Leveraging Data as a Strategic Asset

Goal Leaders

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**Maria Roat**, Chief Information Officer, Small Business Administration

December 2019
**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
The Federal Data Strategy will be created with Federal data communities and stakeholders, including but not limited to:
Components of the Federal Data Strategy

1. **Mission Statement**
   Articulates the intent and core purpose of the Strategy:
   
   The mission of the Federal Data Strategy is to leverage the full value of Federal data for mission, service, and the public good by guiding the Federal Government in practicing ethical governance, conscious design, and a learning culture.

2. **10 Principles**
   - Timeless, enduring guide for agencies

3. **40 Practices**
   - Aspirational goals for a 5- to 10-year horizon to further the principles

4. **1 Annual Action Plan**
   - 20 Activities chosen to implement the practices in any given year

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New Laws and Executive Orders

- Statutory Requirements
- OMB Guidance
- Federal Data Strategy Principles and Practices
- Government-Wide Priorities
- Stakeholder Input and User Needs

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Annual Action Plan
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**
  - Year 1 Action Plan
- **December 2019**
  - Federal Data Strategy Development

**The Data Incubator Project: Use Cases and Playbook**

**WORK STREAM 2**

- **July 2018**
  - Call for Use Cases
- **October 2018**
  - Use Case List
- **January 2019**
  - Incubation of Selected Use Cases
- **June**
  - Data Incubator Playbook
FY20Q1 Accomplishments

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

Federal Data Strategy Development
WORK STREAM 1

- Developed 2020 Action Plan for December publication on strategy.data.gov
- Developed resources to support the 2020 Action Plan for publication resources.data.gov

The Data Incubator Project
WORK STREAM 2

- Tagged Proof Points for search resources.data.gov
- Developed interactive Incubator Playbook for publication on resources.data.gov
How the FDS Team Engaged Stakeholders

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

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
## Agency Action Steps

<table>
<thead>
<tr>
<th>Agency Action Step</th>
<th>2020 Q1</th>
<th>2020 Q2</th>
<th>2020 Q3</th>
<th>2020 Q4</th>
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</thead>
<tbody>
<tr>
<td><strong>Action 1: Identify Data Needs to Answer Priority Agency Questions</strong></td>
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<td><strong>Action 2: Institutionalize an Agency Data Governance Body</strong></td>
<td>2.1 Publish agency data governance materials (membership, charter, meeting cadence) on [agency].gov/data web page</td>
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<td>One of the following, each quarter:</td>
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<td>2.2 After you complete your assessment of current staff data skills and literacy (see Action 3), dedicate staff to support data governance body OR</td>
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<td>2.3 Document how the governance board receives its authority OR</td>
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<td>2.4 Put in place a data strategy or road map OR</td>
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<td>2.5 Develop a plan for capital planning for enterprise data assets and infrastructure OR</td>
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<td>2.6 Adopt a Master Data Management program</td>
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<td><strong>Action 3: Assess Data and Related Infrastructure Maturity</strong></td>
<td>3.1 Select an operational maturity assessment model for data and data infrastructure</td>
<td>3.2 Agency Chief Data Officer and other senior-level staff participate in any training or technical assistance related to maturity assessments</td>
<td>3.3 Document the outcome of the initial data maturity assessment</td>
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<tr>
<td><strong>Action 4: Identify Opportunities to Increase Staff Data Skills</strong></td>
<td>4.1 Perform an assessment of current staff data literacy and data skills</td>
<td>4.2 Conduct a gap analysis between the current staff’s skills and the skills the agency requires</td>
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<td>4.3 Based on the assessment, establish a baseline and develop a performance plan to close the identified data skills and literacy gaps</td>
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<td><strong>Action 5: Identify Priority Datasets for Agency Open Data Plans</strong></td>
<td>5.1 Publish an Open Data Plan for sharing priority agency datasets, developed with stakeholder engagement, including datasets that support AI R&amp;D</td>
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<td>5.2 Execute Open Data Plan (Number of data assets published as open data on schedule)</td>
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<td><strong>Action 6: Publish and Update Data Inventories</strong></td>
<td>6.1 Update comprehensive data inventories for overall completeness and priority dataset sprints</td>
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## Community of Practice Action Steps

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<tr>
<td>Action 7: Launch a Federal Chief Data Officer Council</td>
<td>7.1 Launch Chief Data Officer Council</td>
<td>7.2 Create resources 7.3 Encourage use of resources by agencies</td>
<td>8.2 Provide technical schema formats on inventories 8.3 Pilot demonstration of how access to data useful for AI should be enhanced</td>
<td>10.1 Establish the NSDI strategic plan 10.2 Publish a GeoPlatform providing standards-compliant web services for NGDAs 10.3 Engage with other relevant councils 10.4 Publish NGDA Data Theme datasets with standards compliant metadata and webservice endpoints 10.5 Track NGDAs for implementation of standards</td>
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<tr>
<td>Action 8: Improve Data and Model Resources for AI Research and Development</td>
<td>8.1 Identify barriers to access and quality limitations</td>
<td>8.2 Provide technical schema formats on inventories 8.3 Pilot demonstration of how access to data useful for AI should be enhanced</td>
<td>9.1 Quarterly Getting Payments Right CAP Goal Targets 9.2 Quarterly Results Oriented Accountability of Grants CAP Goal Targets 9.3 Publish Financial Data Strategy</td>
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<tr>
<td>Action 10: Integrate Geospatial Data Practices into the Federal Data Enterprise</td>
<td>10.1 Establish the NSDI strategic plan 10.2 Publish a GeoPlatform providing standards-compliant web services for NGDAs 10.3 Engage with other relevant councils 10.4 Publish NGDA Data Theme datasets with standards compliant metadata and webservice endpoints 10.5 Track NGDAs for implementation of standards</td>
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<td>Shared Solution Action Step</td>
<td>2020 Q1</td>
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<td>Action 11: Develop a Repository of Federal Enterprise Data Resources</td>
<td>11.1 Make regular updates to resources.data.gov in response to stakeholder input</td>
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<td>11.2 Track growth and success of the site</td>
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<td>11.3 Engage stakeholders to prioritize content</td>
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<td>Action 12: Create an OMB Federal Data Policy Committee</td>
<td>12.1 Launch FDPC</td>
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<td>12.3 Carry out at least 1 data policy coordination activity</td>
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<td>12.2 Set priorities for 2020</td>
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<td>Action 13: Develop a Curated Data Skills Catalog</td>
<td>13.1 Share draft catalog contents with CDOs and other stakeholders</td>
<td>13.2 Collect input and make revisions</td>
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<td>13.3 Publish the catalogue on resources.data.gov</td>
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<td>13.4 Transfer responsibility for maintenance to the CDO council</td>
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<td>Action 14: Develop a Data Ethics Framework</td>
<td>14.1 Initial examination of ethical issues encountered across data life cycle</td>
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<td>14.2 Release initial Data Ethics Framework and Use Cases</td>
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<td>14.3 Transfer responsibility for review and update</td>
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<td>Action 15: Develop a Data Protection Toolkit</td>
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<td>15.1 Release initial toolkit</td>
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<td>15.2 Release updated Report on Statistical Disclosure Limitation Methodology</td>
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<td>Action 16: Pilot a One-stop Standard Research Application</td>
<td>16.1 Create pilot portal</td>
<td>16.2 Recruit users to try the portal and give feedback</td>
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<td>16.3 Publish report describing success of the project and feedback that will inform future improvements</td>
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<td>Action 17: Pilot an Automated Tool for Information Collection Reviews that Supports Data Inventory Creation and Updates</td>
<td>17.1 Develop pilot tool</td>
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<td>17.2 Test tool with at least two agencies</td>
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<td>17.3 Engage stakeholders for feedback on the tool</td>
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<td>17.4 Publish report describing agency tests and stakeholder input</td>
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<td>Action 18: Pilot Enhanced Data Management Tool for Federal Agencies</td>
<td>18.1 Demonstrate pilot and initial feature set with a pilot Federal agency</td>
<td>18.2 Infrastructure/Security Roadmap for production platform</td>
<td>18.3 Achieve interoperability with continually updated Federal open data</td>
<td>18.5 Onboard agency customers</td>
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<td>18.4 Develop business plan and cost Model</td>
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<td>metadata schema</td>
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<td>18.6 Demonstrate increased dataset availability and improved usage</td>
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<td>Action 19: Develop Data Quality Measuring and Reporting Guidance</td>
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<td>19.2 Completion of metadata guidance for use by data originators</td>
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<td>19.3 Develop tools to aid metadata maintenance</td>
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<td>Action 20: Develop a Data Standards Repository</td>
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<td>20.1 Develop repository with communities, frameworks, and schemas</td>
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