

## **Advancing the Digital Services Strategy for Reshaping the Business of Federal IT**

*Lisa Schlosser, Deputy Federal Chief Information Officer  
Office of Management and Budget, White House*

**2015 Exchange Network National Meeting**  
Supporting the Business of Environmental Protection

**September 29–October 1, 2015  
Sheraton Philadelphia Society Hill Hotel  
Philadelphia, Pennsylvania**

<http://www.exchangenetwork.net/en2015>

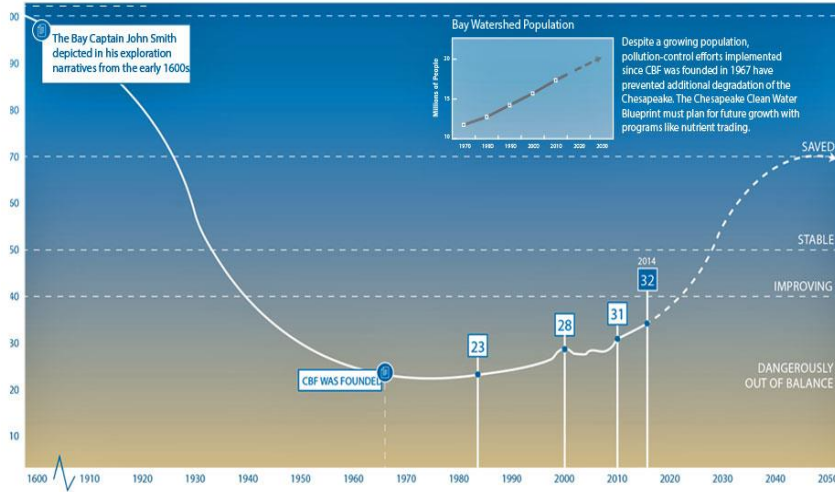
# ABSTRACT

*“By 2020, information will be used to reinvent, **digitalize**, or eliminate 80% of business processes and products from a decade earlier.” The Benefits and Risks of Using Open Data, Published: 8 April 2015*

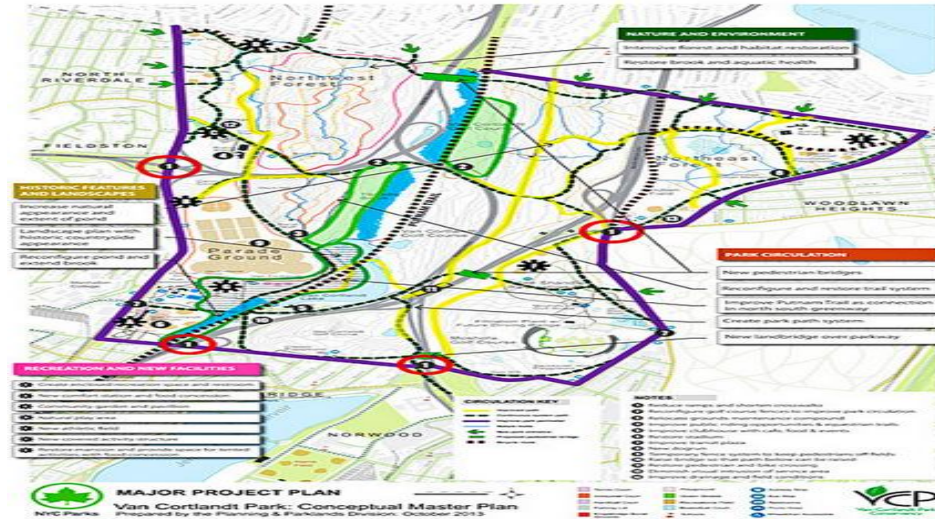
**“The American people expect to interact with government through digital channels** such as websites, email, and mobile applications. By building digital services that meet their needs, **we can make the delivery of our policy and programs more effective.** Today, too many of our digital services projects do not work well, are delivered late, or are over budget. To increase the success rate of these projects, **the U.S. Government needs a new approach.**” U.S. Digital Services Playbook, <https://playbook.cio.gov/>

**Digitization Enables Optimal Data Management and Mission Effectiveness**

# Why You Should Care About Digital: Data Makes a Difference



“The City of New York has eliminated millions of pounds of debris from city sewers, providing two million gallons of extra sewer capacity by layering public contract data from "grease collectors" with geospatial data on sewer locations to catch restaurants dumping grease into sewers.” New York City Business Integrity Commission, 18 October 2012, Image from 2013



“The State of the Chesapeake Bay is improving. Slowly, but improving. What we can control—pollution entering our waterways—is getting better. But, the Bay is far from saved. Our 2014 report confirms that the Chesapeake and its rivers and streams remain a system dangerously out of balance, a system in crisis. If we don't keep making progress—even accelerate progress—we will continue to have polluted water, human health risks, and declining economic benefits—at huge societal costs. From the 2014 State of the Bay Report

# Smarter IT Delivery

Innovations in information technology have transformed how customers receive key government services, information, and benefits. Smarter IT delivery will dramatically improve customer satisfaction with federal technology services by strengthening agency accountability and implementing strategies in the following areas:

Get the **best talent working inside government**.

Get the **best companies working with government**.

Put the **right processes and practices** in place to drive outcomes and accountability.

# EPA is a leader

- E-Enterprise
- Clean Water Act data visualization
- eManifest
- EPA Innovation Fellowship

Bring in experienced  
teams

We need talented people working in government who have experience creating modern digital services. This includes bringing in seasoned product managers, engineers, and designers.



The Director

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

Friday, May 1, 2015

**From:** Katherine Archuleta Director

The U.S. Office of Personnel Management (OPM) is authorizing the use of excepted-service appointments under 5 CFR 213.3102(i)(3) to address the need for hiring digital services staff to support the President's Management Agenda's Smarter Information Technology (IT) Delivery Initiative. The President declared the need for a Smarter IT Delivery Initiative to transform the way Government builds and buys IT and fundamentally improve the way that the Government delivers technology services to the public. To meet this goal, agencies working on the Smarter IT Delivery Initiative are developing digital services teams using funding from the 2016 budget. These teams will need staff with skills in modern digital product design, software engineering, product management, creating and maintaining flexible infrastructure, and designing and implementing agile governance structures. This authority to hire digital services staff may be used to fill positions only on these teams directly needed for work on Smarter IT Delivery Initiative projects that were funded in the 2016 budget or are included in the attached tables:

*Table 1: High Impact List of Smarter IT Delivery Projects*

*Table 2: Agency Transactional Services List*

Agencies may use this authority to fill, on a temporary basis for up to one year, technical positions needed to directly carry out provisions of the Smarter IT Delivery Initiative at the GS-11 through GS-15 levels. These technical positions would involve in-depth knowledge of and experience in creating modern digital services, gap analysis expertise in understanding where shortfalls exist in capacity to design, develop, deploy, and operate customer-facing services, specialized knowledge in digital service consolidation and migration, cloud service utilization, and business process standardization to support a wide variety of mission requirements. These appointments may be extended in increments of up to one year. No appointments made under this authority may extend beyond September 30, 2017. Appointments are limited to individuals who will be directly associated with Smarter IT Delivery Initiative projects funded in recent budgets or found in the attached tables.

When using this authority, agencies must apply the provisions of 5 CFR part 302, as well as the procedures for passing over a compensably-disabled preference eligible in accordance with OPM's March 12, 2009, memorandum for Chief Human Capital Officers (<https://chcoc.gov/content/clarification-procedures-passover-compensably-disabled-preference-eligibles-excepted-service>). As provided by 5 CFR part 302, agencies must apply veterans' preference when filling positions under this authority and have procedures in place for acceptance of applications. Although public notice is not required when filling jobs in the excepted service, OPM strongly encourages agencies to conduct appropriate recruiting and notice to meet agencies' technical needs under the Smarter IT Delivery Initiative.



# Joining 18F



Introduction

Who we are hiring

How to apply

Interview process

Benefits

Government pay grades explained

Leave policies

Conferences, trainings, and travel

## Acquisition Specialist

As a member of the 18F Consulting team, an Acquisition Specialist possesses two key — though often seen as conflicting — qualities: (1) excellent judgment and (2) an unflinching belief that federal procurement can be joyful. An Acquisition Specialist does *not* need to be an 1102, but federal acquisition experience is helpful. Similarly, a technology background is *not* a requirement, but it too is very helpful. Good humor and empathy are, however, requirements.

Acquisition Specialists participate in three primary activities within 18F Consulting: (1) assist other agencies with digital-service-related procurements; (2) conduct analyses and evaluations of other agencies' existing acquisition "stacks" to help identify opportunities to improve results; and (3) work with 18F's assigned contracting officers to help procure goods and services for 18F and 18F partner agencies.

You'll work alongside a small, yet focused team of other 18F Consulting specialists. They are experts in design, product strategy, technical architecture, software engineering, data science, and procurement. In addition, you will be part of the broader network of all of 18F, which includes over a 100 digital specialists.

You'll work on different types of projects that could come from any federal agency. Some projects will improve services that millions of people use and others might be important processes that a few hundred use, but in turn affects how government works. Depending on the nature of the work and the methods that you use, you can affect change in just a few months, and sometimes in just a few days.

## Key Objectives

Within the first 6-12 months after hiring, you'll accomplish these objectives:

**Objective #1: Help make the government a better customer by transforming the way we buy digital services.**

- Lead RFP Ghostwriting efforts, to help partner agencies shape their acquisition documents to reflect best

When outside help is needed, our teams should work with **contracting officers who understand how to evaluate third-party technical competency** so our teams can be paired with contractors who are good at both building and delivering effective digital services.

# Digital Service Contracting Professional Training and Development Program Challenge

[Office of Management and Budget](#)



## Challenge Details

Discussions

23

Solutions

0

Rules

Submit Solution

Challenge Followers

0

## About the Challenge

Improving the way the Government builds and buys digital services

Posted By: [Office of Management and Budget](#)

Category: [Other](#)

Submission Dates : **May 23, 2015 - Jun 23, 2015**

The US Digital Service and Office of Federal Procurement Policy (OFPP), as part of the Office of Management and Budget (OMB), give notice of the availability of the "Digital Service Contracting Professional Training and Development Program" prize competition and rules. Through a multi-phased challenge, participants are eligible for prize money up to \$360,000.00 under this competition.

In August 2014, the US Digital Service was launched to bring in the country's brightest digital talent to transform how government works for American citizens and businesses by dramatically improving the way government builds and buys digital services.

On December 4, 2014, Anne Rung, Administrator for Federal Procurement Policy, issued a memorandum titled Transforming the Marketplace: Simplifying Federal Procurement to Improve Performance, Drive Innovation, and Increase Savings.[1] In this memorandum, Administrator Rung lays out several initiatives for driving greater innovation and strengthening Federal acquisition practices, one of which is building digital information technology (IT) acquisition expertise.

[Follow this challenge](#)

## Prizes



**Finalist 1 - GovLoop**

\$20,000.00



**Finalist 2 - Team ICF Incorporated, LLC and ASI Government**

\$20,000.00



**Finalist 3 - Management Concepts, Inc.**

\$20,000.00



[Subscribe to alerts / new challenge posts via RSS](#)

**Share and Subscribe**



13



41

Structure budgets  
and contracts to  
support delivery


- “First, we’re going to **evaluate you based on a submission of a working prototype**.
- Second, you’ll need to **write more code than narrative**.
- Third, you’ll submit pricing for **labor categories specifically written for the types of agile staff that 18F needs**.
- And, last, **you’ll have to be quick** — the required turnaround time to submit an RFQ response is (very) short.”



Agile BPA

<https://pages.18f.gov/ads-bpa/>

18F awarded 16 vendors—large and small, from all over the country—who all delivered amazing, working software in response to the RFQ.

 This repository Search Pull requests Issues Gist

booz-allen-agile-delivery / ads-final Watch 29

Booz Allen Agile Delivery Services <https://labelcraft.io>

922 commits 6 branches 0 releases 15 contributors

Branch: master ads-final / +

Merge pull request #62 from booz-allen-agile-delivery/release

wbchaf authored on Jul 7 latest commit e648721b2c

|               |  |              |
|---------------|--|--------------|
| api           | Fixed bugs when multiple words aren't detected       | 3 months ago |
| bin           | Updated the API documentation to reflect latest APIs | 3 months ago |
| documentation | Change to D3.js                                      | 3 months ago |
| www           | Fix some stuff                                       | 3 months ago |
| .gitignore    | Gitignore server.pid                                 | 3 months ago |
| INSTALL.md    | Updated build instructions                           | 3 months ago |
| LICENSE       | Create LICENSE                                       | 3 months ago |
| README.md     | Update README.md                                     | 3 months ago |


README.md

## 18F Agile Delivery Services (ADS) – Booz Allen Digital– Prototype: LabelCRAFT

Prototype URL: <https://labelcraft.io> (To date, we crowdsourced input for the Top 8 drugs)

Please evaluate our development branch (all 3 branches are in sync but our documentation links to development):


<https://github.com/booz-allen-agile-delivery/ads-final/tree/development>

  
Check drug side effects. Improve drug labels.

1 Find a drug

2 See reported side effects

3 Improve drug labels

Search for a drug or... 

...pick one of the top prescribed drugs in the U.S.

Synthroid

Crestor

Nexium

Ventolin HFA

Advair Diskus

Cymbalta

Diovan

Vyvanse

Understand what  
people need



We must begin digital projects by exploring and pinpointing the needs of the people who will use the service, and the ways the service will fit into their lives.



U.S. Citizenship and  
Immigration Services

EXPLORE

RESOURCES



## myUSCIS makes immigration simpler

myUSCIS is a new service that helps you navigate the immigration process. At myUSCIS, you'll find up-to-date information about the application process for immigration benefits, tools to help you prepare for naturalization, and resources to find citizenship preparation classes and doctors in your community.



## Try us on mobile

You can use myUSCIS anytime and on any device — it's that simple.

HOW IT WORKS

GET YOUR PASS

PLAN A TRIP



**Hey fourth graders! See  
America's natural wonders  
and historic sites for free.**

LET'S GO!



## Every Kid in a Park

You and your family get free access to hundreds of parks, lands, and waters for an entire year.



Build the service  
using agile and  
iterative practices

We want to get working software into users' hands as early as possible to give the design and development team opportunities to adjust based on user feedback about the service.

# OpenFEC API (Beta) Documentation

This API allows you to explore the way candidates and committees fund their campaigns.

This site is in [beta](#), which means we're actively working on it and adding new features. The official site for Federal Election Commission (FEC) data is still the [Campaign Finance Disclosure Portal](#). While we plan on versioning any changes that are not backwards compatible, [expect things to change as the API develops](#).

The FEC API is a RESTful web service supporting full-text and field-specific searches on FEC data. This API allows you to explore the vast array of campaign finance data that the FEC collects. Each endpoint focuses on a different aspect of disclosure. Information is tied to the underlying forms by file ID and image ID.

There is a lot of data, but a good place to start exploring, is using search to find interesting candidates and committees and then, looking up report or line item details using IDs on the other endpoints. If you are interested in individual donors, check out contributor information in [schedule\\_a](#).

A few restrictions limit the way you can use FEC data. For example, you can't use contributor lists for commercial purposes or to solicit donations. [Learn more here](#).

[View our source code](#). We welcome issues and pull requests!

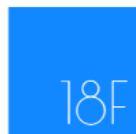
Get an [API key here](#)!

**Base URI**      `https://api.open.fec.gov/v1`

**HTTP Method**      GET

**Response format**      .json





## 3 posts tagged fec

### 67 million more Federal Election Commission records at your fingertips

Posted on 15 Jul 2015

Tagged / [our projects](#) /  
[open data](#) / [fec](#) / [api](#) /

The records we're adding today to the Federal Election Commission's API are the meat and potatoes of campaign finance. You can see in detail where a campaign's money comes from and where they spend their money.

[Continue reading this post...](#)

### Introducing the Federal Election Commission's first API

Posted on 08 Jul 2015

Tagged / [our projects](#) /  
[open data](#) / [fec](#) /

Today marks the launch of the FEC's first API. With that API, searching for candidates and committees will be easier and more interactive.

[Continue reading this post...](#)

### Creating an open FEC

Posted on 21 Aug 2014

Tagged / [our projects](#) / [fec](#) /  
[open data](#) /

Campaign finance information is not very approachable, even when made available as open data. The laws that regulate how money can be spent around elections are important to our democracy, but sometimes it's difficult to understand how these laws apply. Between Senate, House, and Presidential campaigns, thousands of people run for office on a regular basis (every two years for the House of Representatives, every six years for the Senate, and every four years for the Presidency). With each election comes a huge collection of information on candidates and political committees, most notably the contributions and expenditures they receive and make. This information can, at times, be difficult to understand, especially without a full understanding of the context of the rules and regulations around how it is collected and monitored.

[Continue reading this post...](#)

Address the whole  
experience, from  
start to finish



# The HTTPS-Only Standard

Home

Why Everything?

Compliance Guide

FAQ

Strict Transport Security

Technical Guidelines

Mixed Content

Server Name Indication

Migrating APIs

Resources

[Edit this page](#)

## The HTTPS-Only Standard

The American people expect government websites to be secure and their interactions with those websites to be private.

This site contains a web-friendly version of the White House Office of Management and Budget memorandum [M-15-13](#), “**A Policy to Require Secure Connections across Federal Websites and Web Services**”, and provides technical guidance and best practices to assist in its implementation.

### Goal

This Memorandum requires that all publicly accessible Federal websites and web services [\[1\]](#) only provide service through a secure connection. The strongest privacy and integrity protection currently available for public web connections is [Hypertext Transfer Protocol Secure \(HTTPS\)](#).

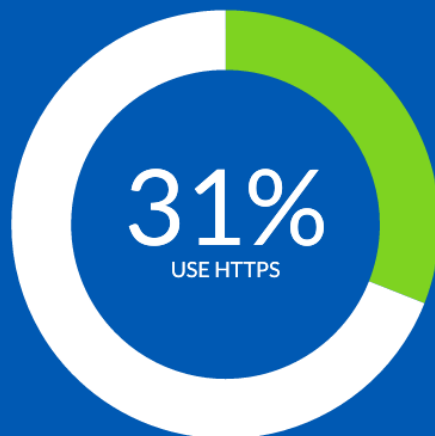
This Memorandum expands upon the material in prior Office of Management and Budget (OMB) guidance found in [M-05-04](#) and relates to material in [M-08-233](#). It provides guidance to agencies for making the transition to HTTPS and a deadline by which agencies must be in compliance.

### Background

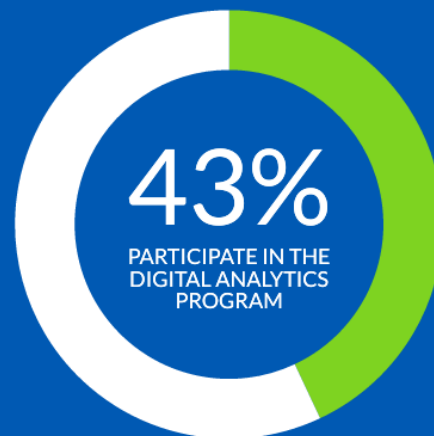
The unencrypted HTTP protocol does not protect data from interception or alteration, which can subject users to eavesdropping, tracking, and the modification of received data. The majority of Federal websites use HTTP as the primary protocol to communicate over

# Pulse

How federal government domains are meeting best practices on the web.



[VIEW HTTPS RESULTS](#)

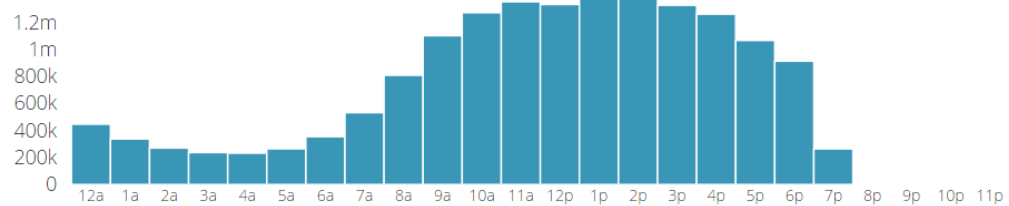


[VIEW ANALYTICS RESULTS](#)

# 100,720

people on government websites now

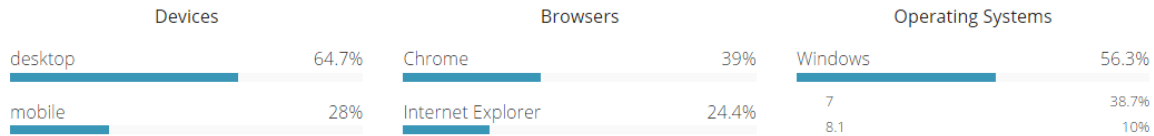
Visits Today



Eastern Time

Visits in the Past 90 Days

There were **1.41 billion** visits over the past 90 days.



Top 20

Now 7 Days 30 Days

Pages

People on a single, specific government page now.

|  |       |
|--|-------|
| National Weather Service - Forecasts by Region                     | 1,884 |
| Earthquakes  | 890   |
| myUSCIS - Case Status  | 837   |
| National Weather Service   | 743   |
| Application Manager  | 715   |
| The United States Social Security Administration                   | 575   |
| USAJOBS - The Federal Government's Official Jobs Site              | 446   |
| NOAA - National Oceanic and Atmospheric Administration             | 385   |
| ID Number Search Results   Safecar   National Highway Traffic S... | 376   |
| Internal Revenue Service   | 365   |
| my Social Security - Sign In Or Create an Account                  | 318   |
| Home - eBenefits   | 287   |
| Homepage   USCIS   | 274   |
| My HealtheVet - The Gateway to Veteran Health and Wellness         | 247   |
| The United States Social Security Administration                   | 243   |

# Default to open

U.S. DEPARTMENT OF EDUCATION

## College Scorecard

### Find Schools

Compare schools now

- Programs/Degree
- Location
- Size
- Name
- Type

FIND SCHOOLS

**By the Numbers**

On average, college graduates earn

**\$1 million**  
more

over their lifetimes than high school graduates.

You could be eligible for up to

**\$5,775**  
of free money

in federal grants to help pay for college. **No repayment needed!**

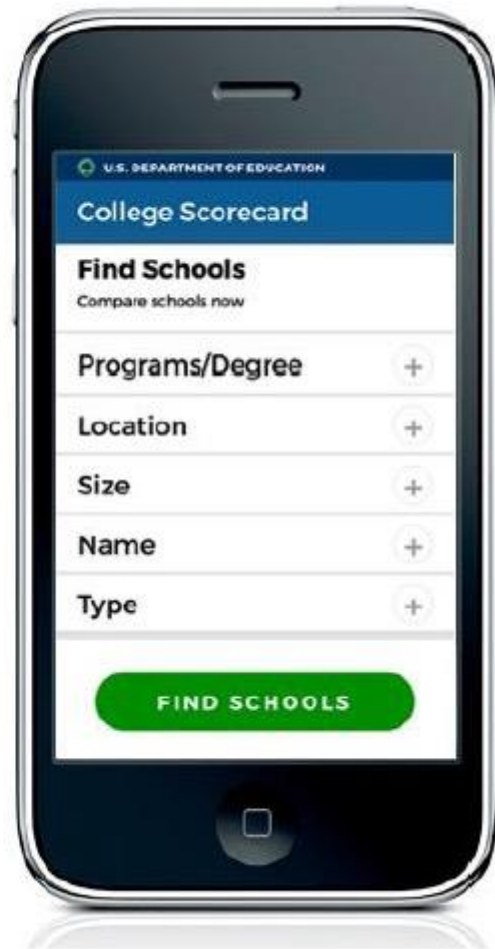
Did you know that

**60%**  
of college graduates

started college at age 24 or older.

Check Out These Schools

Get The Best Deal



# College Scorecard Data

Data Documentation

College Scorecard

Join the Conversation: [StackExchange](#)

## Data Insights

While there is variation in the amount of debt and fraction of students borrowing by sector, on average, **students at private for-profit two-year and four-year institutions have high rates of borrowing and their graduates often have large amounts of debt.** While debt per se may not be problematic where students are able to repay their loans, it should be paired with other data, such as completion rates and post-school earnings, to provide a more comprehensive picture of student outcomes.

Learn more in the Technical Paper

● ● ● ● ●  
[DOWNLOAD THE POLICY PAPER](#)

[DOWNLOAD THE TECHNICAL PAPER](#)

## Introduction to the Data

Welcome to the College Scorecard Data site.

Here, you can get the data behind the College Scorecard, as well as other data on federal financial aid and earnings information. These data provide insights into the performance of schools eligible to receive federal financial aid, and offer a look at the outcomes of students at those schools.

**Download the full files to explore the data for yourself.**

## Download the Data

Download the data that appear on the College Scorecard, as well as supporting data on student completion, debt and repayment, earnings, and more. The files include data from 1996 through 2015 for all undergraduate degree-granting institutions of higher education.

## Data Documentation

The College Scorecard is designed to

By building services more openly and publishing open data, we simplify the public's access to government services and information, allow the public to contribute easily, and **enable reuse by entrepreneurs, nonprofits, other agencies, and the public.**

# Debt by Degrees

## Which Colleges Help Poor Students Most?

by Sisi Wei and Annie Waldman, ProPublica, Sept. 12, 2015

New data from the U.S. Department of Education shows in unprecedented detail how much federal student loan debt college students from low-income families are being saddled with. Use this interactive database to search among 6,000 schools in the U.S. to see how much they support their poorest students financially. [Related: Colleges Flush With Cash Saddle Poorest Students With Debt »](#)

Find Colleges by Name

ex: Harvard University, Vassar College

### See Top Colleges

Use the menus below to change the school categories.

Private not-for-profit, 4-year ▼

Research Universities ▼

#### Percent of Students Who Received Pell Grants

| Highest |       |   | Lowest |       |                                    |
|---------|-------|---|--------|-------|------------------------------------|
| 1.      | 70.8% | Clark Atlanta University                  | 101.   | 6.2%  | Washington University in St Louis  |
| 2.      | 60.8% | Union Institute & University              | 100.   | 10.2% | Harvard University                 |
| 3.      | 57.1% | Our Lady of the Lake University           | 99.    | 10.6% | California Institute of Technology |
| 4.      | 57.0% | California Institute of Integral Studies  | 98.    | 11.3% | Tufts University                   |
| 5.      | 51.8% | Barry University                          | 97.    | 11.8% | University of Notre Dame           |
| 6.      | 51.1% | Regent University                         | 96.    | 11.9% | University of Dayton               |
| 7.      | 48.7% | National Louis University                 | 95.    | 12.0% | Wake Forest University             |
| 8.      | 48.1% | Trinity International University-Illinois | 94.    | 12.2% | Princeton University               |
| 9.      | 47.3% | Spalding University                       | 93.    | 12.3% | Catholic University of America     |
| 10.     | 46.5% | University of La Verne                    | 92.    | 12.7% | Yale University                    |



# In Sum

On Sept 23, 2015 at the White House, referring to the planet Earth, Pope Francis said that "when it comes to the care of our 'common home,' we are living at a critical moment of history. We still have time to make the change needed...We know things can change..."



Data Makes a Difference to our Environmental Mission – Do Your Part by Embracing Modern Digital Practices so We can Harness the Power of Data to Help Drive this Change