Leveraging Data as a Strategic Asset

Goal Leaders

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Goal Statement

- Leverage data as a strategic asset to grow the economy, increase the effectiveness of the Federal Government, facilitate oversight, and promote transparency.

Challenge

- The use of data is transforming society, business, and the economy. Data provided by the Federal Government have a unique place in society, and maintaining trust in Federal data is pivotal to a democratic process. The Federal Government needs a robust, integrated approach to using data to deliver on mission, serve customers, and steward resources while respecting privacy and confidentiality.

Opportunity

- Develop a long-term, enterprise-wide Federal Data Strategy to better govern and leverage the Federal Government's data.

- Enable government data to be accessible and useful for the American public, businesses, and researchers.

- Improve the use of data for decision-making and accountability for the Federal Government, including for policy-making, innovation, oversight, and learning.

The Federal Data Strategy is being developed by a team which includes representatives from the following organizations:

Executive Office of the President Co-Leads:

Office of Management and Budget

- Office of the Federal Chief Information Officer
- Office of Information and Regulatory Affairs

Office of Science and Technology Policy

Agency Co-Leads:

Department of Commerce

Small Business Administration

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The Federal Data Strategy will be created with Federal data communities and stakeholders, including but not limited to:

FCSM — Federal Committee on STATISTICAL METHODOLOGY

GEOPLATFORM.gov

FGDC — FEDERAL GEOGRAPHIC DATA COMMITTEE

FSRDC

DATA.GOV

United States Census Bureau

COMMISSION ON EVIDENCE-BASED POLICYMAKING

The Opportunity Project

GSA

PRESIDENTIAL INNOVATION FELLOWS — 18F

NATIONAL ARCHIVES

NIST — National Institute of Standards and Technology — U.S. Department of Commerce

THE U.S. DIGITAL SERVICE

The *Leveraging Data as a Strategic Asset* CAP Goal will deliver a Comprehensive Federal Data Strategy through two parallel and iterative work streams. These coordinated work streams will work hand in hand to provide a long-term strategic plan for data management across the Federal Government.
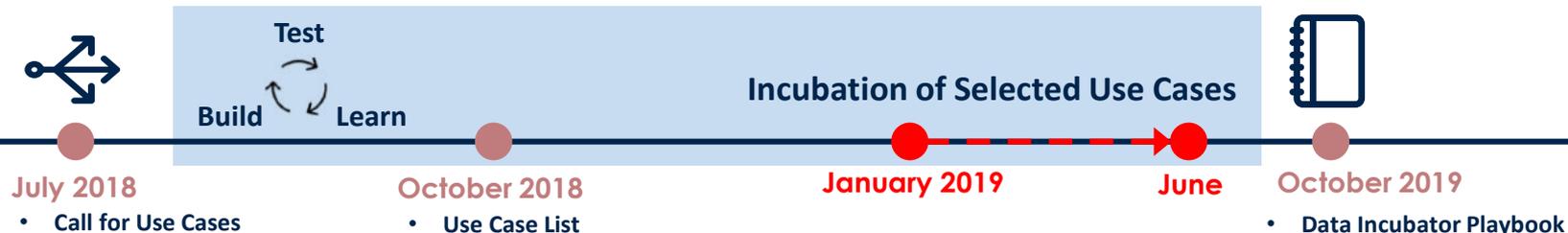
Federal Data Strategy Development: Principles, Practices, and Action Plan
WORK STREAM 1

July 2018
- Draft Principles
- **Call for Best Practices**

October 2018
- **Principles**
- Draft Practices

January 2019
- **Federal Data Strategy** (Principles and Practices)
- Draft Year 1 Action Plan

June

October 2019
- **Year 1 Action Plan**

The Data Incubator Project: Use Cases and Playbook
WORK STREAM 2

Test
Build   **Learn**

Incubation of Selected Use Cases

July 2018
- **Call for Use Cases**

October 2018
- **Use Case List**

January 2019

June

October 2019
- **Data Incubator Playbook**

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*For additional information and ways to engage follow updates on **strategy.data.gov***

Federal Data Strategy Development

WORK STREAM 1

October 2019
- **Year 1 Action Plan**

✓ Incorporated feedback from 185 comments from governments, academia, and the private sector on the FY20 Action Plan
✓ **Developed FY20 Action Plan** for September publication on **strategy.data.gov**

✓ **Held third Federal Data Strategy Federal Forum** with 23 speakers
✓ **Held second Federal Data Strategy Public Forum in partnership with Data Coalition** with 43 speakers representing 43 organizations

The Data Incubator Project

WORK STREAM 2

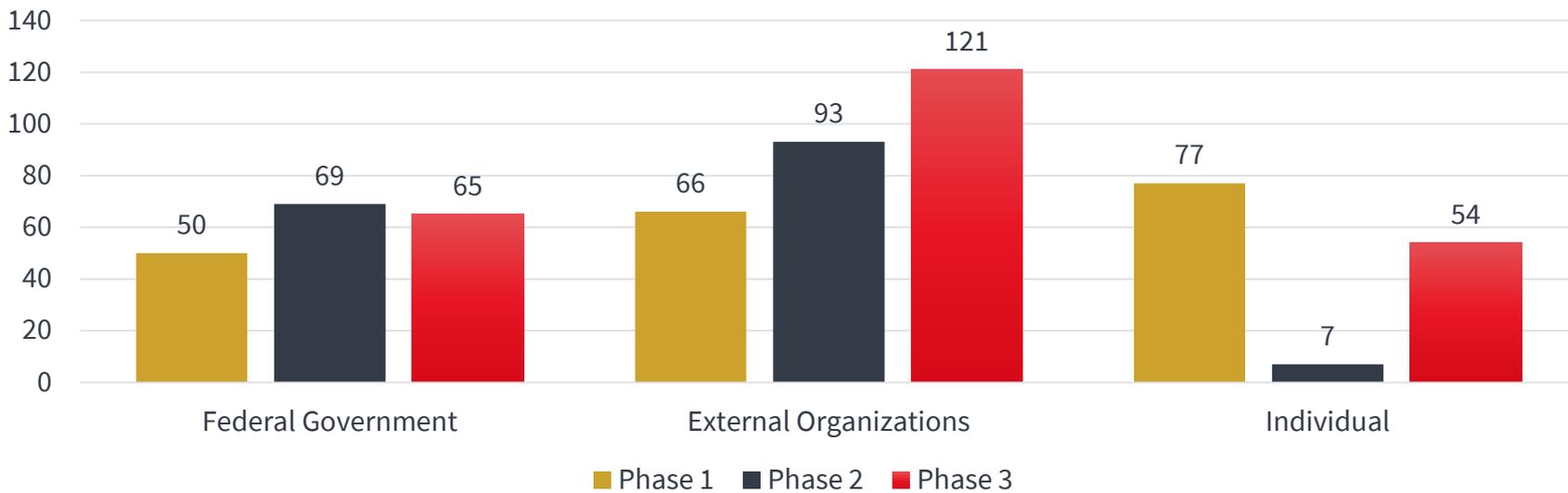**October 2019**
- **Launched Incubator Playbook**

✓ **Published Proof Points** in Federal Data Strategy newsletter and on **strategy.data.gov**
✓ **Investigated resources for a Data Incubator Project interactive playbook** to help agencies incubate data projects

Key Takeaway Phase 3 shows steady participation amongst Federal stakeholders, steady growth in External Organizations, and significant growth from Individuals. The growth in External Organizations and Individuals reflects a desire to share expertise with the Federal government.

ALL Stakeholder Engagement Touchpoints by Group

Chart: ALL Stakeholder Engagement Touchpoints by Group

Group	Phase 1	Phase 2	Phase 3
Federal Government	50	69	65
External Organizations	66	93	121
Individual	77	7	54

Legend: Phase 1, Phase 2, Phase 3

* Touch points are Comment Authors, Forum Speakers, and Event Hosts

Forums
- Federal Forum, July 25, 2018, 18 speakers, 158 attendees
- Federal Forum, November 25, 2018, 24 speakers, 188 attendees
- Federal Forum, June 25, 2019, 23 speakers, 220 attendees
- Public Forum, July 30, 2018, 11 speakers, 58 attendees
- Public Forum, November 8, 2018, 28 speakers, 133 attendees
- Public Forum, July 8, 2019, 43 speakers, 165 attendees

Newsletters, Social Media, Website
- 23 Newsletters
- 25 Tweets from Performance.gov with 56,132 Impressions
- 135 #federaldatastrategy Tweets
- 400+ #feddatastrategy Tweets
- 102,104 of Strategt.data.gov Sessions (5/27/2018 – 7/31/2019)
- 169,145 of Strategy.data.gov Page Views (5/27/2018 – 7/31/2019)

Events
- 87 events attended to communicate FDS
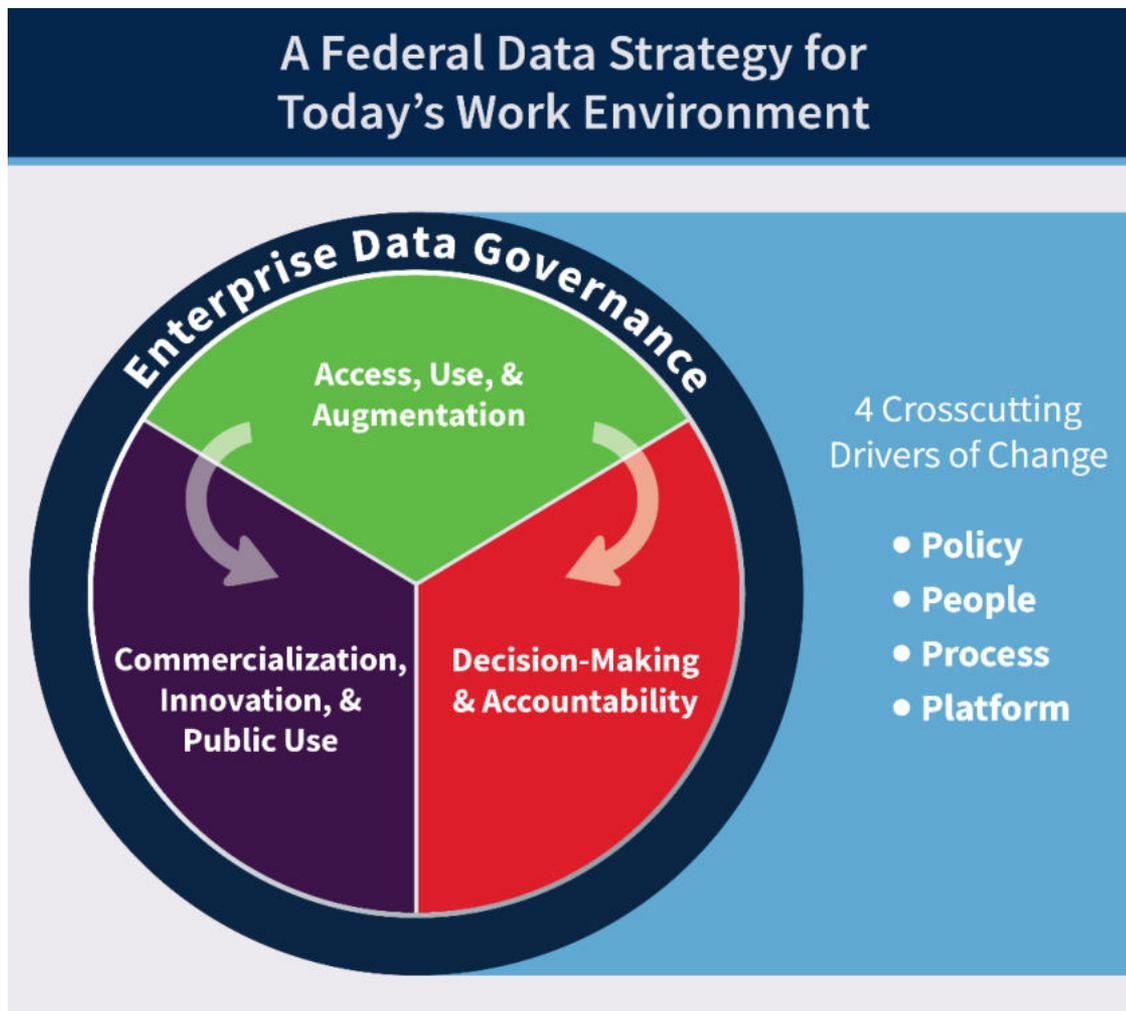
Feedback Intake on FDS and Year-1 Action Plan
- Phase 1, collected 218 submissions
- Phase 2, collected 198 submissions
- Phase 3, collected 185 submissions

Achievement of the goal will leverage four high-level areas, supported by four cross-cutting drivers of change.

Overview of Strategy:

Set priorities for managing government data as a strategic asset, including establishing data policies, specifying roles and responsibilities for data privacy, security, and confidentiality protection, and monitoring compliance with standards and policies throughout the information lifecycle.

Problems Targeted Include:

- Inconsistent roles and responsibilities for data management and lack of a framework to coordinate disparate Federal data initiatives, leading to unclear priorities, lack of a consensus, and duplication of effort.
- Inconsistent governance processes to implement, update, and monitor established government-wide standards.
- Inconsistent or conflicting laws, policies, and procedures for data management and use, being mindful that different data assets may need different handling.

Potential Drivers of Change Under Consideration Include:

Policy 〉 Clarify, harmonize, and update existing laws, policies, and procedures related to data management and use and investment policy in modern technologies.

People 〉 Clarify roles and responsibilities for data management within agencies; invest in staff expertise and capacity to implement policies and procedures; and promote data management culture at agencies that prioritizes data use and stewardship.

Process 〉 Establish priority data projects across these strategies and develop a coordinated approach to managing communities of stakeholders in the Federal community and among external constituents.

Platform 〉 Better coordinate existing governance bodies or creation of new bodies.

Overview of Strategy:

Develop policies and procedures that enable stakeholders to effectively and efficiently access and use data assets by: (1) making data available more quickly and in more useful formats; (2) maximizing the amount of non-sensitive data shared with the public; (3) leveraging new technologies and best practices to increase access to sensitive or restricted data while protecting privacy, security, and confidentiality, and the interests of data providers.

Problems Targeted Include:

- Incomplete data inventories, lack of common identifiers and data standards, barriers to sharing data across agencies and acquiring external data (including "big data").
- Inconsistent or conflicting procedures and guidelines for appropriate release and use of Federal data assets, including guidance on best-practice information technology platforms.
- Inconsistent privacy, security, and confidentiality protection implementation practices.
- Limited workforce capacity and expertise in navigating data integration requirements, protecting confidential data, and providing for a high quality user experience.

Potential Drivers of Change Under Consideration Include:

Policy ⟩ Promote interoperability, data standardization, and use of consensus standards, specifications, metadata, and consistent formats; prioritize data management in IT investments; require best-practice disclosure reviews; promote use of external data; develop quality standards for blended data and protecting privacy, security, and confidentiality.

⟩ Invest in data management and data transformation skills and training across government.

People

Process ⟩ Develop comprehensive data inventories and a Federal data management maturity model that promotes maturity across agencies over time.

⟩ Empower existing organizations or develop new organization to manage a suite of tools and applications available across agencies, serve the needs of diverse users, and facilitate data integration.

Platform

Overview of Strategy:

Improve the use of data assets for decision-making and accountability for the Federal Government, including both internal and external uses. This includes: (1) providing high quality and timely information to inform evidence-based decision-making and learning; (2) facilitating external research on the effectiveness of government programs and policies which will inform future policymaking; and (3) fostering public accountability and transparency by providing accurate and timely spending information, performance metrics, and other administrative data.

Problems Targeted Include:

- Limited understanding and priority among policy makers about the value of using data in decision-making, and lack of coordination to identify high priority data needs for decision-making and accountability.
- Inconsistent or conflicting laws, policies, and procedures for data sharing across agencies and with public stakeholders and researchers.
- Limited analytical and technical capacity and expertise to manage data, evaluate programs, and communicate results to decision makers.

Potential Drivers of Change Under Consideration Include:

Policy 〉 Develop and refine current legal and procedural mechanisms for secure data access for decision-making; and invest in high priority data assets and modern analytical technologies (e.g., predictive analytics, artificial intelligence, "big data" analysis).

People 〉 Invest in data science, program evaluation, and analytical capabilities and training.

Process 〉 Establish agency "learning agendas" that prioritize the development and use of data and other evidence for decision-making; create streamlined secure pathways for academic researchers to use sensitive government data to perform research for government.

Platform 〉 Establish a data service program to facilitate secure data access and analysis capability, potentially by leveraging existing capacity within statistical agencies.

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Overview of Strategy:

Facilitate the use of Federal Government data assets by external stakeholders at the forefront of making government data accessible and useful through commercial ventures, innovation, or for other public uses. This includes use by the private sector and scientific and research communities, by state and local governments for public policy purposes, for education, and in enabling civic engagement. Enabling external users to access and use government data for commercial and other public purposes spurs innovative technological solutions and fills gaps in government capacity and knowledge. Supporting the production and dissemination of comprehensive, accurate, and objective statistics on the state of the nation helps businesses and markets operate more efficiently.

Problems Targeted Include:

- Lack of attention to the data needs of external customers to spur commercialization and innovation, and for research and other public uses, including the problems of fragmented platforms and inconsistent standards and lack of interoperability of existing data assets.
- Limited legal or policy structures for providing data for commercialization or other public uses in a fair and equitable manner.

Potential Drivers of Change Under Consideration Include:

Policy 〉 Develop policy promoting consideration of pubic data use in data collection and management and minimizing barriers to access and use.

People 〉 Identify liaisons with key industries and research communities to champion data release by agencies.

Process 〉 Collaborate with industries, research institutions, and non-governmental organizations to establish priorities for data release.

Platform 〉 Develop programs to facilitate commercialization, civic engagement, and other public uses by providing Federal data, including release of less sensitive versions of confidential data assets.