# EXECUTIVE ORDER NO. 2-22

## OFFICE OF INTEGRATED DATA FOR EVIDENCE AND ACTION

**WHEREAS**, the most intractable social problems facing Philadelphians and their families, like poverty, adverse childhood experiences, gun violence, and drug overdoses, are deeply interconnected, and it is incumbent upon the City to understand and engage with the connections among the data generated by the systems addressing these problems; and

**WHEREAS**, the City has operated an integrated data system for nearly two decades, providing data integration, normalization, and storage in support of numerous projects aligned with City priorities, and seeks to elevate and expand the use of the integrated data system through increased investment and the inclusion of additional, high-quality data sets to support City planning, service coordination, and other priorities; and

**WHEREAS**, data integration in this context is the process of matching administrative service records and other data from City and other sources to better understand Philadelphians and government operations, and to address gaps and opportunities revealed by thoughtful data analysis; and

**WHEREAS**, the President of the United States issued a December 13, 2021 "Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government," which instructed agencies to "ensure applicants and beneficiaries in one program are automatically enrolled in other programs for which they are eligible," to "coordinate their service delivery to achieve an integrated experience that meets customer needs through the exchange of data with appropriate privacy protections," and to "improve the efficiency and effectiveness of data sharing and support processes among agencies and with State and local governments"; and

**WHEREAS**, the Unites States Office of Management and Budget's "Federal Data Strategy - A Framework for Consistency" provides a government-wide vision for how agencies should manage and use data for the benefit of all, and makes clear that realizing "the promise of data in the 21st century" will require increased cross-agency collaboration, data sharing, and data linkage to support the achievement of desired outcomes and the sound investment of government resources; and

**WHEREAS**, integrated data can help to ensure that Philadelphians who are eligible for benefits and services are appropriately enrolled and served, and can support automatic or streamlined enrollment in City benefits and other programs, facilitating their delivery to vulnerable Philadelphians and improving health and economic outcomes; and

**WHEREAS**, integrated data make it more efficient for City agencies to do their work, saving time and money, and will bring additional federal and state resources to the City and its residents; and

**WHEREAS**, thoughtful analysis of integrated, cross-systems data can reveal new insights and generate valuable knowledge, and can increase understanding of racial and social disparities in Philadelphia and help to identify concrete steps toward racial and social equity; and

**WHEREAS**, integrated data systems must be administered in a legally and ethically sound manner and in accordance with robust privacy and data security policies and protocols, and the attendant collection, integration, use, and disclosure of data must be beneficial and consistent with the objectives of the City and the residents the City serves;

**NOW, THEREFORE**, I, James F. Kenney, Mayor of the City of Philadelphia, by the powers vested in me by the Philadelphia Home Rule Charter, do hereby order as follows:

## SECTION 1. OFFICE OF INTEGRATED DATA FOR EVIDENCE AND ACTION

The Office of Integrated Data for Evidence and Action ("IDEA") is hereby established in the Office of the Managing Director.

## SECTION 2. PURPOSE AND FUNCTIONS OF THE OFFICE OF INTEGRATED DATA FOR EVIDENCE AND ACTION

(A) The purpose of IDEA is to engage in the collection, integration, use, and disclosure of data in collaboration with City departments, agencies, boards, and commissions in order to conduct or facilitate projects relating to quality improvement, resource allocation, internal analytics, research, case coordination, grant applications or administration, outreach, benefits enrollment, and other projects identified by the Managing Director, in each case for the benefit of residents of Philadelphia.

(B) IDEA shall provide five essential areas of support in connection with the integrated data system, including:

(i) **Documentation** of the integrated data system technical environment, security procedures for maintaining the environment, and the development and implementation of processes for requesting integrated data; and

(ii) Technical and business analytic support to identify and **prioritize data sets to add** to the integrated environment, focusing on the identification of high-value and high-quality data attributes for inclusion; and

(iii) **Technical knowledge and support to integrate, match, and normalize data** through an automated set of processes to create a unified data warehouse; and

(iv) **Consultation with data contributing entities and requesting entities** on the appropriate selection, transformation, and use of data from the integrated data system; and

(v) **Analytic expertise** to create data sets, aggregate analyses, and data visualizations that convert raw data into more widely usable information consistent with the purpose described in Section 2(A) above.

## SECTION 3. DATA INTEGRATION INITIATIVE

(A) All City departments, agencies, boards, and commissions shall engage in a collaborative project approval process for collection, integration, use, and disclosure of data by IDEA. Such process shall be established by IDEA with guidance from the Law Department, and shall (i) allow for the City department, agency, board, or commission to limit collection, integration, use, and disclosure in accordance with such entity's mission and objectives as determined by the head of such entity or a designee; and (ii) ensure appropriate legal review is obtained prior to collection, integration, use, or disclosure of data.

(B) The Office of the Managing Director shall be responsible for ensuring participation in the collaborative project approval process described in Section 3(A). The Managing Director is authorized to function as the final decisionmaker with respect to Section 3(A)(i) when necessary, in accordance with the purpose described in Section 2(A), provided that the Managing Director has requested the Law Department conduct a legal review and the Law Department has concluded that there is no legal or contractual barrier to implementation of the Managing Director's decision after conducting the legal review of such decision.

(C) All City departments, agencies, boards, and commissions contributing data shall provide IDEA with appropriate technical documentation to facilitate the processing of data, and shall inform IDEA of any changes to data systems or data collection that may impact the integrated data system.

(D) IDEA shall seek to integrate data from sources within and outside of City government in connection with the purpose described in Section 2(A) of this Order.

## SECTION 4. PRIVACY AND DATA SECURITY

(A) With the Law Department's collaboration and support, IDEA shall operate in accordance with all applicable federal, state, and local laws and regulations, including by seeking legal review consistent with Section 3 of this Order, and shall maintain and implement robust privacy, project approval, and data retention policies.

(B) With the Office of Innovation and Technology's collaboration and support, IDEA shall maintain and implement a robust data security policy and shall maintain sound information technology operations necessary for the purpose and functions described in Section 2 above, in each case consistent with industry standards for integrated data systems.

(C) With acknowledgment to the sensitive nature of City and other data IDEA collects, IDEA staff shall operate as respectful data stewards in the execution of their work.

**SECTION 5. EFFECTIVE DATE**

This Order shall take effect immediately.

3-30-2022
Date

James F. Kenney
James F. Kenney, Mayor