

Federal Government Information goes Social? Inspiration from Change.gov

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ABSTRACT

The United States Federal Government, as one of the largest producers of data and information products, is beginning to adapt its online interfaces, delivery models, and public engagement methods to meet the needs of an increasingly social technology savvy public. The government had been making progress using social technologies one office or agency at a time, but since the election of Barak Obama as the 44th President of the United States, there has been an increased push to utilize social technology to deliver a vast array of information to the public. The official site of the Obama-Biden Transition Project, Change.gov, served as the initial inspiration towards a more social and innovative government technology environment. This paper examines how Change.gov and the information policies of the Obama administration will inspire government agencies to adopt social technology as a means to share information within and outside the government and engage and collaborate with the public on various issues. This paper also provides suggestions on how librarians and information professionals can participate in and shape the dialogue about the social transformation of government information.

INTRODUCTION

As one of the largest producers of data and published information the United States Federal Government has a long history of creating and providing access to information in a variety of formats and to a variety of audiences. While the audience, format, and dissemination methods have changed throughout the years the basic mission to inform the public has stayed the same. Social technologies and the information policies of the new administration are inspiring government leaders to provide ever greater access to federal information. The journey is by no means complete but this paper asserts that the Obama administration is providing sufficient leadership and inspiration to create a more social federal information landscape. Librarians and information professionals are in a position to actively participate in this transformation through

our ability to embrace new technologies, partner with like-minded professional communities, and align ourselves with organizational decision makers.

The advent of social technologies has proven a challenge to the status quo of doing business for both commercial and government organizations. Traditional enterprises, especially government institutions, are typically viewed as bureaucratic entities, resistant to change and placing a high value on controlling information and their public message. For example, some federal agencies will place particular emphasis on highlighting their cabinet secretary or administrator and place positive press releases prominently on the home page¹ while relegating perhaps more useful information further within the website and failing to open up databases to internet search engine crawlers². In contrast to this practice social technology emphasizes open and collaborative approaches to creating, sharing, and analyzing data and information.

The recent election of President Barak Obama placed an emphasis on hope for the future, change, and technological innovation to involve the public more closely with the operations of government. We were able to see the first view of the administration when they launched their transition website www.change.gov on November 6, 2008³. As the administration begins their first few months governing we can see their information and technology policy take shape through presidential memoranda, executive orders, agency guidance, and the transformation of the White House web portal⁴ as well as other agency websites.

The federal government's use of social media, routinely described as "Government 2.0" has become a widely covered topic in the popular press, technology and information policy blogs, and through interest groups such as Gov 2.0 Club⁵ and their recently held Gov 2.0 Camp in Washington DC⁶. While this paper provides a brief overview of the government transition from paper to electronic dissemination and from Web 1.0 to Web 2.0 the purpose is not to catalog every agency blog, Twitter feed, or Facebook page. Instead this paper focuses on how information policies of the new administration will inspire governments' use of social technologies. This paper also examines strategies for how librarians and information professionals can stay abreast of the evolving government information landscape and emphasize our unique role in government information access and retrieval.

GOVERNMENT INFORMATION TRANSITION

One of the defining characteristics of United States federal information policy is that there is no central authority over this policy. Instead it is decentralized not only between the executive and legislative branches of government but also within various agency interpretations of legislative mandates and executive guidance.

The idea that government would provide citizens with access to information they produced was initiated in 1813 when the 13th Congress specified that copies of the journals of the Senate and House of Representatives should be sent to each state and distributed to each college and historical society within the state⁷. Then in 1857 the 34th Congress designated these journals to be deposited with the Secretary of the Interior who would distribute to a network of colleges, public libraries, and literary and scientific institutions among others⁸.

This early legislation established a framework for public access to federal information through local distribution channels and was formalized with creation of the Federal Depository Library Program in 1859 when “An Act providing for keeping and distributing all Public Documents” “brought all of the powers of distribution together in the Department of Interior...”⁹ Authority for the program was then transferred to the Government Printing Office, located in the legislative branch, through the *General Printing Act of 1895* which served to consolidate all laws on public documents and also mandated the creation of important indices used for locating documents.¹⁰

The *Depository Library Act of 1962*¹¹ overhauled the program by creating regional depositories, increasing the number of depository libraries, and expanding the types of publications available. The following decades brought on technological transformations first with the transition to microfiche in the 1970s followed by the transition to CD ROM content during the 1980s¹². The advent of personal computing and electronic content threatened the idea of a physical depository library. Electronic access was mandated by the *GPO Electronic Information Access Enhancement Act of 1993*¹³ and they complied with this legislation by introducing GPOAccess, an online portal to obtain government information¹⁴.

The Government Printing Office is again undergoing a technological shift to focus on digital content management and is transitioning from GPOAccess to the Federal Digital System or FDsys. The new system is billed as a “flexible and extensible information management system” that will soon incorporate API-access capability¹⁵. As the traditional disseminator of federal information the Government Printing Office has reached out to the Obama administration to be included in their information policy transformation. GPO recently released a memo to the President, “GPO’s Roles in Open Government” where they lay out five goals to assist in the move towards a transparent government:

- Position GPO’s Federal Digital System as the official repository for federal government publications
- Enable and support Web 2.0 functionality through FDsys to support public comments on pending legislation
- Establish a demonstration project to apply Web 2.0 features to rulemaking documents
- Participate in and lead efforts to standardize electronic publishing formats
- Link the White House Web site to FDsys for public searches of government documents

Outside of the legislative branch the President is able to set information policy through the Executive Office of the President - Office of Management and Budget. Within OMB the Office of Information & Regulatory Affairs (OIRA), is charged with overseeing the Obama administrations’ information and regulatory policies and producing formal agency guidance concerning information dissemination and technology. For example they describe how to improve public access to government information and more specifically how to administer publicly available federal websites. *Memorandum 06 – 02: Improving Public Access to and Dissemination of Government Information*¹⁶ sets forth the following broad guidance:

- Organize and categorize information intended for public access and ensure it is searchable across agencies
- Continue to review the performance and results of your information dissemination program
- Publish your “Information Resources Management” (IRM) plan on your public website

Looking more specifically at federal websites, *Memorandum 05 – 04: Policies for Federal Agency Public Websites*¹⁷ sets forth the following guidelines for agencies to ensure that their public websites promote a “more citizen centered government:”

- Establish and maintain information dissemination inventories, priorities, and schedules
- Ensure information quality
- Establish and enforce agency-wide linking policies
- Communicate with the public, state, and local governments
- Search public websites
- Use approved domains
- Implement security controls
- Protect privacy
- Maintain accessibility
- Manage records

Both of these memos are from the Bush administration during the 2004-2005 timeframe and neither of them mentions social technologies. While these documents set forth clear guidelines to provide better access to information and more user-friendly websites they lack specific implementation details aimed at helping agencies use innovative technologies in support of mission requirements and to engage with the public.

Although OIRA did not explicitly mention social technologies in the above guidelines there have been various agency efforts to incorporate social media before the Obama administration took office. Two of the more prominent examples of agencies using wiki software to facilitate internal information sharing are the State Departments’ *Diplopedia* and the Intelligence Communities’ *Intellipedia*. Both initiatives were started during the Bush administration in order to increase information sharing and improve the efficiency and effectiveness of work performed in support of the agency’s mission.

Diplopedia was launched in September 2006 and within a year had grown to include 2,000 articles, 400 registered editors, and almost 200,000 page views¹⁸. *Intellipedia* was designed for use by the Intelligence Community to allow any employee to “create, edit, and discuss articles in an agency-neutral and topically focused space.” Since its inception in July 2007 *Intellipedia* has grown to over 35,000 registered users, 48,000 article pages, more than 200,000 total pages, and 1.6 million edits¹⁹.

Federal agencies were also experimenting using new technology to better communicate with the public. One well-known example is that of the General Services Administration Federal

Citizen Information Center *GovGab* blog. *GovGab* began September 2007²⁰ to provide a forum for the public to interact with government information. *GovGab* features a different agency blogger each day who demonstrates the practicality of government information in their daily lives. The Department of Energy Office of Scientific & Technical Information (OSTI) started the *OSTIBlog* in November 2007 to provide more information about the personal perspectives of OSTI community members, OSTI advances in web technology, and new OSTI web products and available content²¹.

While the previous examples illustrate federal agencies' use of social technologies before the Obama administration took office, agencies have generally been hesitant to incorporate social media into their information dissemination toolkit because of the legal and policy barriers confronting the federal government. The Federal Web Managers Council recently prepared a white paper²² examining the unique barriers that federal agencies face when trying to use third-party platforms. The white paper describes ten "perceived and real barriers" to social media adoption:

- Cultural issues and lack of strategy for using tools
- Employee access to online tools
- Terms of service
- Advertising
- Procurement
- Privacy
- Persistent cookies
- Surveys
- Access for people with disabilities
- Administrative requirements during rulemaking

Some of these barriers are beginning to break down with the help of the General Services Administration, which in March of 2009 engineered an agreement²³ with the following social media providers: Flickr, YouTube, Vimeo, and blip.tv. According to the *Federal Computer Week* article, the agreement makes it "possible for federal agencies to use new-media tools while meeting their legal requirements." Soon after this agreement was completed GSA was able to engineer an agreement for federal agencies to utilize Facebook²⁴

The advent of social technologies has created an "innovation opportunity" for the federal government to support greater information sharing within the government community, provide better public access to the government's wealth of research data and reports, and connect with citizens on a more personal level. While some federal agencies jumped on the Web 2.0 bandwagon early, a more concerted push towards identifying and breaking down barriers, along with inspiration from the Obama administration, are allowing all federal agencies the chance to innovate with social technology.

OBAMA ADMINISTRATION POLICY

The creation of the Obama-Biden Transition Project website Change.gov was hailed by many as a step forward in government transparency and technology innovation. However, the site was not free from criticisms partially because it was under a microscope from the public, print, and online media. *Free Government Information* bloggers noted how pages disappeared and were restored, sometimes with varying content²⁵. The copyright statement of the website was also up for debate because of the organization's quasi-governmental status²⁶. Yet overall the Obama team was able to harness their base of online supporters and their social media savvy to create a slick and engaging web portal to the U.S. government transition.

Evan Ratliff, in his article "The Wired Presidency: Can Obama Really Reboot the White House?" examines the innovative features of the Change.gov website²⁷. The website utilized tools designed to make the transition effort more transparent to the general public as well as involving the public directly with policy issues. For example, Change.gov attempted to provide an insiders' perspective by featuring video updates from staff meetings and senior policy advisors. *Your Seat at the Table* posted all documents received by interest groups and outside parties and allowed users to comment next to the document posting. *Open for Questions* allowed users to submit and vote on questions for the transition. Ratliff notes that this effort was hampered when staffers tried to bury questions related to the Blagojevich scandal. The issue forums allowed users to rank their most popular comments and then the most popular items were discussed by transition staff via video. However, when Tom Daschle responded to the health policy issues the comments he chose were heavily aligned with Obama's policy initiatives. These examples illustrate that while Change.gov achieved a significant level of information transparency and public engagement, it still failed to satisfy high expectations set for the new administration.

Transitioning to actually governing the country, the new administration rolled out the White House website at noon on Inauguration Day, and it looked quite similar in design and layout as Change.gov. However, this new web portal lacks many of the innovative and participatory features of the Change.gov site mainly because the new administration is subject to many more rules and regulations concerning copyright, online accessibility, and archiving and preservation of electronic communication. Evan Ratliff of *Wired* provides an excellent analysis of how Whitehouse.gov should be approached:²⁸

Instead of turning Whitehouse.gov into a governmental synthesis of Facebook and Wikipedia, or running a permanent campaign off the White House email list, Obama's best shot at rebooting the government is to remember how he got there: making people feel that they were part of the solution and then enabling them to talk to one another and take action.

Aside from development of Whitehouse.gov the new administration has been busy issuing information policy directives. President Obama issued two memos on his first full day in office Wednesday January 21, 2009; *Transparency and Open Government* and the *Freedom of Information Act*. The first memo laid out the three principles that government should be transparent, participatory, and collaborative. Obama also directed the Chief Technology Officer,

OMB director, and Administrator of GSA to craft the *Open Government Directive* by June 2009²⁹. Concerning FOIA, President Obama stated, "in the face of doubt openness prevails" and exhorted federal agencies to "adopt a presumption in favor of disclosure."³⁰ By issuing these directives in his first full day in office, the Obama administration set a clear tone that open, transparent, and forward thinking information policies would be a priority for the United States federal government.

ROLE OF INFORMATION PROFESSIONALS

What role, if any, can librarians and information professionals play in this current social transformation of government information? I believe that we can and should take an active role relative to social technologies and government information. We all will come into contact with government information during our careers, as knowledge intensive organizations generally make use of government reports, data and statistics. Librarians and information professionals can take an active role in order to guide the new administrations' information policy by focusing on:

- 1) Understanding new social technologies and content delivery methods
- 2) Collaborating with open government organizations
- 3) Aligning with decision-makers in the C-suite

Marc Levin, in a 1983 *Special Libraries* article³¹, exhorted the association to provide more leadership on government information issues, form a political action committee, and set up a Washington Office devoted to lobbying efforts. Levin stated that the "modern information professional is assuming the role of ombudsman between information seekers and available resources."³² We can play such a key role because of our unique position as the bridge between the information seeking public and the governments' information resources.

Information professionals as well as our own Special Libraries Association are keenly aware of the importance of continuing education to learn about new technology platforms. As a profession we have been investigating how social technologies can add value to our research toolbox, streamline information delivery to clients, and promote our services. The Special Libraries Association offers two main venues for learning and experimentation with new technology; *SLAs 23 Things* and the *Innovation Laboratory*.

SLAs 23 Things is an initiative to encourage each member to create a blog and complete a set of activities related to Web 2.0 technology³³. The *Innovation Laboratory* is a place for members to "play and discover uses for the latest emerging technologies" and "offers a wide variety of Web 2.0 software learning tools to help you become more business savvy and technologically adept."³⁴ Information professionals must first understand and use social technology before we can collaborate with and influence other technology savvy organizations.

The Washington DC area is home to an active community of open government groups such as the Sunlight Foundation and the Center for Democracy and Technology. Should information professionals work together with these groups? Open government groups want to

use the power of the internet to provide complete and unfettered access to data. So will there still be a need for our expert search skills? I would argue that information professionals' intimate knowledge and personal connections to government research resources should prove invaluable to open government groups. Special Libraries Association does collaborate with the open government community through such events as the recent *Opening Doors: Finding the Keys to Open Government*³⁵. This event featured speakers from the Obama transition team and administration, as well as other government and law policy groups. The speakers discussed issues such as e-government and financial and economic transparency. Information professionals can collaborate directly with groups such as the Sunlight Foundation, which was established in 2006 to "use the power of the internet to make information about Congress and the Federal Government more meaningfully accessible to citizens." They have created a variety of online initiatives including: *Open Our Government List*, *Apps for America*, and *Capitol Tweets*³⁶. Information professionals should contribute their information access and retrieval expertise to the development of these innovative online applications.

Obama recently appointed Vivek Kundra as the federal Chief Information Officer after his successful tenure as Chief Technology Officer for the DC government³⁷. While working for the district he instituted such radical reforms for a bureaucracy as posting the contract bidding process to YouTube and launching "Apps for Democracy" to encourage developers to create web applications for better access to city data³⁸. Kundra will now be tasked with directing the "policy and strategic planning of federal information technology investments and ...oversight of federal technology spending."³⁹

While information policy is dispersed throughout the federal government we can generally look to the Chief Information Officer or CIO at each agency to guide the information policies of that agency. How can the library or information center align itself within the CIO organization? According to the Government Accountability Office "CIO Executive Guide,"⁴⁰ there are three critical success factors of CIO management:

- 1) Align information management leadership for value creation
- 2) Promote organizational credibility
- 3) Execute CIO responsibilities

Information professionals can be valuable partners to the CIO organization by explaining the importance of a knowledge strategy and leading the effort to organize enterprise knowledge assets. Information professionals should maintain a visible profile by assisting the CIO with value added research and intelligence as well as organization of knowledge assets for easier retrieval. Innovative organizations demand efficient access to value-added knowledge. By taking advantage of our role as information and knowledge brokers within our organizations we can connect the CIO to the greater organization. The Chief Information Office should be the center of any organization because it connects the knowledge creation and retrieval activities of all other functional units. Whether working in a federal office or private business we can champion the use of social media to provide better organizational access to government information.

CONCLUSION

Over twenty years ago Kenneth B. Allen⁴¹ laid out what he saw as the emerging issues related to federal information:

- Current budget crisis would negatively affect availability of information products
- Move from paper to electronic media
- Inability of existing legislation to keep pace with rapidly evolving information technology
- National security claims stifling information access

All of these emerging issues are still quite relevant today and some even more pronounced. We are currently undergoing a severe economic crisis while at the same time experiencing seismic shifts in the technology landscape. Congressional legislation is scrambling to keep up with technological developments and we are only just beginning to loosen information security policies after the terrorist attacks of September 11, 2001. Does the growth of social technologies serve to alleviate or exacerbate these problems?

While the immediate financial problems facing the new administration would seem to hinder any progress on information policy the opposite may in fact be true. With record amounts of federal monies being spent to stimulate the economy there has been an increased call for transparency as to how much money is being spent, who is receiving the money, and the results from increased funding. The administration has launched a new website *Recovery.gov* in order to provide access to data and information about the *American Recovery and Reinvestment Act*. Each agency has also been charged with creating a section of their site devoted to the recovery spending accessible by entering “recovery” directly after the agency URL. Also, since many social technologies are freely available there is minimal cost to agencies. Open source and low-cost technologies may become more attractive to the federal government as a cost savings compared to software packages through traditional vendors such as Microsoft.

Congressional legislation may not be keeping pace with the development of social technologies but the executive branch has begun to take action by entering into formal agreements with third-party applications providers to allow federal agencies to make use of social technologies. At the same time the Obama administration is using executive authority to emphasize open government practices as they relate to information disclosure, specifically the *Freedom of Information Act*. This shift in executive direction may tilt the balance away from earlier, more restrictive policies developed in response to national security threats.

Over the past few years the federal government had been moving towards ad-hoc adoption of social technologies but has been newly inspired by the Obama administration to more aggressively implement social technologies throughout the federal enterprise. Beginning with the launch of *Change.gov* and followed by newly issued information policy guidance and agency response there is a solid movement taking hold within the government to provide greater access to information and more collaboration within and outside the agency. Now is the right time, right place for information professionals to be inspired and take an active role in the social transformation of government information.



<http://creativecommons.org/licenses/by/3.0/>

FIG I. Change.gov homepage



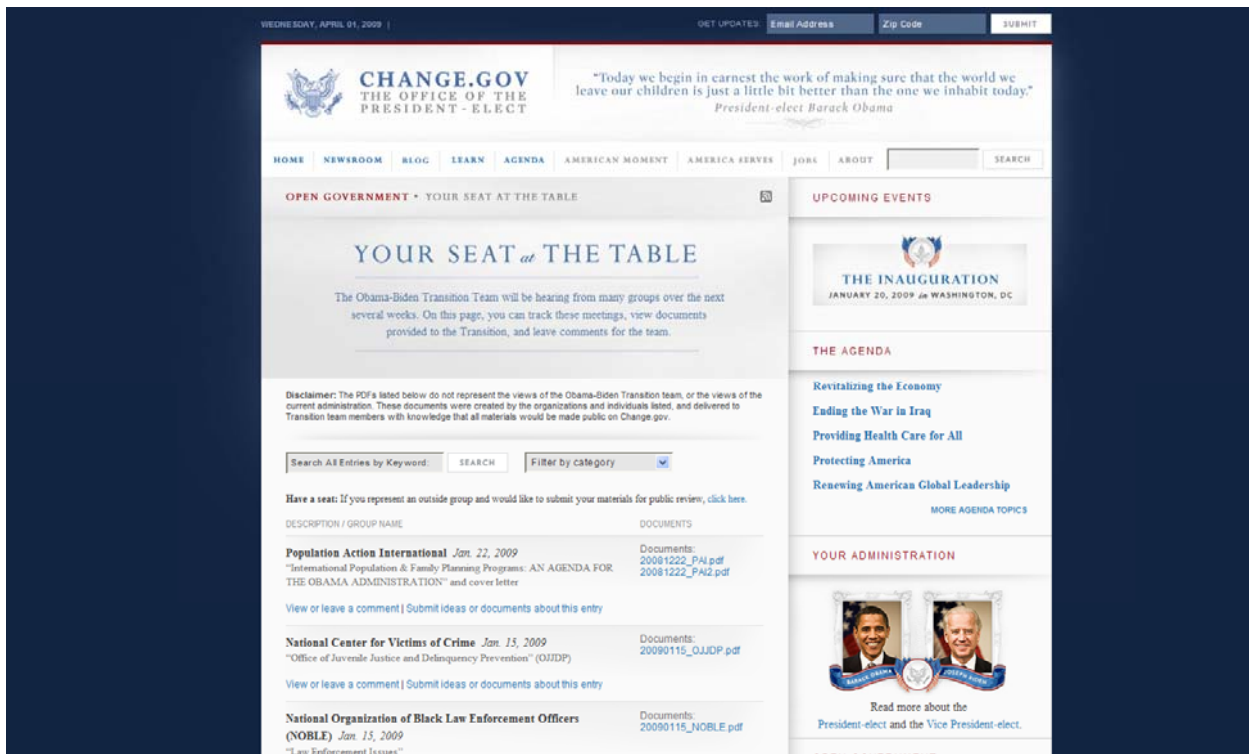
<http://creativecommons.org/licenses/by/3.0/>

FIG II. Change.gov blog featuring video update from the Technology, Innovation, and Government Reform group.



<http://creativecommons.org/licenses/by/3.0/>

FIG III. Change.gov blog featuring video update about the *Citizen's Briefing Book*



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FIG IV. *Your Seat at the Table* application posts policy documents received by transition team at Change.gov

the WHITE HOUSE PRESIDENT BARACK OBAMA

the BRIEFING ROOM the AGENDA the ADMINISTRATION ABOUT the WHITE HOUSE our GOVERNMENT CONTACT us

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G-20 SUMMIT

The President is attending the G-20 Summit in London, focusing on an international solution to the global financial crisis. Read his remarks with Prime Minister Brown, and check back for updates.

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THE LONDON SUMMIT 2009

STABILITY | GROWTH | JOBS

White House Photo, 4/2/09, Chuck Kennedy

THE BLOG

THU, APRIL 2, 10:26 AM EST

Outgoing Recovery

While the President was in London yesterday working on finding an international solution to the economic crisis, your government back in DC was busy getting a domestic solution implemented.

READ THIS POST

WED, APRIL 1, 7:07 PM EST

Reset with Russia

President Obama's meeting with President Medvedev brings a new tone.

READ THIS POST

WED, APRIL 1, 7:00 PM EST

Meeting the Queen

See the White House Photo.

READ THIS POST

SIGNED LEGISLATION

American Recovery and Reinvestment Act

Signed: Tuesday, Feb. 17, 2009

DTV Delay Act

Signed: Wednesday, Feb. 11, 2009

Children's Health Insurance Reauthorization Act

Signed: Wednesday, Feb. 4, 2009

Lilly Ledbetter Fair Pay Act

Signed: Thursday, Jan. 29, 2009

AGENDA

Economy

Read the President's economic agenda.

SEARCH THE SITE

SEARCH

A NEW ERA of RESPONSIBILITY

FY 2010 BUDGET

MORE INFORMATION

YOUR MONEY at WORK

RECOVERY.gov

MORE INFORMATION

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FIG V. Whitehouse.gov website

the WHITE HOUSE PRESIDENT BARACK OBAMA

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THE BRIEFING ROOM • THE BLOG

THE BLOG:


THU, APRIL 2, 10:26 AM EST
Outgoing Recovery

While the President was in London yesterday working on finding an international solution to the economic crisis, your government back in DC was busy getting a domestic solution implemented. The "Making Work Pay" tax cut kicked in yesterday, check your paycheck for a little something extra to pump into the economy.

[A stimulus plan for your paycheck](#)
 Rob Hotakainen, *Sacramento Bee* - April 2, 2009

Your paychecks are about to get fatter, and that's no April Fool's Day joke. The income tax cuts included in the economic stimulus plan passed by Congress in February kick in today. The White House said today it should put \$6.4 billion new dollars in the hands of California workers. Overall, 12.6 million families in California should cash in, the White House said. The typical American family is expected to receive about \$800 in extra cash, an attempt to jolt the economy.

The Vice President was in North Carolina with Secretary of Agriculture Tom Vilsack yesterday talking about the Recovery Act and rural communities, telling them amongst other things, "All told, we're going to deliver more than \$20 billion -- \$20 billion -- even in Washington, that's a lot of money -- \$20 billion in loans and grants to improve economic opportunity and the quality of life in rural America, \$20 billion set aside for rural America. And the money is going to go to improving things which are not high on a lot of people's lists, but will make a big difference -- like improving broadband access so the farmer can sit there and get online and know exactly what his product is being sold for not just the next county over, but across the country. And so your kids can be brought into the same kind of opportunity that kids all over the world are being brought into."



MIDDLECLASS TASK FORCE
 THE VICE PRESIDENT OF THE UNITED STATES

A STRONG MIDDLE CLASS = A STRONG AMERICA

MORE INFORMATION

THE AMERICAN PRESIDENTS

1. George Washington 1732-1799

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LATEST NEWS and UPDATES

WHITE HOUSE BLOG

READ THE BLOG

FACTS AND FUN FOR ALL AGES
WHITEHOUSE101

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FIG VI. Whitehouse.gov blog

¹ Malone, Chuck. “Agency Web Pages – An Information Resource and a Public Relations Tool: The USDA Example.” *Government Information Quarterly*. 21.3 (2004): 383-390.

² Whoriskey, Peter. “Firms Push for a More Searchable Federal Web.” *Washington Post*. December 11, 2008.

³ Obama Biden Transition Project. www.change.gov

⁴ www.whitehouse.gov

⁵ www.government20club.org Government 2.0 Club is a national organization that brings together leading thinkers from government, academia and industry to share ideas and solutions for leveraging social media tools and Web 2.0 technologies to create a more collaborate, efficient and effective government — Government 2.0.

⁶ www.gov20camp.eventbrite.com This event took place Friday March 27 – Saturday March 28 at the Duke Ellington School of Arts Washington DC.

⁷ Kessler, Ridley R. Jr. “A Brief History of the Federal Depository Library Program: A Personal Perspective.” *Journal of Government Information*. 23.4 (1996): 369-380.

⁸ Kessler, Ridley R. Jr., 370.

⁹ Kessler, Ridley R. Jr., 370.

¹⁰ Kessler, Ridley R. Jr., 370-1.

¹¹ Kessler, Ridley, R Jr., 373.

¹² Kessler, Ridley R Jr., 375.

¹³ Kessler, Ridley R Jr., 376.

¹⁴ www.gpoaccess.gov

¹⁵ Government Printing Office. Federal Digital System. <http://fdsys.gpo.gov>.

¹⁶ “Memorandum 06-02: Improving Public Access to and Dissemination of Government Information.” Office of Information & Regulatory Affairs. Office Management and Budget. Executive Office of the President.

¹⁷ “Memorandum 05-04: Policies for Federal Agency Public Websites.” Office of Information & Regulatory Affairs. Office of Management and Budget. Executive Office of the President.

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- ²¹ *OSTI Blog*. <http://www.osti.gov/ostiblog/home/>
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- ²³ Beizer, Doug. “GSA signs agreements with Web 2.0 providers.” *Federal Computer Week*. March 25, 2009.
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- ²⁵ Jacobs, James A. “Who is running Change.gov?” *Free Government Information*. Nov 11, 2008
- ²⁶ Jacobs, James A. “Presidential transition website...copyrighted!” *Free Government Information*. Nov 6, 2008.
- ²⁷ Ratliff, Evan. “The Wired Presidency: Can Obama Really Reboot the White House?” *Wired Magazine*. 17.2 Jan 19, 2009.
- ²⁸ Ratliff, Evan.
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- ³¹ Levin, Marc A. “Access and Dissemination Issues Concerning Federal Government Information.” *Special Libraries*. 74.2 (April 1983): 127-137.
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- ³³ Special Libraries Association. *SLA 23 Things*. <http://wiki.sla.org/display/23Things>
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³⁵ “Opening Doors: Finding the Keys to Open Government.” Open the Government.
<http://www.openthegovernment.org/article/articleview/353/>

³⁶ Sunlight Foundation. www.sunlightfoundation.com

³⁷ “President Obama Names Vivek Kundra Chief Information Officer.” White House. Office of the Press Secretary. March 5, 2009

³⁸ Hart, Kim. “D.C.’s Kinetic Tech Czar: Mixing a Start-Up Mentality with a Whirlwind Approach.” *Washington Post*. Jan 5, 2009.

³⁹ “President Obama Names Vivek Kundra Chief Information Officer.” White House. Office of the Press Secretary. March 5, 2009

⁴⁰ “Maximizing the Success of Chief Information Officers: Learning from Leading Organizations.” Government Accountability Organization. Executive Guide. GAO-01-376G. Feb 2001. Table I. Page 14.

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