

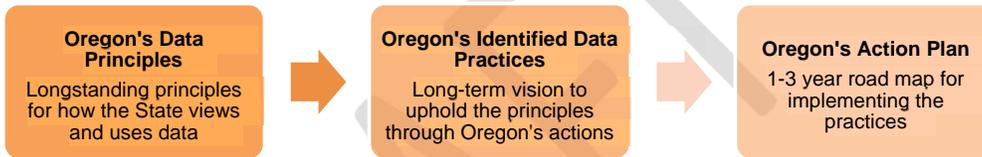
Draft Oregon State Data Strategy



Oregon's Data Strategy

Data is increasingly one of the most valuable assets entrusted to the State of Oregon. However, it must be managed strategically in order to realize its value on behalf of Oregonians. Oregon's Data Strategy is a tool designed to help State agencies within the Executive Branch better utilize, manage, govern, use and share the data assets they create and maintain on behalf of Oregonians. The Oregon Data Strategy contains high-level principles and practices for how the state will utilize data long-term, and an action plan containing concrete and immediate actions covering a 1-3 year timeframe.

Oregon's Data Strategy is comprised of three components:



Commented [KMW1]: In general, the overall details of the plan are at varying levels – some seem to be philosophical and/or high level goals while others seem to be more actionable. This variance makes it difficult to determine the purpose of this document and/or sections – strategy or action.

Strategy seems state agnostic. It would make the strategy stronger if it were focused on Oregon specific business needs and goals addressing those needs.

There is opportunity to address data management practices more and what role the State will play in providing guidance and best practices around data management (data ownership, stewards, etc)

Commented [CC2]: It's somewhat surprising how much emphasis is devoted to data use in this document. Is this a problem across Oregon state government?

Commented [KMW3]: The document states that it will cover Oregon's Action Plan but the action plan seems to be missing from this document.

Providing Comments on Oregon's Data Strategy

The State is releasing a draft of the first two components of the State Data Strategy (Principles and Practices) in order to receive public comment. Public comment is available from July 6, 2020 – August 24, 2020. Public comments can be submitted at the [Oregon Data Strategy Website](#) or via email at OregonData@oregon.gov.

Oregon's Data Strategy Mission and Vision

Mission

• *Empowering the State of Oregon to make informed decisions by leveraging data as a strategic asset, and creating a culture that stewards data effectively and ethically throughout its lifecycle.*

Oregon's Data Principles

Vision

• A better Oregon through better data.

Draft Oregon State Data Strategy



Oregon's Data Principles serve as guidelines for how Oregon will use, manage, and view the data it holds in trust. These principles are timeless, designed to guide Oregon's actions regarding data now and into the future. The Oregon Data Principles are the framework that informs Oregon's Identified Data Practices and Action Plan.

Governance and Effective Management

- **Govern:** Manage data as a strategic asset for the public good
- **Leverage:** Use the State's data to improve the lives of Oregonians through effective and efficient government
- **Protect:** Preserve the privacy, quality, and integrity of the data we hold in trust
- **Share:** Promote responsible data sharing across agencies and with external partners

Commented [CC4]: This needs to include resource data that's harmful to share.

Ethical Use

- **Plan:** Be intentional in our collection and use of data and design with the future in mind
- **Engage:** Embrace equity and inclusion in how we collect, use, and share data for the communities we serve
- **Show:** Model transparency in our work to educate others about our data assets and how they are used

Commented [KMW5]: Ethical usage seems like it would fall under Governance. Practices and actions under these interrelated sections will seem to overlap.

Commented [CC6]: Unclear what's being asked for... collection process, database design, both, other? Also, this may not be located correctly under ethical use – maybe under "Governance and Effective Management".

Data Informed Culture

- **Learn:** Promote a statewide culture of learning and collaboration in the use and analysis of data
- **Empower:** Educate data leaders within our organization and empower all individuals to use data appropriately, ethically, and effectively
- **Lead:** Establish structures for accountability and responsibility for the management of our data

Oregon's Identified Data Practices

Oregon's Identified Data Practices are intended as general guidelines to inform agency actions regarding data on a regular basis and to act as an aspirational horizon to guide long-term development of the Oregon Data Strategy.

Governance and Effective Management

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Govern: Manage data as a strategic asset for the public good

1. Establish and sustain data governance **and practices** within state agencies to manage data throughout its lifecycle
2. Build data governance Centers of Excellence by policy area and across shared business functions
3. Inventory and identify high-value and mission-critical data assets within the State's possession
4. Conduct an organizational assessment of the State's current data governance maturity

Commented [KMW7]: How? Through policies, requirements, guidance, oversight, etc? If so, consider the practice here to be focused on the creation of those tools with a goal of supporting agencies to establish and sustain data governance within their agency.

Commented [CC8]: At the state level, or agency by agency?

Leverage: Use the State's data to improve the lives of Oregonians through effective and efficient government

5. ~~Recognize the value of data beyond the initial purpose for which it was collected and work to identify new and innovative ways to use data to improve decision-making, program design and program outcomes~~ **and increase the value of data beyond the initial purpose for which it was collected**
6. Contextualize our data through the creation and dissemination of data documentation; e.g., data dictionaries, schemata, and standards
7. Implement, adopt, and create shared data standards whenever possible to facilitate re-use and data sharing

Commented [CC9]: Is "data" related to existing, new, or both?

Commented [KMW10]: Suggested edits to the bullet to make it more specific.

Commented [KMW11]: This practice seems to fit better under the 'Share' category

Commented [KMW12]: This practice seems to fit better under the 'Share' category

Opportunity for clarification here. Some data sets fall under federal data standards – standardization of data standards across multiple data sources may not be reasonable in some cases.
Would this be through guidance or allow agencies to adopt in order to facilitate easy data sharing, but not require?

Commented [CC13]: Needs to recognize and acknowledge when access is not appropriate

Commented [KMW14]: Ensure how? Through requirements, audits, or oversight?

Consider suggested edits to language

Commented [KMW15]: Consider suggested edits to language.

Acknowledge is not measurable.

Protect: Preserve the privacy, quality, and integrity of the data we hold in trust

8. Build **state** policies and guidelines to safeguard data quality, integrity, and authenticity within agency data governance programs
9. ~~Ensure Support and guide~~ agencies ~~have their~~ **the creation/adoption of** necessary policies and procedures ~~in place~~ to manage access to critical data and protect privacy
10. Establish centralized privacy guidelines to improve data sharing and protect confidentiality

Share: Promote responsible data sharing across agencies and with external partners

11. ~~Acknowledge and work~~ **Work with state agencies** to overcome cultural barriers to data sharing within and amongst agencies and state partners
12. Facilitate inter-agency coordination and data sharing to identify shared solutions to common concerns and program objectives and to better utilize data resources
13. Facilitate data sharing across all levels of government, including local, tribal, regional, and federal government agencies

Ethical Use

Plan: Be intentional in our collection and use of data and design with the future in mind

14. Preserve data according to state and federal records retention and security requirements

Commented [KMW16]: The heading ethical use seems to already fit under what could be considered governance.

Perhaps consider focus on design for build or storage?

Commented [KMW17]: Is this practice at a state level or agency level or both?

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15. Implement data minimization to collect only relevant and necessary data
16. Adopt and build with open standards wherever possible to ensure interoperability and portability
17. Incorporate data architecture planning and practices consistently into planning for IT projects

Engage: Embrace equity and inclusion in how we collect, use, and share data for the communities we serve

18. Create engagement opportunities for, and give voice to, underrepresented communities regarding the State's data practices through opportunities for feedback and by supporting data literacy and data sharing
19. Apply an equity lens to how we collect and use data entrusted to the state
20. Acknowledge and clearly communicate and publish the limitations of our data
21. Recognize that data contains biases and work to clearly document and establish plans to mitigate bias within the data we maintain and in how we use data to make decisions

Show: Model transparency in our work to educate others about our data assets and how they are used

22. Build the State's open data architecture and program to create a culture of proactive transparency
23. Break down silos associated with data sharing, development, and analysis
24. Create a Community of Excellence around the definition, identification, and stewardship of authoritative data sources
25. Explore new platforms for data sharing and integration, with a focus on automated data pipelines
26. Provide the ability for/access to analytics platforms or data presentation and visualization layers

Data Informed Culture

Learn: Promote a statewide culture of learning and collaboration in the use and analysis of data

27. Advocate for the use of data throughout each state agency and facilitate data-driven decision making in all agencies
28. Build a data literacy program and training that allows for upskilling of employees in the use and management of data
29. Establish frameworks for cross-agency collaboration and data integration to solve shared challenges

Empower: Educate data leaders within our organization and empower all individuals to use data appropriately, ethically, and effectively

Commented [KMW18]: Implement at a state or agency level? Who decides if data is 'relevant and necessary'?

Commented [KMW19]: State or Agency level? If at agency level, how will the State require/oversee that this is occurring? Guidance or oversight?

Commented [KMW20]: State or Agency level? If at agency level, how will the State require/oversee/provide input into data architecture of IT solutions... especially when considering outside vendor solutions?

Commented [CC21]: Has an "equity lens" been created/defined?

Commented [KMW22]: How? Through standard considerations of populations or some similar methodology?

Commented [KMW23]: This practice seems to fit better under the 'Share' category in Governance section.

Commented [CC24R23]: While this is a worthy goal it seems to be in the wrong place in this document because it doesn't deal with equity and inclusion. It may be better suited under "Show" below.

Commented [KMW25]: This practice seems to fit better under the 'Plan' category

Commented [CC26]: Efforts should be made to examine and understand why the silos exist in the agency and state.

Commented [CC27]: Is this a decision making body, or is this about establishing criteria for authoritative data? Either way, participation should be broad enough to represent all types of data.

Commented [KMW28]: All these practices seems to fit better under the 'Share' category in Governance section.

Commented [KMW29]: State provided access to tools for agencies?

Commented [KMW30]: This seems very similar to #12

This practice seems to fit better under the 'Share' category in Governance section.

Commented [CC31]: Why not educate everyone rather than just data leaders?

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- 30. Encourage the use of different visualization tools and communication tools to share insights from our data to a wide range of audiences
- 31. Pursue sustainable funding mechanisms and data investments to support data utilization across all agencies
- 32. Focus on data driven decision making in data resources and training

Lead: Establish structures for accountability and responsibility for the management of our data

- 33. Utilize the Chief Data Office to enhance data collaboration and coordination at the enterprise level
- 34. Develop policies and procedures to guide how agencies establish authority structures for managing data
- 35. Build guidance and best practices for data architecture
- 36. Seek to reduce duplication of effort where possible to increase efficiency around the use of data

DRAFT

Commented [KMW32]: This seems very similar to #26, how is this practice different?

If this is to encourage agencies to use them, this practice seems to fit better under the 'Share' category in Governance section.

Commented [CC33R32]:

Commented [KMW34]: Pursue funding at the State level or agency level?

Commented [KMW35]: This practice seems to fit better under the 'Learn' category

Commented [CC36R35]: More elaboration is needed to understand the purpose and goal here.

Commented [KMW37]: Unclear how use of the office intends to enhance. What will the office do to enhance?

Commented [CC38R37]: In what ways can the Chief Data Office be utilized? ODFW worked with DAS GEO staff to implement Esri Advantage Program to get support for developing the Wildlife Species Observation System – is this an example of what is meant here?

Commented [KMW39]: This practice seems to fit better under the 'Govern' category of the Governance section.

Commented [KMW40]: This practice seems to fit better under the Governance section or a modified 'Ethical Use' section where focus might on design of build/storage of data.

Commented [CC41R40]: More clarify is needed.. is this related to database design, operating systems, both, others?

Commented [KMW42]: This feels very similar to #5. This practice seems to fit better under the Governance section.