Sources of Material for This Report

This section describes different data sources, discussions, and sessions that provided critical information, both quantitative and qualitative, for this report.

1. Questionnaire for Principal Federal Statistical Agencies

The study team designed a questionnaire, available in Exhibit J1, for completion by each of 13 principal statistical agencies for analyses that informed this report. The questionnaire covered six topics: resources, workforce, innovation, host agency support/engagement, data use and users, and autonomy. The questionnaire was sent by email in Microsoft Word format to contacts at each agency on June 28, 2023. Instructions indicated that the questionnaire should be completed by qualified personnel at the agency. The team was flexible on the format and timing of responses, recognizing the effort for the agencies to complete the questionnaires.

As such, there was variation across the agencies in the form of the response to different questions and the level of detail of response. Consequently, careful judgment was needed by the study team to interpret different measures reported and to appreciate the context of the agency for each response. The study team acknowledges the agency staff for the time they took to complete these questionnaires to inform the findings and recommendations in this report.

Exhibit J1. Federal Statistical Agency Questionnaire

Guidance: Please have the following questions answered by the personnel under your leadership best equipped to do so. We assume this may be different individuals and so provide the questions in Word format so they can be parceled out accordingly. The Word format also allows one to insert the space necessary to answer the question.

We seek to have these questions answered only by people under your leadership, without review or permission by your parent department or agency. If you deem that a question below cannot be answered without clearance from your parent agency, please do not answer it, indicating as the reason that it would require such clearance.

For one question (#A5), we have specified that results will only be reported in the aggregate, with individual responses being kept confidential. If there are other questions for which you will only answer if results are reported in the aggregate, please contact Steve Pierson (spierson@amstat.org).

For any open questions, please be brief, limiting responses to four to five sentences.

In addition to providing responses to the questions below, we also request a summary of responses to the FEVS [Federal Employee Viewpoint Survey] broken down by question and year—for all questions/years that you have available.

RESOURCES

R1. Please list the total number of FTE agency employees for FY19-FY23 and, if applicable, the corresponding ceiling for that year. (If the ceiling is not known, please write "unknown".)

a. FY19; Actual ____/Ceiling____

b. FY20; Actual ____/Ceiling ____

c. FY21; Actual ____/Ceiling ____

d. FY22; Actual ____/Ceiling ____

e. FY23; Actual ____/Ceiling ____

R2. If your agency is not staffed to the level that agency budget would allow or your agency regularly faces challenges in reaching that level, please indicate the influence of the following factors:

a. Lack of qualified applicants (major reason, minor reason, or not a reason at all)

b. Positions offered but not accepted (major reason, minor reason, or not a reason at all)

c. Parent agency hiring freeze (major reason, minor reason, or not a reason at all)

d. Human Resource office delays (major reason, minor reason, or not a reason at all)

e. Other organizational delays (not related to Human Resources office) (major reason, minor reason, or not a reason at all)

f. Umbrella/parent organization didn't approve hire (major reason, minor reason, or not a reason at all)

g. Other (specify:_____) (major reason, minor reason, or not a reason at all)

R3. For FY21, FY22, and FY23, please provide the breakdown of the number of FTE contractors engaged by your agency. (Contractor here refers to an individual person working as a contractor for the agency, versus the firm providing the contractors.)

a. Data collection: FY21____; FY22____; FY23____.

b. Analysis and reporting: FY21____; FY22____; FY23____.

c. IT: FY21____; FY22____; FY23____.

d. Other (please specify: _____): FY21____; FY22____; FY23____.

e. Total (should equal sum of previous four): FY21____; FY22____; FY23____

f. Information on contractor FTEs not available:____.

R4. For FY21, FY22, and FY23, please provide the funding set aside for contract services as a percentage of the agency's budget for that fiscal year:

a. FY21____

b. FY22____

c. FY23____

R5. For FY21, FY22, and FY23, please provide the approximate ratio of agency staff (FTE) to the agency's contractors (FTE) for that fiscal year:

a. FY21____

b. FY22____

c. FY23____

R6. An agency may need to delay a survey for lack of funding or staff. Please list the surveys, if any, that have been delayed since 2013 for this reason, along with the years they were administered with agency funding and the length of time they were delayed:

    a. Survey #1 name _____ and years administered: _____; length of time delayed.

    b. Survey #2 name _____ and years administered: _____; length of time delayed.

    c. Survey #3 name _____ and years administered: _____; length of time delayed.

    d. Survey #4 name _____ and years administered: _____; length of time delayed.

    e. List others as necessary

R7. We are aware of instances in which agencies receive funding from outside their agency to administer a survey they would normally fund but for which they lacked the funding to carry out in this instance. If this has been the situation for your agency any time since 2013, please provide the relevant information:

    a. Survey #1 name _____ ; year(s) administered: _____; funding source: _____

    b. Survey #2 name _____; year(s) administered: _____; funding source: _____

    c. Survey #3 name _____; year(s) administered: _____; funding source: _____

    d. Survey #4 name _____; year(s) administered: _____; funding source: _____

    e. List others as necessary

R8. Please report your agency's training budget for FY19-FY23:

    a. FY19: ____

    b. FY20: ____

    c. FY21: ____

    d. FY22: ____

    e. FY23: ____

R9. Please report your agency's travel budget for FY19-FY23:

    a. FY19: ____

    b. FY20: ____

    c. FY21: ____

    d. FY22: ____

    e. FY23: ____

R10. Please report your agency's contribution to your parent agency's Working Capital Fund (or similar) for FY19-FY23:

    a. FY19: ____

    b. FY20: ____

    c. FY21: ____

    d. FY22: ____

    e. FY23: ____

R11. What services are provided to your agency by your parent agency? What major changes in those services occurred for FY19-FY23? (Check all that apply.)

    a. Human Resources:____; Major changes:_____

    b. Facilities:____; Major changes:_____

    c. IT:____; Major changes:_____

    d. Security:____; Major changes:_____

    e. Other:____; Please specify:_____; Major changes:_____

R12. To what extent do you make decisions regarding your IT infrastructure and access to servers (whether they are in a central service center, cloud environment, or self hosted by your agency) in coordination with your parent agency CIO?

    a. final authority

    b. most of the authority

    c. some authority

    d. little if any authority

R13. Please list additional budget items that help to illuminate the agency's available resources along with the respective budgets for FY19-FY23. (open question; please be brief)

R14. Please indicate cutbacks, or investments not made, during the last five fiscal years for lack of resources as well as system failures or other impacts due to resource constraints. (open question please be brief)

WORKFORCE

W1. Please provide the approximate percentage of your current (FY23) FTE staff in the following job categories:

    a. Administrative support:____

    b. Communications/publications:____

    c. Data Scientist:____

    d. Demographer or Sociologist:____

    e. Economist:____

    f. Field staff (e.g., interviewers, shoppers):____

    g. Geographer:____

    h. IT:____

    i. Mathematician or Mathematical Statistician :____

    j. SES/SL/ST:____

    k. Survey Statistician:____

    l. Other _____

W2. Within your agency, have there been any significant title changes for job categories since 2018? If so, what year and what were the job categories? (e.g., 2015, statistician to data scientist)

    a. FY____; original job category _____;
new job category _____

    b. FY____; original job category _____;
new job category _____

    c. FY____; original job category _____;
new job category _____

    d. FY____; original job category _____;
new job category _____

W3. Please provide the number of new hires for each fiscal year and delineate whether they came from outside the federal government or from another federal agency.

    a. FY19: ____ Fed:_____ Outside: _____

    b. FY20: ____ Fed:_____ Outside: _____

    c. FY21: ____ Fed:_____ Outside: _____

    d. FY22: ____ Fed:_____ Outside: _____

    e. FY23: ____ Fed:_____ Outside: _____

W4. Please provide the number of employee separations for each fiscal year (not for retirement).

    a. FY19: ____

    b. FY20: ____

    c. FY21: ____

    d. FY22: ____

    e. FY23: ____

W5. Please provide the number of employee separations for each fiscal year due to retirement.

    a. FY19: ____

    b. FY20: ____

    c. FY21: ____

    d. FY22: ____

    e. FY23: ____

W6. Please list the number of FTE employees reaching retirement age in the next three fiscal years.

    a. FY24 SES: ____ FY24 non-SES:_____

    b. FY25 SES: ____ FY24 non-SES:_____

    c. FY26 SES: ____ FY24 non-SES:_____

INNOVATION

I1. Please list new products you have released to the public in recent fiscal years along with the type of product (e.g., reports, tools, platforms, etc.) We understand the terms can be subjective and that some products can be categorized as multiple types. Please label or specify all types that apply to a product.

    a. FY19: ____; Type of product: _____

    b. FY20: ____; Type of product: _____

    c. FY21: ____; Type of product: _____

    d. FY22: ____; Type of product: _____

    e. FY23: ____; Type of product: _____

I2. We seek to understand your agency's use data sources by broad category (e.g., survey your agency administers; survey another agency administers, administrative data, private data source.) Please provide the number of data sources your agency has used to create products/data assets released to the public by category for FY21-FY23 (counting each data source only once if used more than once, e.g., in an annual survey):

    a. Number of surveys administered solely by your agency: _____

    b. Number of surveys administered in collaboration with other agencies: _____

    c. Number of administrative data sets: _____

    d. Number of private data sets: _____

    e. Other: ____ (Please specify: _____)

I3. Please list new data sources that were added in the five most recent fiscal years–i.e., FY19-FY23–for internal or external use along with the general category of those data (e.g., federal administrative data state administrative data, local administrative data; private sector)

    a. New data source #1: _____
       Type: _____

    b. New data source #2: _____
       Type: _____

    c. New data source #3: _____
       Type: _____

    d. New data source #4: _____
       Type: _____

    e. New data source #5: _____
       Type: _____

    f. List others as applicable

I4. Please list each activity currently underway along with 2-5 word title and expected duration under the appropriate category below:

    a. Pilot projects:

    _____

    b. Interagency initiatives:

    _____

    c. Joint ventures, cooperative agreements, other partnerships:

    _____

    d. # IPA and other exchanges to encourage innovative thinking:

    _____

    e. Staff training on new developments in data science:

    _____

I5. Please provide brief summaries for each of the following (open question; please be brief, no more than few sentences each)

    a. Recent innovations undertaken by the agency over past three fiscal years and any outside awards or recognitions received for these innovations (open question)

    b. Innovations planned if resources were to become available (open question)

    c. Planned or allocated resources for new activities in next 1-2 years

    d. Research to inform data collection, methodological advances, dissemination, or other statistical activities

    e. Programs, showcases or awards to reward employees specifically for developing innovations

    f. New approaches put in place to improve access to data for researchers and the public and gain feedback from users

HOST AGENCY SUPPORT/ENGAGEMENT

H1. Has the administration meaningfully

   a. Included you/your agency in department leadership meetings in 2023? ____ in 2022?____

   b. Included your agency in a department- or administration- wide policy initiative in 2023? ____ In 2022? ____

H2. Please briefly describe how your parent agency for 2022 and 2023 has supported your agency with outreach to stakeholders and communication of your agency's products, if at all?

H3. Please briefly describe how your parent agency has expressed appreciation for the agency's work and rewarded it for excellence in federal statistical accomplishments for each of the three fiscal years:

a.   FY21: _____

b.   FY22: _____

c.   FY23: _____

H4. How often is someone from your agency included in meetings with congressional appropriations staff or other Hill meetings in support of the president's budget request?

   a. At least once a year

   b. Every few years

   c. Seldom

   d. Not in my memory

H5. If your agency's head is the Statistical Official for your Department, how often does the official interact with other data officials in your agency, such as the CDO or Evaluation Official?

   a. Daily

   b. Weekly

   c. Monthly

   d. Quarterly

   e. Annually

   f. Seldom/never

H6. Are you a member of your parent agency-wide data governance structure, such as a data council?

   a. Yes____

   b. No____

If yes, please describe the governance structure (e.g., composition, number of members, how often it meets)

AUTONOMY

This section asks about your agency's knowledge of the relevance of your data to users and your engagement with users. For open questions, please be brief; no more than 4-5 sentences each.

In lieu of responding to questions D1-D4 and U1-U6 below, you are welcome to provide a report with the information.

Information on Uses and User Engagement

DATA ON DOWNLOADS/CITATIONS

D1. Number of downloads, separately for calendar years 2020-2022, from your website. Be sure to include, in addition to PDF, docx, xlsx, etc. file formats, downloads in SAS and other formats.. If possible, provide breakdowns by program (e.g., survey x, census y) and product type (e.g., excel, pdf, zip, PUMS, tables).

D2. Number of views of your website, separately for calendar years 2020-2022, by program and product type.

D3. Number of citations, separately for calendar years 2020-2022, of your data in academic journals, news media, congressional record, by program and/or subject.

D4. List any other ways in which your agency tracks uses of its data.

USER CONFERENCES/SESSIONS WITH USERS AT CONFERENCES

U1. Within the past 3 years, how many conferences of users have you organized (include virtual, hybrid, in-person)?

U2. Within the past 3 years, how many sessions with data users have you organized at relevant conferences (e.g., Association of Public Data Users)? Which conferences?

U3. Please provide the agendas for user conferences/sessions.

U4. Please provide lists of attendees for user conferences/sessions (or approximate numbers of attendees)?

U5. Do you make presentations/video recordings/other materials from user conferences/sessions available on your web site? (provide links if possible)

U6. Have you made changes to your programs based on user conferences/sessions? Give a few examples.

DATA USE AND USERS

A1. Does the parent agency or parent agency's communications function have any role(s) in the review and/or clearance of your agency's statistical products? (Yes/No) _____

If yes, please describe, including whether changes addressed in the parent agency's review must be made, or whether they are more advisory.

A2. Do you have a strategic communication or outreach plan? (Yes/No) _____

    a. [if YES] Is this strategic communication plan(s) independent of your parent agency's plan?

    b. [If NO] Do you work closely with your parent agency to ensure inclusion of your strategic communication and outreach goals and priorities for your planning?

        1. [If YES] Does this arrangement meet your strategic communication needs?

        2. [If NO] What would you suggest to improve your strategic communication needs?

    c. [If NO] Do you have plans for developing your own independent strategic communications or outreach plan in the next 1-2 years?

A3. Do you formally engage in outreach activities with stakeholders and other audiences (e.g., workshops to reach new users, congressional staff, department meetings, etc.)? (Yes/No) _____

    a. [If YES] Are you required to seek approval to engage in these activities with your parent agency?

    b. [If NO] Are resources (money or skills) an obstacle to stakeholder engagement activities?

A4. Does your agency have full decision authority to procure, acquire, or oversee development of IT infrastructure required for your agency? (Yes/No) _____

    a. [If NO or Partially] Which department in your parent agency provides this authority?

    b. [If NO] Does this arrangement meet your infrastructure needs as a statistical agency?

    c. [If NO or partially] Describe the negotiation process for the provision of these services and the level of reimbursement that your parent agency receives for providing these services.

    d. [If YES, NO, or partially], what is the nature of the engagement with the agency CIO? (Check all that apply): Meaningful/Helpful:_____; Complicated: _____; Little if any engagement: _____.

A5. *(NB: Agency-specific responses for this question will not be reported publicly and will be kept confidential among the project's five leaders. The responses to this question will be reported in the aggregate (e.g., n of 13 agencies report response (a), … Examples provided may be anonymized and shared publicly to provide context for the aggregate results.)* To what extent does the Chief Data Officer (CDO) of your parent agency implement title 2 of the Evidence Act, in particular, the amendments to section 3520 of the United State Code that require the CDO to consult with the Statistical Official in carrying out responsibilities (section (e)(c)(4)) and to delegate responsibilities under section (c) to the head of a statistical agency and defer to the agency head on statistical data matters (section (d))?

Relevant consultation of, and delegation to, statistical official

    a. Reflects an effective professional relationship between CDO and Statistical Official with mutual respect for each other's role

    b. Is satisfactory

    c. Needs improvement

Please provide at least one example that would further explain your response: _____

A6. Does your agency have full decision authority to recruit and fill critical staffing or key management positions (e.g. SES/SL/ST) within your agency? (Yes/No) _____

    a. [If NO or Partially] Which department in your parent agency provides this authority?

    b. [If NO] Does this arrangement meet your staffing needs as a statistical agency?

    c. [If NO or partially] Describe the negotiation process for staffing.

A7. To what extent is your agency's Chief Information Officer (CIO) or Chief Data Officer (CDO) required to submit to direction by your parent agency? (if no CIO or CDO, see option below.)

    a. Fully required:_____

    b. Unclear or partially required_:____

    c. Not required:_____

    d. Don't know: _____

 [If no CIO or CDO] Is your agency required to submit performance plans to your parent agency for review or approval? (Yes/No) _____

A8. What suggestions would you make to your parent agency to improve its support for your roles, responsibilities, obligations, and requirements as a statistical agency? That is, are there activities you would like to see more of and some that could be eliminated or reduced?

2. Outreach to Past and Current Statistical System Leadership and Others Involved in Federal Statistics

One to three members of the study team met informally in Spring 2023 to describe the project goals and to ascertain ideas, concerns, and any other input with the following people:

→ Chief statistician of the United States

→ Current leadership of the principal statistical agencies (meetings were held with agency heads individually)

→ Director of ICPSR, University of Michigan, and cochair of the FSRDC executive committee

→ Chair and staff director of the American Economic Association Committee on Government Statistics

→ Leadership of the National Academies Committee on National Statistics

To further raise awareness of the project and invite participation, the study team also announced the project at the spring 2023 quarterly meeting of the Council of Professional Associations on Federal Statistics and consulted representatives of the American Evaluation Association, American Political Science Association, Association for Public Policy Analysis & Management, and National Academy of Public Administration.

At the August 2023 Joint Statistical Meetings, several members of the study team met with several heads of principal statistical agencies and staff of the office of the chief statistician as a group. Members of the study team met with other agency heads virtually later in August. The team also met with several agency heads in early 2024.

Principal statistical agency heads reviewed report drafts, including agency profiles, for accuracy.

3. Presentations at Conferences and Webinars

Between June and October 2023, the study team conducted four sets of conference presentations on the topic "Measuring the Health of the Federal Statistical Agencies" to introduce the project to the statistical and data user communities and to seek input from audience members to inform the direction of the report. The study team sought to engage a variety of professional audiences to increase the awareness of the report and seek input for the project from different perspectives.

The four sessions are described in Exhibit J2 below. We greatly appreciate the thoughtful comments and perspectives of audience members at these sessions.

Exhibit J2.
Conference Sessions on "Measuring the Health of the Federal Statistical Agencies"

DATE	LOCATION	EVENT/ORGANIZER	PRESENTERS
06/29/23	Online	Association of Public Data Users Webinar	Steve Pierson and Jonathan Auerbach (Study Team)
08/08/23	Toronto, CA	Joint Statistical Meetings Invited Session, American Statistical Association	Chair and Organizer: Steve Pierson (Study Team) Presenters: Connie Citro, Nancy Potok, Jonathan Auerbach (Study Team); Edward Wu (American Statistical Association) Discussant: Peggy Carr (National Center for Education Statistics)
09/08/23	Online	Council of Professional Associations on Federal Statistics Quarterly Meeting Presentation	Claire Bowen, Connie Citro, Nancy Potok, and Jonathan Auerbach (Study Team)
10/26/23	Washington, DC	Federal Committee on Statistical Methodology Research and Policy Conference Session	Chair and Organizer: Steve Pierson (Study Team) Presenters: Claire Bowen, Connie Citro, Nancy Potok, and Jonathan Auerbach (Study Team) Discussant: Brian Moyer (National Center for Health Statistics)

4. Workshop

On November 6, 2023, the study team convened a workshop on the topic of assessing the health of the federal statistical agencies. The workshop was held at the Arlington, VA campus of George Mason University.

Workshop participants came from a variety of backgrounds. Participants included past and current statistical agency staff, with 12 of the 13 principal statistical agencies represented and multiple agency leaders in attendance. Beyond members of the study team and the Scientific Advisory Board, the workshop included employees from the office of the chief statistician, other government agencies, research organizations, think tanks, and academic institutions.

Exhibit J3 shows the agenda for the workshop. The day-long meeting centered around two sets of 75-minute breakout sessions, where small groups discussed developing indicators of federal statistical agency health regarding (a) autonomy and host agency support, (b) resources and workforce, and (c) innovation and data use. A fourth topic (d) focused on the context of the assessment in the broader federal statistical community. Each session was led by a discussion facilitator from the project's Scientific Advisory Board. Additionally, each breakout group was provided a guide with discussion questions and summary data from agency responses to the Questionnaire for Principal Federal Statistical Agencies and/or the Federal Employee Viewpoint Survey. A notetaker was present at each session. Breakout session notes were used for reporting to joint sessions at the workshop and to inform the direction and findings of the study team.

In addition to the breakout sessions, the workshop included joint sessions providing an overview of the study and the workshop, sharing study findings, reporting from the breakout sessions, and allowing full group discussion.

The study team greatly appreciates the contributions and input from workshop inputs, which were highly valuable to inform the direction of the report and analyses. While a range of viewpoints were represented at the workshop, the workshop findings may not reflect perspectives of those with backgrounds less well represented at the workshop. The workshop also necessarily focused on specific topics, with the workshop scheduled for a single day.

4. Workshop

Exhibit J3.
Workshop Agenda

Assessing the Health of the Federal Statistical Agencies: A Workshop

Monday, Nov. 6, 2023
Arlington (VA) Campus
George Mason University

Made possible with generous support from the Alfred P. Sloan Foundation

8:00 – 8:30 am	**Coffee and full breakfast available**
8:30 – 9:30 am	**Welcome, Workshop Overview** Steve Pierson, Project co-PI; Katherine Smith Evans, Chair of Project Scientific Advisory Board (SAB); Zachary Seeskin, Project Team
9:30 – 10:15 am	**Progress/Results to Date** Project Team Members
10:15 – 10:30 am	**Break** Refreshment and light snack available
10:30 – 11:45 am	**Breakout Sessions** Please proceed to your assigned session (as noted on nametag) **Session A:** Indicators on autonomy and host agency support Concepts/data collection/reporting/communicating **Session B:** Indicators on resources and workforce Concepts/data collection/reporting/communicating **Session C:** Indicators on innovation and data usage Concepts/data collection/reporting/communicating **Session D:** Context How this project can complement and take advantage of the work of broader federal statistical community and incorporate relevant work and models
11:45 – 12:00 pm	**Get ready for lunch**
12:00 – 1:00 pm	**Lunch** Lunch is provided for workshop participants

1:00 – 1:15 pm	**Prepare for Afternoon sessions**
1:15 – 1:45 pm	**Key Themes from Morning Breakout Sessions** Breakout Session Moderators
1:45 – 3:00 pm	**Breakout Sessions** Please proceed to your assigned afternoon session (as noted on nametag) **Session A:** Indicators on autonomy and host agency support Concepts/data collection/reporting/communicating **Session B:** Indicators on resources and workforce Concepts/data collection/reporting/communicating **Session C:** Indicators on innovation and data use and usability Concepts/data collection/reporting/communicating **Session D:** Context How this project can complement and take advantage of the work of broader federal statistical community and incorporate relevant work and models
3:00 – 3:15 pm	**Break** Refreshment and light snack available
3:15 – 4:30 pm	**Reports from Breakout Sessions; Discussion** Breakout Session Moderators
4:30 – 5:30 pm	**Closing** Themes and Discussion Next Steps

5. Data Compiled from Websites: Survey Response Rates, Frequency of Data Release, Time Between End of Reference Period and First Data Release, Survey Costs, Agency Budgets

The study team compiled publicly available information and data from several agency websites to inform or supplement the report's findings and conclusions. Points of access and data sources are listed below.

The 13 principal statistical agency websites: Each agency website was searched for the information listed below. A new cross-cutting website was also consulted: https://www.statspolicy.gov/.

→ Technical documentation describing the timing, process, and methods for data collection activities, including:

- survey response rates for the cycle and entire series, and

- data release schedules that reference the survey data collection timelines and expected data release.

→ Press releases detailing when data became available.

→ Availability of public-facing strategic documents, including strategic and communications plans, and organizational structures.

→ Select website metrics from Google Analytic reports (data downloads, data views of key data products, assets and reports) submitted by the statistical agencies in response to the Questionnaire for Principal Federal Statistical Agencies noted above.

Office of Personnel Management (OPM) websites: Analyses were conducted of publicly available data and information on federal employee satisfaction and the workforce.

→ OPM Federal Employee Viewpoint Survey (FEVS): Public Data File - OPM FEVS

→ OPM Federal Workforce Data: FedScope

Office of Management and Budget (OMB) websites: Analyses were conducted of publicly available data and information on policy, budget, information collection requests, and respondent burden.

→ OMB *Statistical Programs of the United States Government: Fiscal Years 2021/2022*: Statistical Programs & Standards | OMB | The White House

→ OMB Analytical Perspectives: Analytical Perspectives | OMB | The White House

→ OMB Budget Appendix of the United States Government/Detailed Budget Estimates by Agencies: Budget Appendix | OMB | The White House

→ OMB Information Collection Review Data: RegInfo.gov

Other non-federal websites: The following sites were consulted regarding the open data movement:

→ Open Data Watch: An international, nonprofit organization to improve the coverage and openness of official statistics. https://opendatawatch.com/

→ The Open Data Barometer: A global measure of how governments are publishing and using open data for accountability, innovation, and social impact. https://opendatabarometer.org