community. A great number of environmental APIs have emerged, but it's not always clear exactly what they're for or how to use them. The greendreams app shows how to construct a request and executes it live in the browser, so you can see how it works end to end. The project is open source and they're actively adding additional APIs. Check it out!

FCC Featured Data Set

Source: [http://reboot.fcc.gov/commissioners](http://reboot.fcc.gov/commissioners)

See two below.

Cable Communities Registered with the FCC


Download all cable communities registered with the FCC, in "zipped" version. See Spreadsheet

Browse More Data Sets On  FCC.gov/Data

Source: [http://www.fcc.gov/data](http://www.fcc.gov/data)
FCC Developers

Source: http://www.fcc.gov/developers

Data Transparency

The FCC actively promotes the innovative application of agency data in the public and private sectors. FCC.gov/Developers connects citizen developers with the tools they need to unlock government data. Learn more about this interactive community and get involved. Learn more »

FCC Developer Application Programming Interfaces (APIs)

- **Accessibility Clearinghouse API**
  The 21st Century Communications and Video Accessibility Act put into motion new requirements to ensure that everyone has access to communications as well as the ability to send and receive emergency information and services.

- **FCC Census Block Conversions**
  Like politics, all data is local. Unlock the US Census Block number of any geographic coordinate using the FCC Census Block Search. This API also returns the associated US State and County name, with more layers coming soon.

- **FCC Content API**
  Content is data and the content of FCC.gov is made accessible by the FCC Content API.

- **FCC Consumer Broadband Test**
  Over 1 million user speed tests were generated from FCC Consumer Broadband Test. This API delivers data on the number of tests, average user download/upload speeds, and more.

- **FCC Form 499 Filer Database API**
  The FCC Form 499 Filer Database is an identification system for all interstate telecommunications carriers, all interconnected VoIP providers, and certain other providers of interstate telecommunications. This API returns the FCC Form 499 information that matches any of several parameters including Filer ID, FRN Number, State, and Primary Communications Type.

- **FCC Registration Number Conversions**
  Quickly tap FCC Registration Numbers (FRNs) to learn more company information about broadband providers, which often change from state to state.

- **FCC License View**
  Spectrum is a national resource. License View provides information on over 3 million FCC issued licenses for use of the nation's airwaves and other purposes.

- **Spectrum Dashboard**
  The Spectrum Dashboard allows new ways for citizens to search spectrum in the United States. These APIs deliver information on spectrum band allocation and who own licenses within the 225 MHz to 3700 MHz frequency range.

- **Broadband Map APIs**
  The APIs that drive the Broadband Map allow a variety of means to build tools that consume the site’s data.

Terms of Service
FCC Open Source Projects

- **Content API Drupal Module**
  The Content API module is a drop-in solution that publishes all of your Drupal content as web APIs. The module includes a full featured administration interface for choosing which content types and fields to publish.

- **SlashMaps for MapBox**
  The SlashMaps for MapBox module allows you to integrate MapBox's fast and flexible map hosting into your Drupal site. The module creates a /maps page listing all the maps from your MapBox account with a thumbnail preview.

- **FCC on Github**
  The FCC seeks to actively contribute code from internal and external projects anytime it can be of use to other government agencies or the public.

Developer Feedback & Discussion

- How can we improve FCC.gov/Developer?
- What new web services should the FCC offer?
- How can we improve our current APIs?
- How can we improve FCC data quality?

Related Topics

- Broadband
- Media & Marketplace
- National Broadband Plan

FCC Data

Source: [http://www.fcc.gov/data](http://www.fcc.gov/data)

Data underpins every activity at the Federal Communications Commission. By better involving data in open and transparent rule-making, the FCC can better serve the public while enabling public innovation. The FCC has long published relevant data, though the process of improving its quality, openness, accessibility, and utility warrants continuous progress. To that end, 'data' is a fundamental part of the current reform effort. Ensuring the openness of data that underpins FCC decisions is a key dynamic in fulfilling Chairman Genachowski's pledge to be a fact-based, data-driven agency.

Data Innovation Initiative

The Data Innovation Initiative is a cross-agency effort to modernize and streamline how the FCC collects, uses, and disseminates data. Its goals are improving the agency's fact-based, data-driven decision-making while lowering barriers and burdens to filing necessary information and sharing data more effectively to spur innovation, new competition, and markets.

Chief Data Officers

The FCC is the first federal agency creating Chief Data Officers in each Bureau and Office to ensure better use of data.
Zero-Based Data Review
Reviewing the FCC data collections is a core piece of the Data Innovation Initiative. We have started the process of reviewing all agency data collections, starting with the Wireline, Wireless, and Media Bureaus and a public notice for comments.

Spectrum Inventory
The FCC has assembled and put online a comprehensive, searchable baseline inventory of spectrum and holders of commercial spectrum usage rights.

Search FCC Databases
Explore granular search interfaces into more than 40 specialized FCC databases such as radio call signs and equipment authorization.

Download FCC Datasets
Over 150 data sets are available for download today.

Develop on FCC APIs
The FCC actively promotes the innovative application of agency data in the public and private sectors. FCC.gov/Developers connects citizen developers with the tools they need to unlock government data.

Subscribe to FCC RSS Feeds
Subscribe to exactly what you need to know in real time through an FCC RSS feed from a variety of categories from notices to blog posts.

FOIA and Ex Parte
Each year the FCC responds to over 600 Freedom of Information Act requests. We are committed to making information on Ex Parte (‘by one side’) presentations in accordance with the law and our policy.

Test Your Bandwidth
Citizens have contributed more than 1,000,000 broadband test to our database in less than a year. Take the test today and help share data on our country's broadband connectivity.