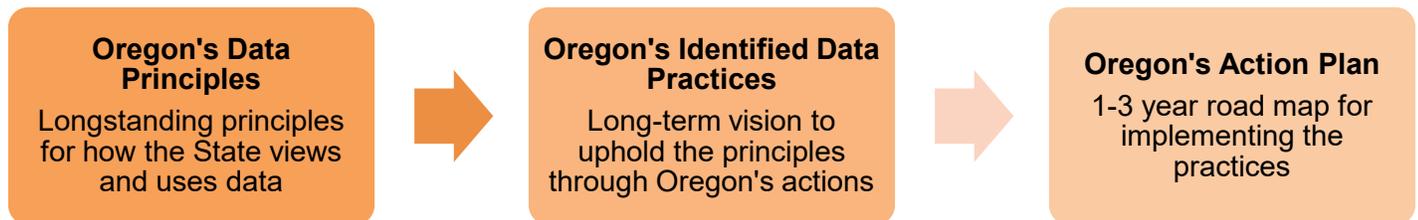# Oregon's Data Strategy

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:

Oregon's Data Principles Longstanding principles for how the State views and uses data	→	**Oregon's Identified Data Practices** Long-term vision to uphold the principles through Oregon's actions	→	**Oregon's Action Plan** 1-3 year road map for implementing the practices

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	Vision
•*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.*	•A better Oregon through better data.

Oregon's Data Principles

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

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

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

Govern: Manage data as a strategic asset for the public good
1. Establish and sustain data governance 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

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
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

Protect: Preserve the privacy, quality, and integrity of the data we hold in trust
8. Build policies and guidelines to safeguard data quality, integrity, and authenticity within agency data governance programs
9. Ensure agencies have the 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 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
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 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 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

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 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