DATA TRANSPARENCY 2015

Current Change, Future Vision

REGISTRATION AND BREAKFAST

WELCOME REMARKS

DATA TRANSPARENCY 2015
Current Change, Future Vision

Hudson Hollister, Executive Director, Data Transparency Coalition

Mike Starr, Workiva

Chris Gates, Sunlight Foundation

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I. Government Management

In 2014, years of persistent advocacy by the Coalition paid off. The Digital Accountability and Transparency Act (DATA Act) was unanimously passed by Congress and was signed into law by President Obama on May 9, 2014.

In 2015, the Coalition will:

- Work to ensure full implementation of the DATA Act, which requires the federal government to transform its spending information from disconnected documents into standardized data.
- Target specific changes to the Paperwork Reduction Act, the Computer Matching Act, the Federal Agency Data Mining Act, the E-Government Act, the Federal Records Act, the Freedom of Information Act, and other management laws to require data transparency.
- Support state-level DATA Act-style reforms in states like Maryland, Ohio and California.

II. Markets and Economy

In 2014, the Coalition lobbied Congress and the Securities and Exchange Commission to adopt, and enforce, data standards throughout federal financial regulatory reporting.

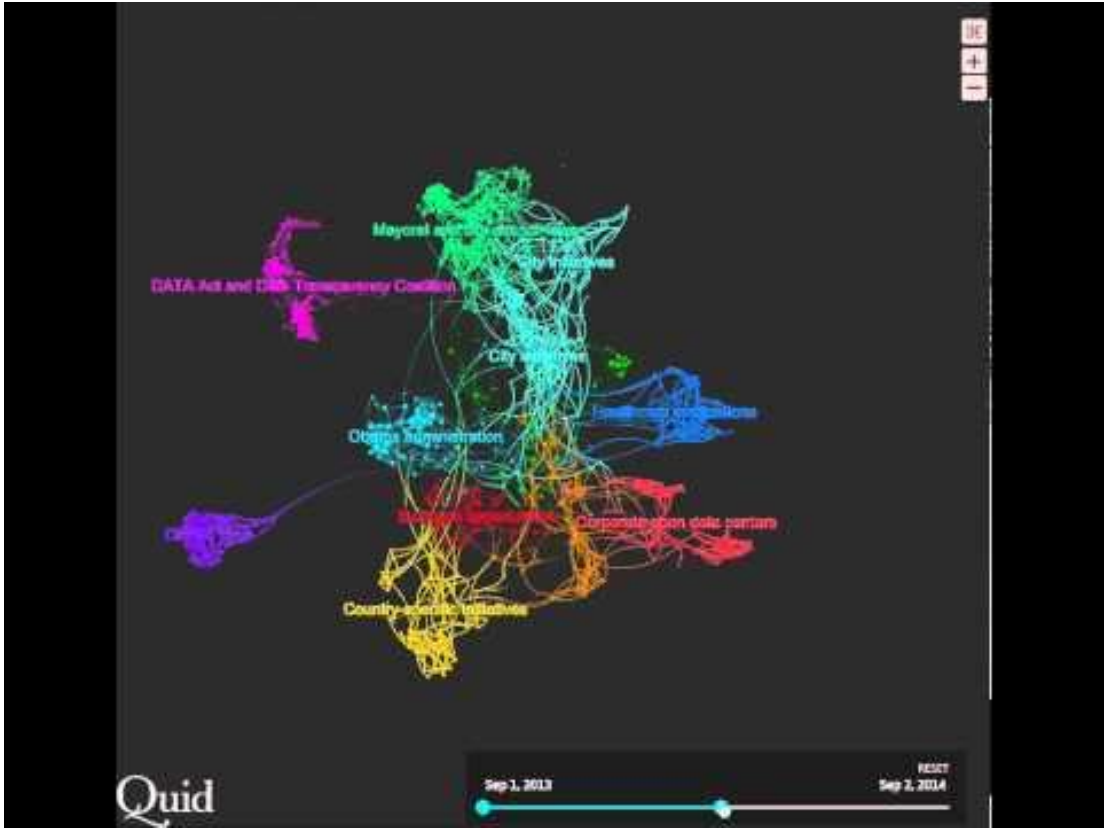
In 2015, the Coalition will:

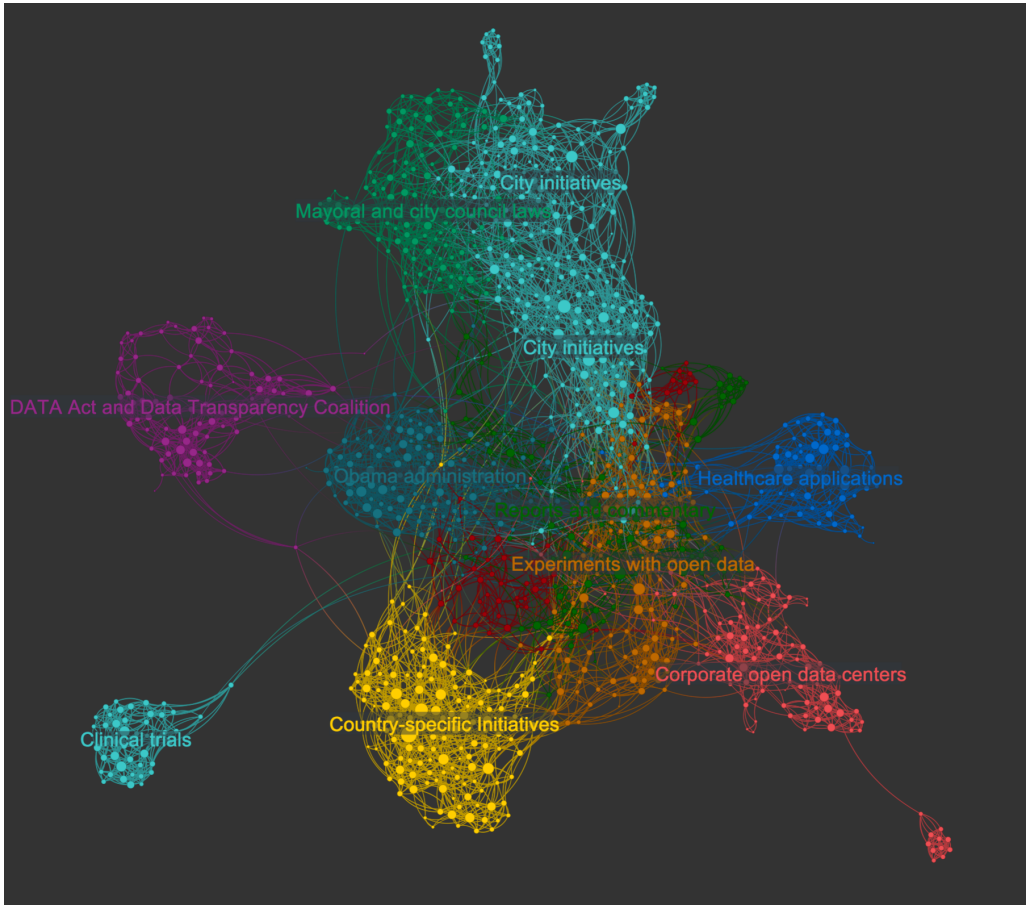
- Pursue legislation for data transparency in financial regulatory reporting similar to the Financial Industry Transparency Act of 2010.
- Work to stop XBRL exemption legislation, which would ban the SEC from collecting structured-data financial statements from the majority of public companies.
- Encourage the universal adoption of the Legal Entity Identifier and open corporate identities and hierarchies.
- Work to amend the Internal Revenue Code to transform nonprofit filings into data; encourage the US Patent and Trademark Office to collect patent filings as data.

III. Law and Regulation

In 2014, the Coalition applauded the Senate's announcement in December 2014 that bills and other legislative information from the 113th and upcoming 114th Congress will be available for bulk XML download.

In 2015, the Coalition will pursue data transparency for federal laws, amendments, and judicial materials.


DATA Act and Data Transparency Coalition
City initiatives
Obama administration
Corporation calls remain
Country-specific initiatives
Quid
Sep 1, 2013
RESET
Sep 2, 2014


City initiatives
Mayoral and city council laws
City initiatives
DATA Act and Data Transparency Coalition
Obama administration
Healthcare applications
Reports and Commentary
Experiments with open data
Corporate open data centers
Country-specific Initiatives
Clinical trials

WELCOME REMARKS

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DATA TRANSPARENCY 2015
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Morning Keynote Address: Open Data Accelerating Commerce

Dr. Mark Doms, Undersecretary of Commerce for Economic Affairs

Herschel Chandler, ACT-IAC (host)

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DATA TRANSPARENCY 2015
Current Change, Future Vision

Legislative Panel: The Future of Open Data Laws

Sponsored by RDG FILINGS

Hon. Darrell Issa, U.S. House of Representatives

Jonathan Elliott, RDG Filings (moderator)

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NETWORKING BREAK

Sponsored by

The Future of Open Data in the Executive Branch

Data Transparency 2015

September 2015 – Washington DC

Booz Allen

~~Build~~. Reuse and refine.

Shift ~~from mandates~~ to community-driven solutions.

“Show, don’t tell” value to customers ~~tomorrow~~ today.

~~Big data~~. Smart data.

Booz Allen

Introducing our guest speakers…

Corinna Zarek

White House Office of Science and Technology Policy Senior Advisor

Vicki McFadden

GSA Deputy Chief Customer Officer

Dave Lebryk

Fiscal Assistant Secretary of the Treasury

Booz Allen

Open Government + Open Data

CORI ZAREK

SENIOR ADVISOR FOR OPEN GOVERNMENT

WHITE HOUSE OFFICE OF SCIENCE AND TECHNOLOGY POLICY

czarek@ostp.eop.gov @OpenGov

Open Government

Open Government Initiative – launched in 2009

Open Government Partnership – launched in 2011

→ Open Government National Action Plans

Open Data Initiatives + Executive Order – 2013

Open Government Partnership

Open Government Partnership

National Action Plans

- Developed and implemented with **government** + **civil society**
- Commitments must be **ambitious**, **relevant** to open government principles, **specific**, and **measurable**

OGP Open Data Working Group

Open Data

More than **160,000** data sets across sectors including health, energy, transportation and law.

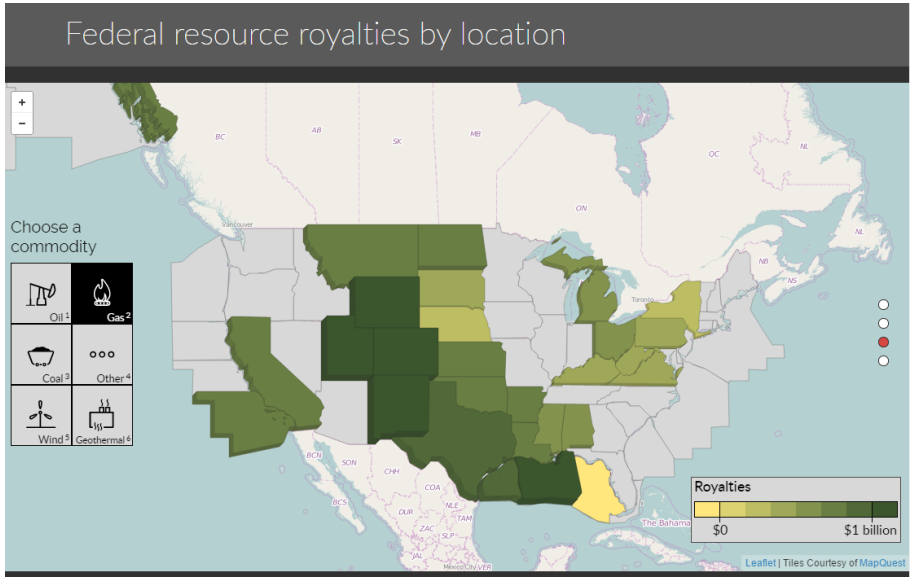
Open Data requirements are publicly tracked including Public Data Listings, Public Engagement, Privacy & Security

CFO Act Agencies	*Leading Indicators Strategy*						*Public Data Listing Metrics*	
	Enterprise Data Inventory	Public Data Listing	Public Engagement	Privacy & Security	Human Capital	Use & Impact	Public Datasets	Valid Metadata
Department of Agriculture	⚠	✓	★	✓	✓	⚠	499	100%
Department of Commerce	⚠	✗	✓	✓	✓	★	372	100%
Department of Defense	✗	✗	✗	⚠	✓	✗	373	99.7%
Department of Education	✗	✓	★	✓	✓	★	227	100%
Department of Energy	⚠	✓	✗	✓	✓	✓	296	100%
Department of Health and Human Services	✓	⚠	✓	✓	✓	✓	1064	97.3%
Department of Homeland Security	✓	⚠	✗	✓	⚠	⚠	322	100%
Department of Housing and Urban Development	✓	✓	✗	⚠	✗	✗	170	100%
Department of Justice	✓	✓	✗	✓	✓	⚠	969	100%
Department of Labor	✗	✗	✗	✓	✓	⚠	368	85.6%

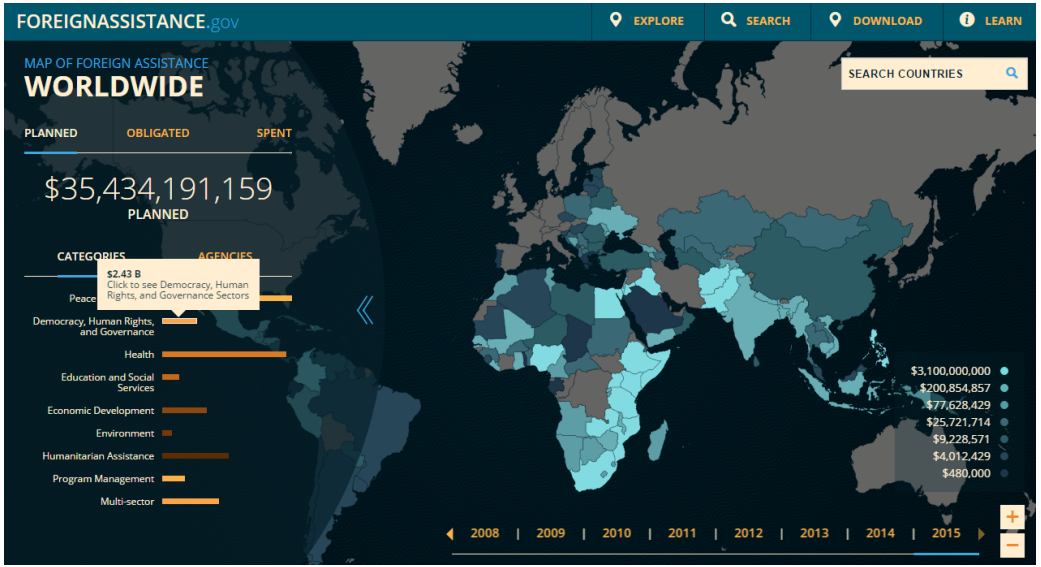
OGP: Driving Open Data

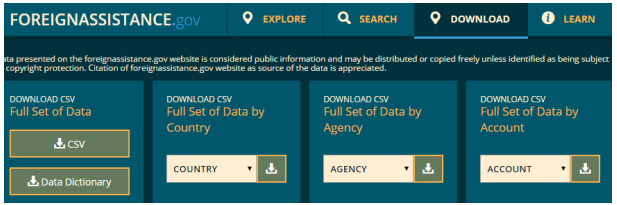
useiti.doi.gov

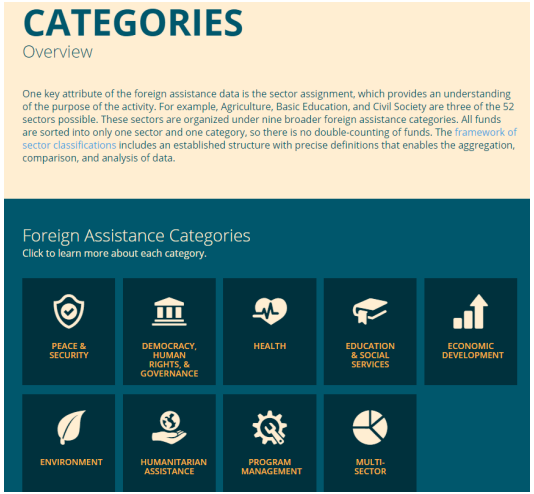
The **Extractive Industries website** shows live data on natural resource revenues by sector and location:



OGP: Driving Open Data





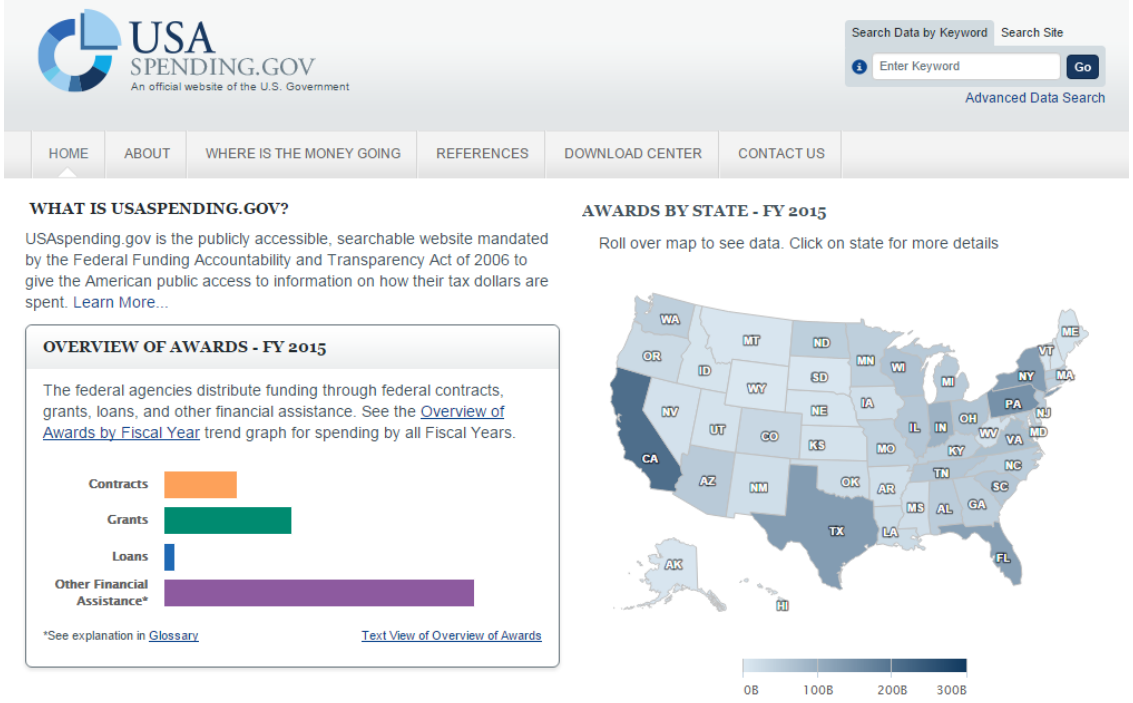


ForeignAssistance.gov allows users to navigate through country, agency and sector statistics or directly download data.

OGP: Driving Open Data

DATA Act Implementation

- Open
- Participatory
- Collaborative



The Future of Open Data in the Executive Branch

Data Transparency 2015

September 2015 – Washington DC

Booz Allen

Better Data, Better Decisions, Better Government

Improving Federal Spending Transparency

David A. Lebryk, Fiscal Assistant Secretary
U.S. Department of the Treasury

Federal Spending: The Future Vision

- Better understanding of the U.S. Government finances – greater public confidence in government
- Increase the access and use of spending data by government and the public
- Use the data to drive innovation and economic growth

DATA Act of 2014

Expands the Federal Funding Accountability and Transparency Act of 2006 by disclosing direct Federal agency expenditures and linking Federal contract, loan, and grant spending information to programs of Federal agencies to enable taxpayers and policy makers to track Federal spending more effectively.

Spending Transparency Goals

- **Get the data:** collect data from across government in a standard format
- **Display the data:** develop a new website that will provide the data to the public in clear, consistent manner
- **Use the data:** provide access to the data that meets the users needs

Stakeholder Outreach

- DATA Act Town hall
- Interagency Advisory Council
- Federal Spending Collaboration Site (Github)
  - Public input on the data standards and schema
- Webinars
- Monthly calls with internal and external stakeholders
- Participation in relevant forums

Traditional Implementation Approach

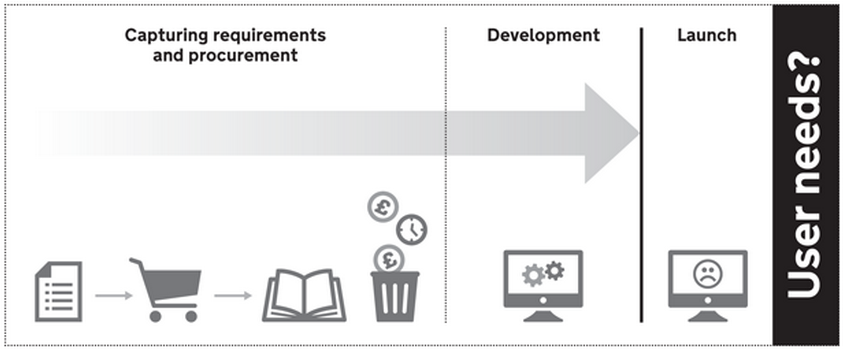
- Issue government-wide requirements for the data
- Require systems changes to report
- Develop a multi-year plan to develop a new website to display data
- Design website with limited public input

Treasury's Implementation Approach

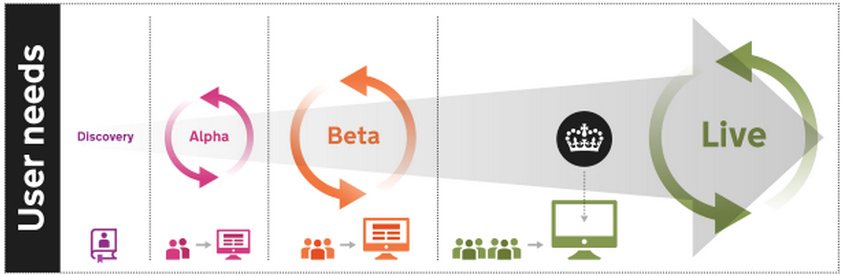
- **Data-Centric Extraction:** Use technology to minimize costly systems changes
- **Agile Technology Development:** Build systems in 2-weeks sprints to reduce risk and improve outcomes
- **User-Centered Design:** Develop the new website in the public domain with real-time collaboration with users

User-Centered Design

Old way



New way



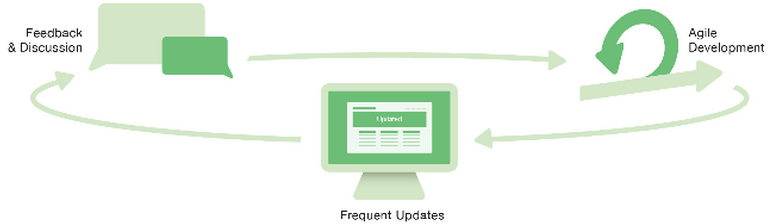
User-Centered Design

- Launch an early beta site to allow the public to shape the future USAspending.gov (or a successor site)
- Public can post input and ideas to contribute to the design of the site
- Ongoing integration of public feedback on the development

Expanded Engagement

Building 21st-Century Government

Help Us Develop the Public Website for Federal Spending



What?

Welcome to the starting point on the journey to develop the public site that will track all Federal spending.

And you, the American public have the unique opportunity of participating in its creation. Based on your suggestions and comments, we'll add features and functions that meet your needs and answer your questions about how the Federal government is spending your money.

You can start right on this page by entering a word or phrase into the Search box. Are the results what you expected?

Why?

Rarely do you have the opportunity to have real influence on a Federal project -- to say upfront and during the process, what your expectations are for the completed project. But now, we're asking you to give us real-time input on the design of the future public website that will track all Federal spending.

How?

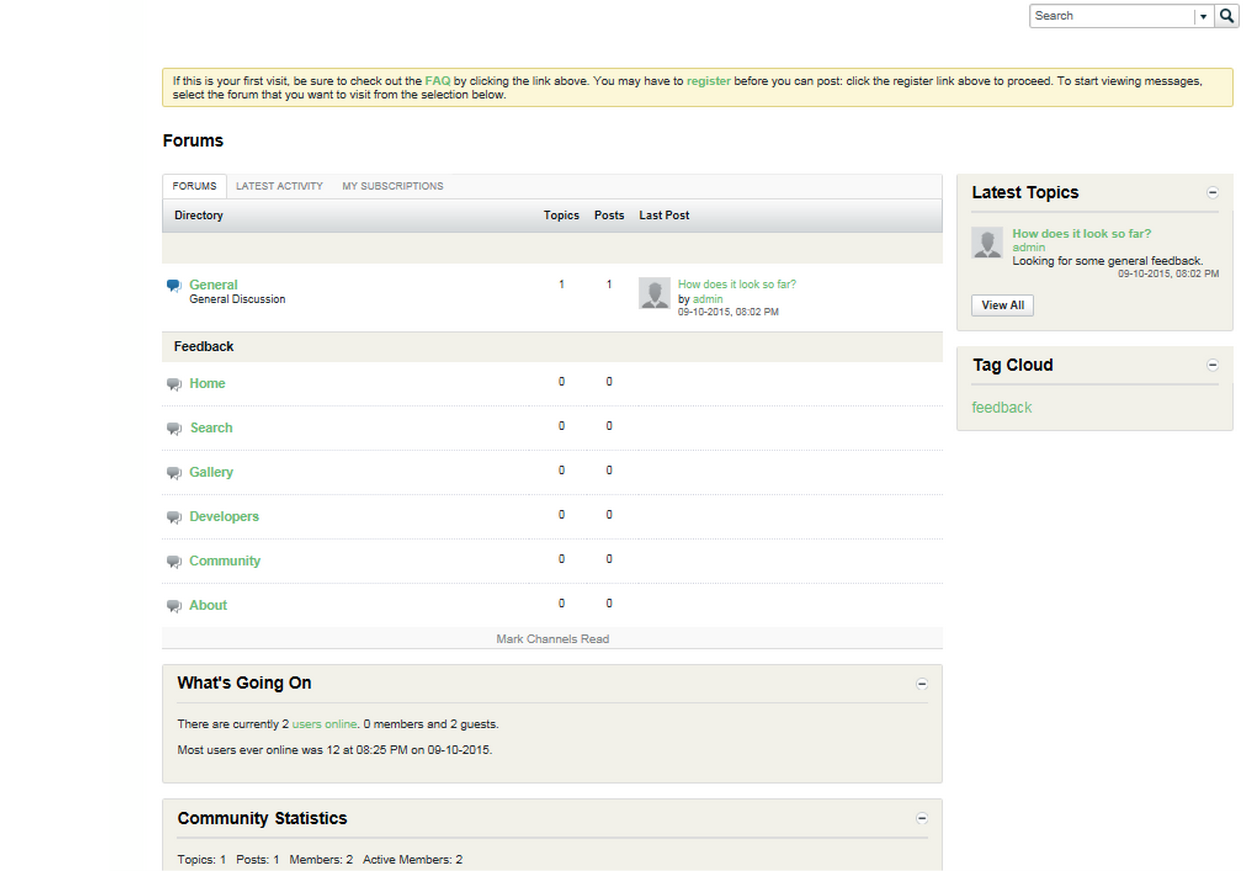
Join a community and comment on the features and functionalities you like, those you don't like, those that meet your needs and answer your questions.

Forums -- Access a category and topic and post your comments.

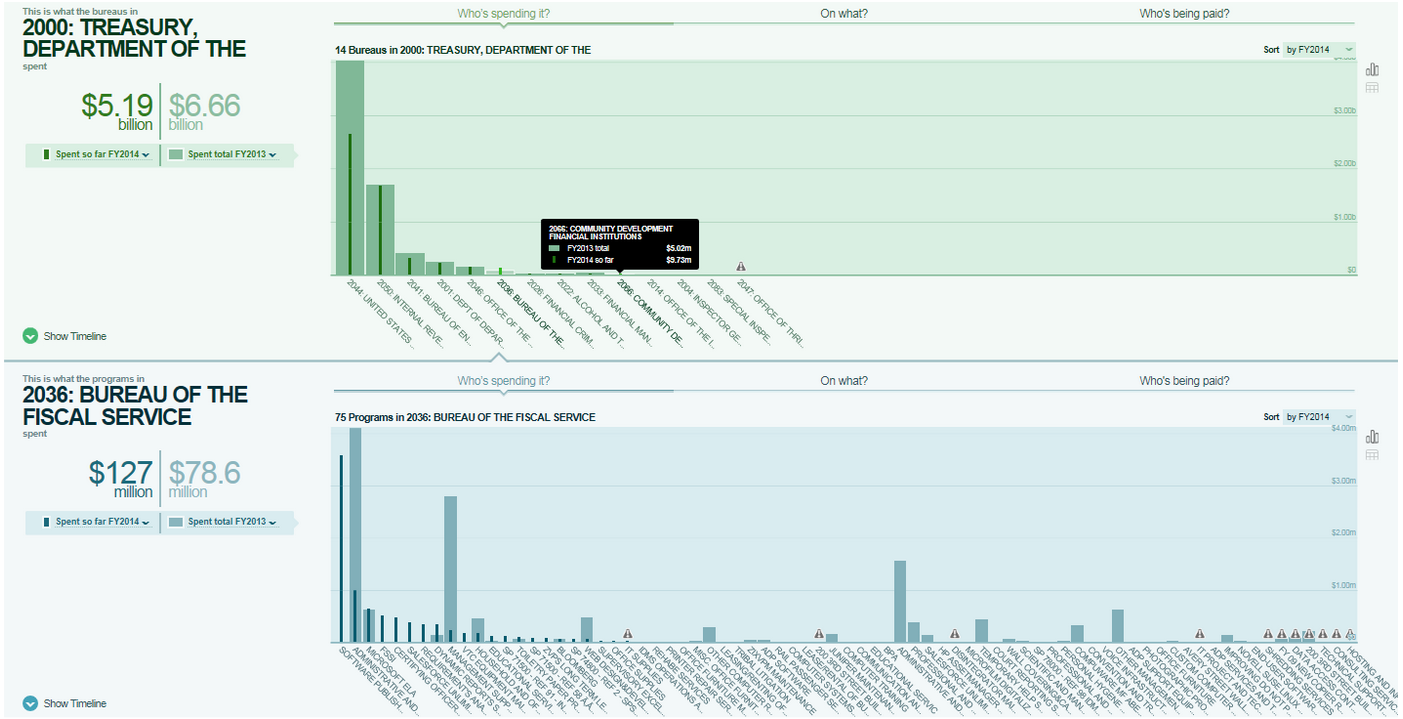
Email -- Click on Feedback to send us your ideas.

Visit often and see how and when we implement your recommendations.

Provide Input and Join Community



Review Visualizations



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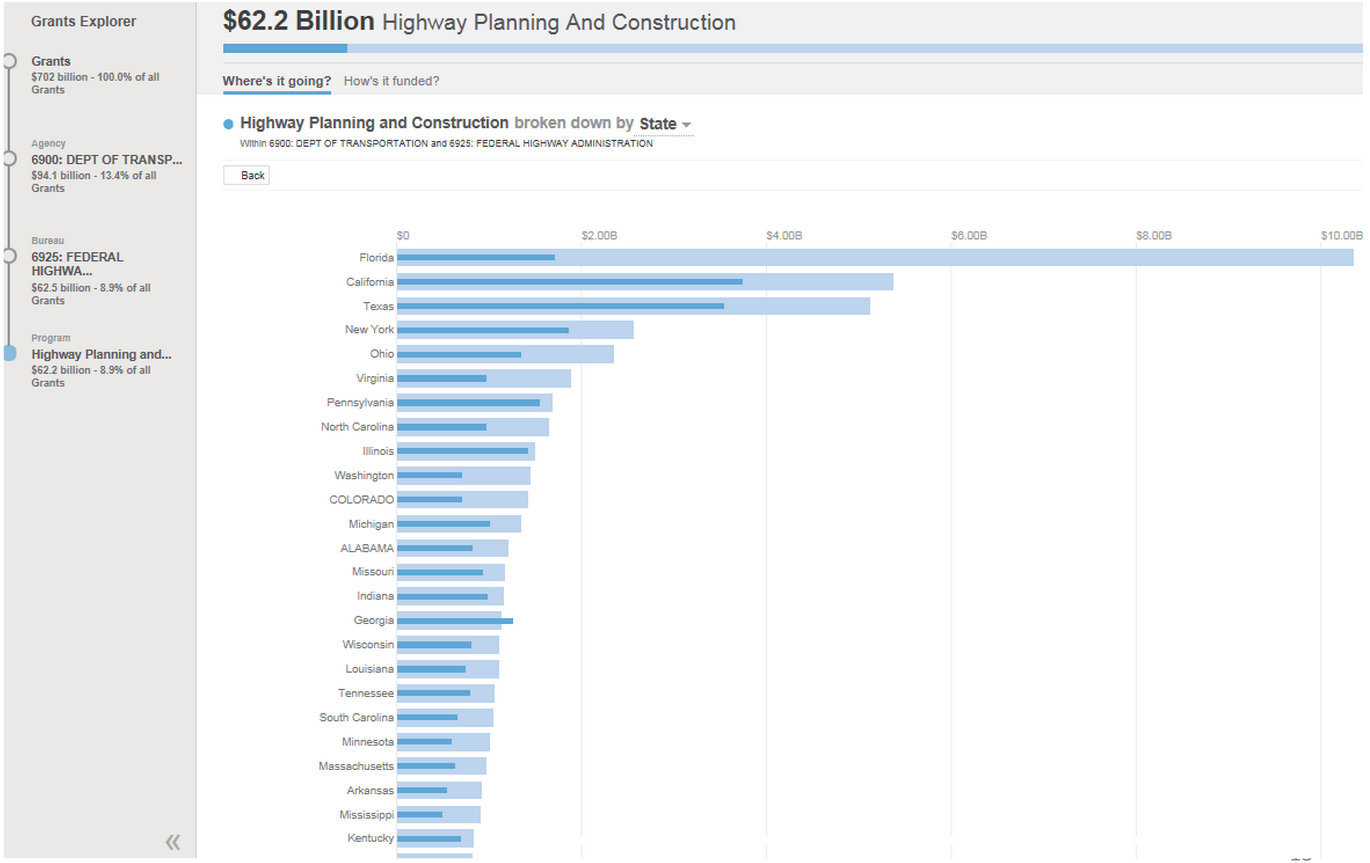

DATA Act Broker Resources

Broker Pilot Code and Assets:

http://github.com/18F/data-act-pilot

Story Board:

https://waffle.io/18F/data-act-pilot

Data Exchange Standard:

http://fedspendingtransparency.github.io/data-exchange-standard/

Question #1

How do you envision open data changing government management?

Corinna Zarek
White House Office of Science and Technology Policy Senior Advisor

Vicki McFadden
GSA Deputy Chief Customer Officer

Dave Lebryk
Fiscal Assistant Secretary of the Treasury

Bryce Pippert (Moderator)
Booz Allen Leader in Open Data and Legislative Change

Booz Allen

Question #2

What can we draw from prior gov't data exchange initiatives?

Corinna Zarek
White House Office of Science and Technology Policy Senior Advisor

Vicki McFadden
GSA Deputy Chief Customer Officer

Dave Lebryk
Fiscal Assistant Secretary of the Treasury

Bryce Pippert (Moderator)
Booz Allen Leader in Open Data and Legislative Change

Booz Allen

Question #3

What will tomorrow's data access allow you to do better? How?

Corinna Zarek
White House Office of Science and Technology Policy Senior Advisor

Vicki McFadden
GSA Deputy Chief Customer Officer

Dave Lebryk
Fiscal Assistant Secretary of the Treasury

Bryce Pippert (Moderator)
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Entrepreneurs' Panel: Future Business Opportunities in Open Data

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Alex Wirth, CEO, Quorum

Hal Shelton, Blu Venture Investors (moderator)

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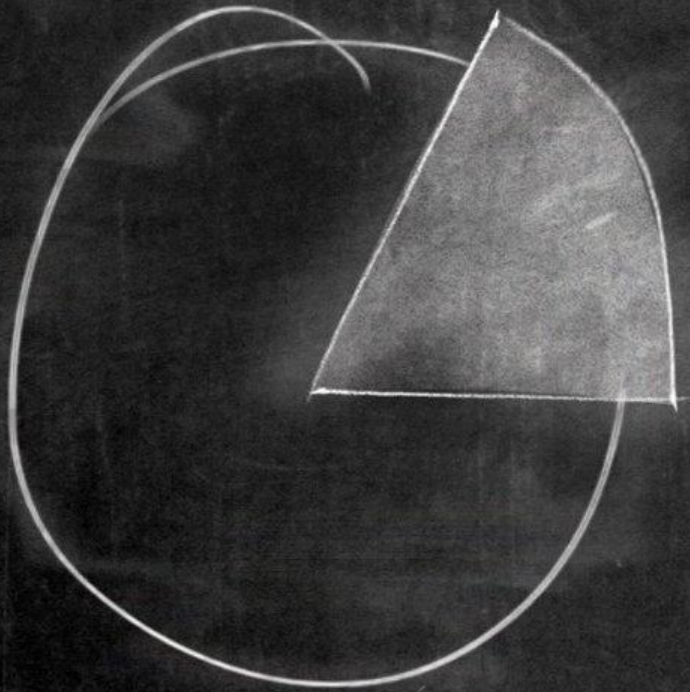
THE CENTER FOR
OPEN DATA ENTERPRISE

OPEN DATA FOR BUSINESS

#DT2015 #ImpactMap
@odenterprise @laura_manley1

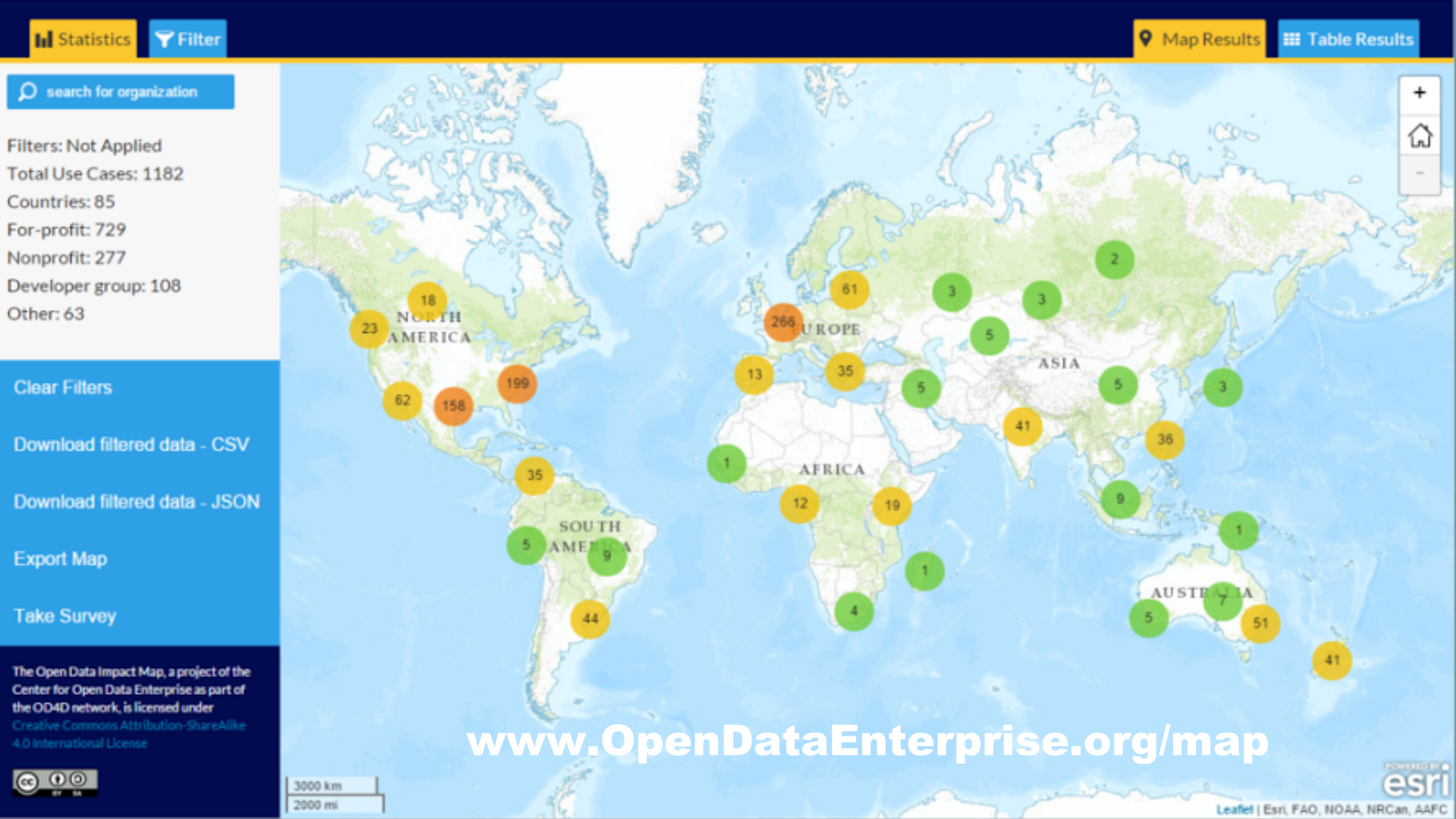
THE RULE OF 80/20



20%

FOCUS HERE!

Demand-Driven Open Data


Statistics
Filter
Map Results
Table Results
search for organization
Filters: Not Applied
Total Use Cases: 1182
Countries: 85
For-profit: 729
Nonprofit: 277
Developer group: 108
Other: 63
Clear Filters
Download filtered data - CSV
Download filtered data - JSON
Export Map
Take Survey
The Open Data Impact Map, a project of the Center for Open Data Enterprise as part of the OD4D network, is licensed under Creative Commons Attribution-ShareAlike 4.0 International License
NORTH AMERICA
EUROPE
ASIA
AFRICA
SOUTH AMERICA
AUSTRALIA
18
23
62
158
199
35
5
9
44
61
266
13
35
3
3
2
5
5
5
3
41
36
1
12
19
1
4
9
1
7
5
51
41
www.OpenDataEnterprise.org/map
3000 km
2000 mi
Leaflet | Esri, FAO, NOAA, NRCan, AAFC

OPEN DATA IMPACT MAP - beta
ABOUT US
MAP
CONVENE
IMPLEMENT
BLOG
CONTACT
Region
Country
Organization Type
Industry Category
Data Type
Application
Clear Filters
Export Map
Take Survey

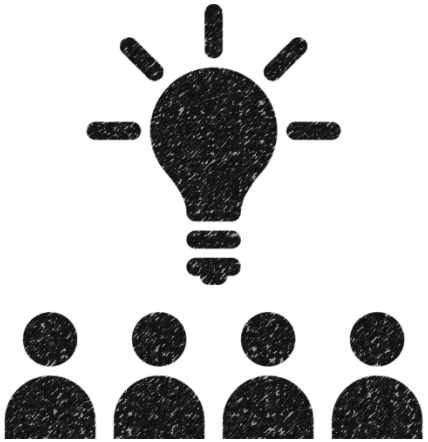
Private Sector Findings

- All sectors represented
- Companies of all sizes
  - 50% of companies are SMEs (200 or less employees)
  - 20% of companies have +1000 employees
- 40% of companies founded in last 5 years
- Most widely used data:
  - Demographic and economic
  - Financial
  - Health
  - Geospatial
  - Weather
- Social good component

#DT2015 #ImpactMap

@odenterprise @laura_manley1

Private Sector Findings – Applications



New Businesses, Products, or Services

Business Optimization

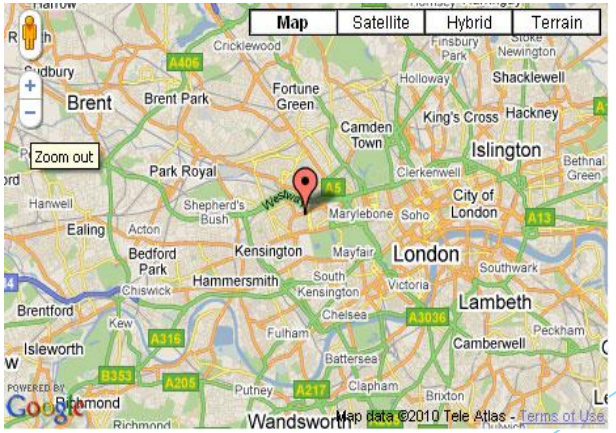
#DT2015 #ImpactMap

@odenterprise @laura_manley1

Private Sector Findings – Applications

New Businesses, Products, or Services

Data



Information

#DT2015 #ImpactMap

@odenterprise @laura_manley1

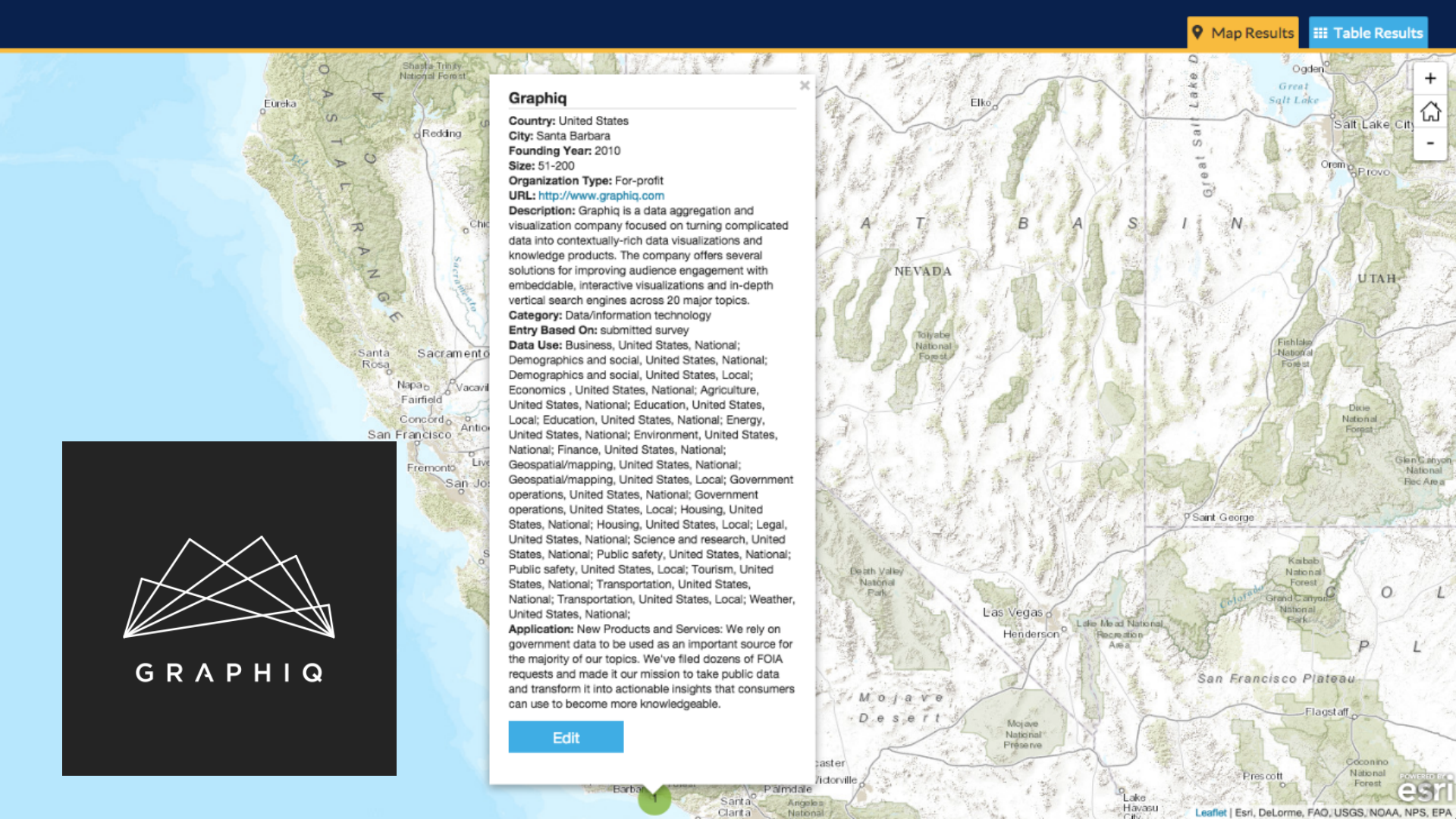
Private Sector Findings – Applications

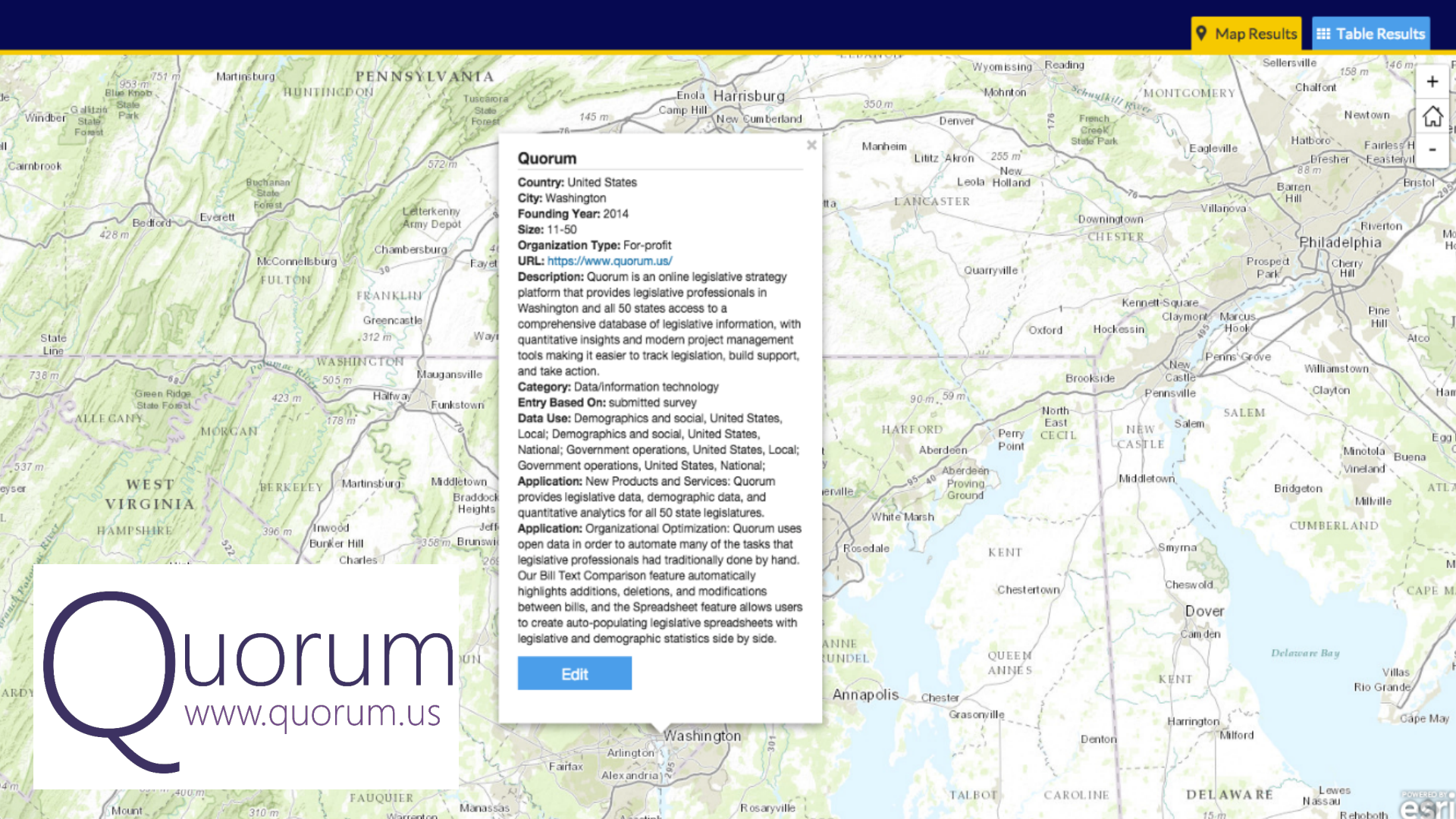
Business Optimization

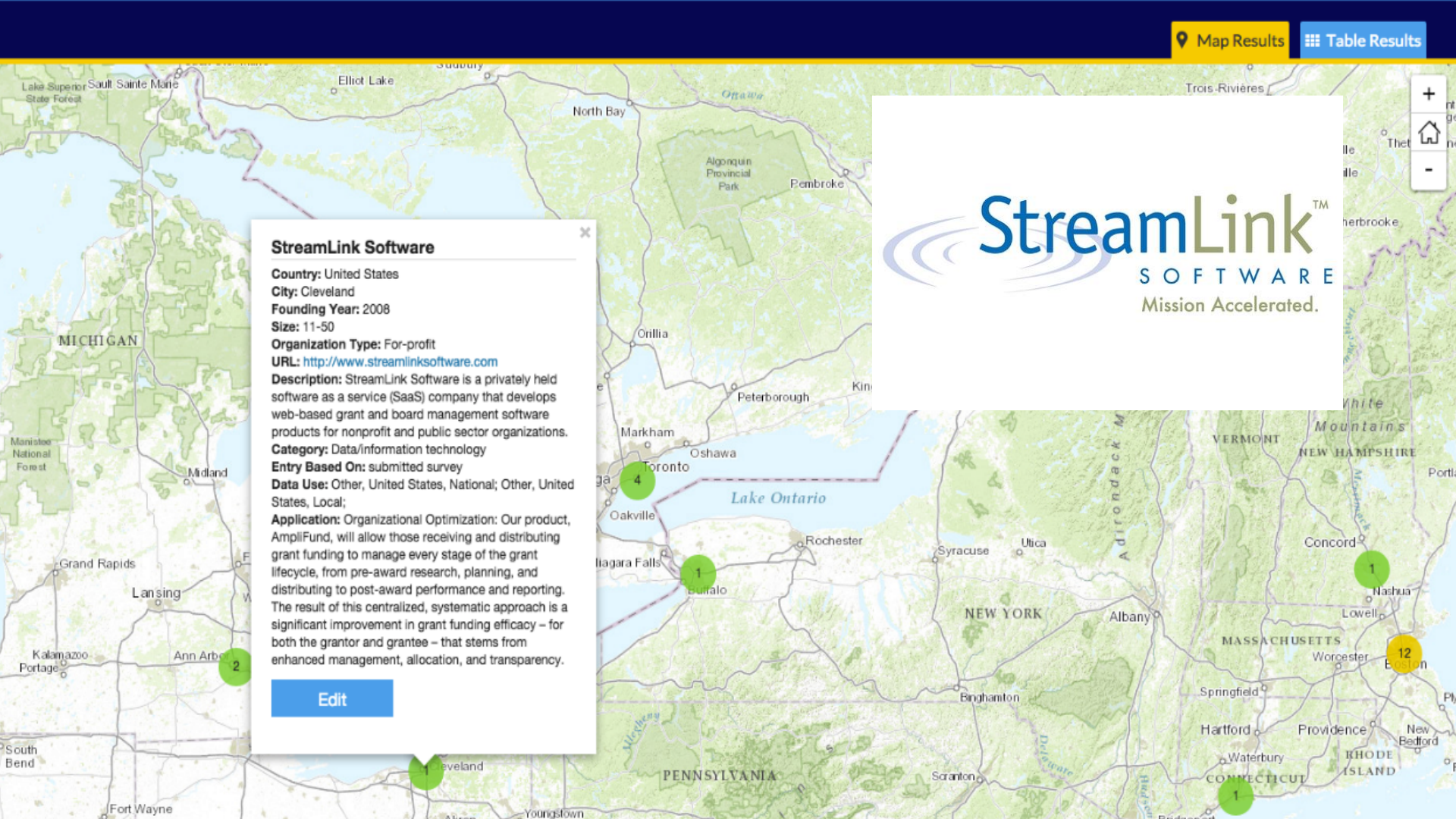
- ✓ Market Intelligence
- ✓ Customer Experience
- ✓ Business Analytics
- ✓ Additional Resource

#DT2015 #ImpactMap

@odenterprise @laura_manley1


Map Results
Table Results
Graphiq
Country: United States
City: Santa Barbara
Founding Year: 2010
Size: 51-200
Organization Type: For-profit
URL: http://www.graphiq.com
Description: Graphiq is a data aggregation and visualization company focused on turning complicated data into contextually-rich data visualizations and knowledge products. The company offers several solutions for improving audience engagement with embeddable, interactive visualizations and in-depth vertical search engines across 20 major topics.
Category: Data/information technology
Entry Based On: submitted survey
Data Use: Business, United States, National; Demographics and social, United States, National; Demographics and social, United States, Local; Economics , United States, National; Agriculture, United States, National; Education, United States, Local; Education, United States, National; Energy, United States, National; Environment, United States, National; Finance, United States, National; Geospatial/mapping, United States, National; Geospatial/mapping, United States, Local; Government operations, United States, National; Government operations, United States, Local; Housing, United States, National; Housing, United States, Local; Legal, United States, National; Science and research, United States, National; Public safety, United States, National; Public safety, United States, Local; Tourism, United States, National; Transportation, United States, National; Transportation, United States, Local; Weather, United States, National;
Application: New Products and Services: We rely on government data to be used as an important source for the majority of our topics. We've filed dozens of FOIA requests and made it our mission to take public data and transform it into actionable insights that consumers can use to become more knowledgeable.
Edit
GRAPHIQ
Leaflet | Esri, DeLorme, FAQ, USGS, NOAA, NPS, EPA


Map Results
Table Results
Quorum
Country: United States
City: Washington
Founding Year: 2014
Size: 11-50
Organization Type: For-profit
URL: https://www.quorum.us/
Description: Quorum is an online legislative strategy platform that provides legislative professionals in Washington and all 50 states access to a comprehensive database of legislative information, with quantitative insights and modern project management tools making it easier to track legislation, build support, and take action.
Category: Data/information technology
Entry Based On: submitted survey
Data Use: Demographics and social, United States, Local; Demographics and social, United States, National; Government operations, United States, Local; Government operations, United States, National;
Application: New Products and Services: Quorum provides legislative data, demographic data, and quantitative analytics for all 50 state legislatures.
Application: Organizational Optimization: Quorum uses open data in order to automate many of the tasks that legislative professionals had traditionally done by hand. Our Bill Text Comparison feature automatically highlights additions, deletions, and modifications between bills, and the Spreadsheet feature allows users to create auto-populating legislative spreadsheets with legislative and demographic statistics side by side.
Edit
Quorum
www.quorum.us


Map Results
Table Results
StreamLink Software
Country: United States
City: Cleveland
Founding Year: 2008
Size: 11-50
Organization Type: For-profit
URL: http://www.streamlinksoftware.com
Description: StreamLink Software is a privately held software as a service (SaaS) company that develops web-based grant and board management software products for nonprofit and public sector organizations.
Category: Data/information technology
Entry Based On: submitted survey
Data Use: Other, United States, National; Other, United States, Local;
Application: Organizational Optimization: Our product, AmpliFund, will allow those receiving and distributing grant funding to manage every stage of the grant lifecycle, from pre-award research, planning, and distributing to post-award performance and reporting. The result of this centralized, systematic approach is a significant improvement in grant funding efficacy – for both the grantor and grantee – that stems from enhanced management, allocation, and transparency.
Edit
StreamLink™
SOFTWARE
Mission Accelerated.
Sault Sainte Marie
Elliot Lake
North Bay
Algonquin Provincial Park
Pembroke
Trois-Rivières
MICHIGAN
Orillia
Peterborough
Markham
Oshawa
Toronto
Lake Ontario
Oakville
Rochester
Syracuse
Utica
Buffalo
Grand Rapids
Lansing
Kalamazoo
Ann Arbor
Midland
Manistee National Forest
NEW YORK
Albany
VERMONT
NEW HAMPSHIRE
Concord
Nashua
Lowell
MASSACHUSETTS
Worcester
Boston
Springfield
Hartford
Providence
New Bedford
Waterbury
CONNECTICUT
RHODE ISLAND
Binghamton
Scranton
PENNSYLVANIA
Cleveland
South Bend
Fort Wayne
Youngstown
Lake Superior State Forest

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DATA TRANSPARENCY 2015
Current Change, Future Vision

Lunch Send-off

Mike Starr, Workiva

#DT2015

LUNCH

	Track 1: Government Management ➔ SALON 1	Track 2: Markets & Economy RR DONNELLEY ➔ SALON 2	Track 3: Law & Regulation ➔ SALON 3
1:30	Intro: Hudson Hollister, Data Transparency Coalition	Intro: Craig Clay, RR Donnelley	Intro: Justin Duncan, Data Transparency Coalition
1:45	An Open Data Future for Grants and Contracts	An Open Data Future for the Financial Industry	The Coming Congressional Data Transformation
2:30	An Open Data Future for Federal Financial Management	Open Financial Data in the Executive Branch	Legal, Legislative, and Regulatory Data Transformation
3:15	**Networking break,** sponsored by Socrata		
3:45	Open Data in the Next Presidential Administration	Open Data in Energy Regulation	State and Local Leaders for Open Data

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TRACK 2: MARKETS & ECONOMY

Sponsored by

RR DONNELLEY

DATA TRANSPARENCY 2015

Current Change, Future Vision

Track Introduction: Markets & Economy

Craig Clay, RR Donnelley

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DATA TRANSPARENCY 2015
Current Change, Future Vision

An Open Data Future for the Financial Industry

Jacob Harold, CEO, GuideStar
Chris Young, Head of US Public Policy, International Swaps and Derivatives Association
Scott Cooley, Director of Policy Research, Morningstar
Kyle Hughes, Global Head of Entity Data, Citi
Craig Clay, RR Donnelley (moderator)

#DT2015

Open Financial Data in the Executive Branch

DATA TRANSPARENCY 2015
Current Change, Future Vision

Scott Bauguess, Deputy Director, Division of Economic and Risk Analysis, SEC

Darrell Ashton, Office of the Chief Data Officer, Federal Reserve Board of Governors

Con Crowley, Chief Data Officer, Office of Financial Research, Treasury Department

Mark Bolgiano, Data Society (moderator)

#DT2015

NETWORKING BREAK

Sponsored by

DATA TRANSPARENCY 2015
Current Change, Future Vision

Open Data in Energy Regulation

Danny Kermode, Policy Advisor, Washington Utilities and Transportation Commission

John Truzzolino, RR Donnelley (moderator)

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We Prepare | We Produce | We Deliver | We Provide

UTC REPORTING SYSTEM ON RRD CLOUD DEVELOPMENT & PRODUCTION BLOCK DIAGRAM OVERVIEW

WASHINGTON
UTC
UTILITIES AND TRANSPORTATION COMMISSION

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UTC & FERC REPORTING

Washington Utilities and Transportation Commission

Economic regulator of Washington's investor owned:

- Electric companies
- Natural gas distribution companies
- Oil pipelines
- Telephone companies
- Water companies
- Solid waste collection companies
- Passenger ferries

WASHINGTON UTC UTILITIES AND TRANSPORTATION COMMISSION

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UTC & FERC REPORTING (CONT'D)

Washington Utilities and Transportation Commission

Economic regulator of Washington's investor owned:

- **Electric companies**
- **Natural gas distribution companies**
- **Oil pipelines**

WASHINGTON UTC UTILITIES AND TRANSPORTATION COMMISSION

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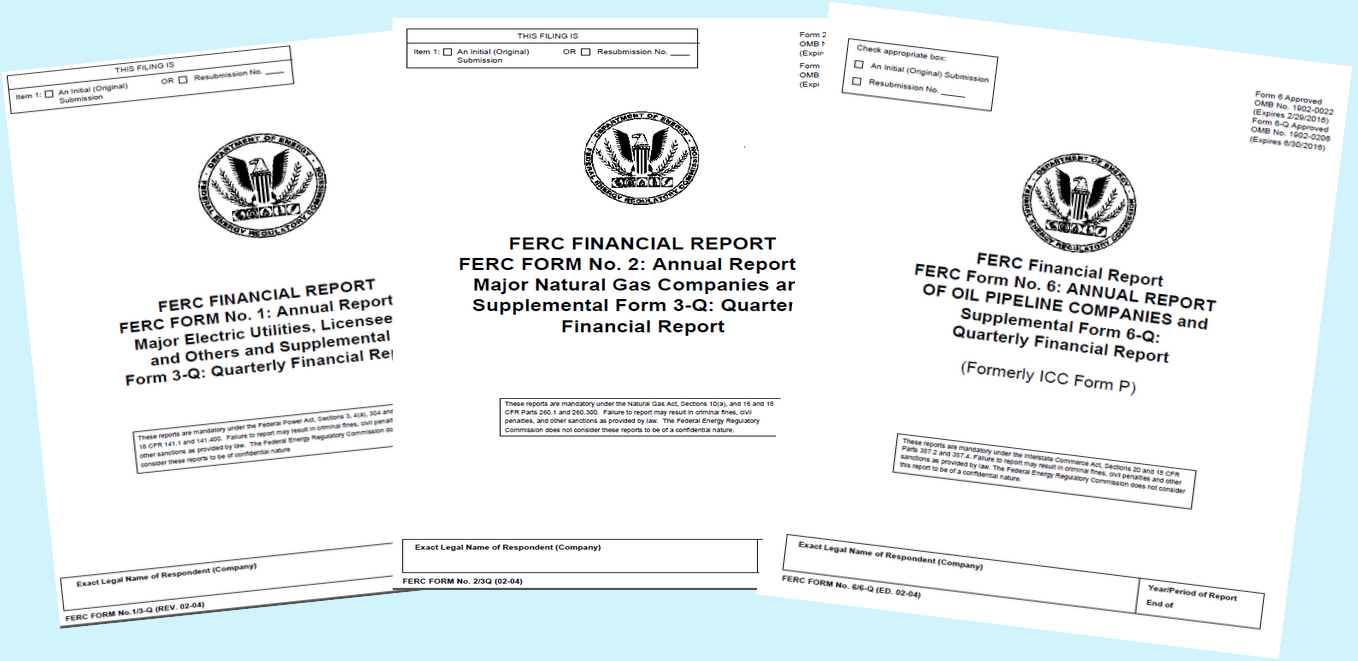
UTC & FERC REPORTING (CONT'D)

Washington Utilities and Transportation Commission



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UTC & FERC REPORTING (CONT'D)

FERC Form No. 1 Reporting Overview

- Number of Pages
  - **260** to **520** Pages
- Includes:
  - Operating Data
  - Financial Data
- Data Includes:
  - Total Company
  - Segment Information
  - Washington Only (Washington Addendum)

WASHINGTON UTC UTILITIES AND TRANSPORTATION COMMISSION
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ABOUT RR DONNELLEY

HEADQUARTERS
35 West Wacker Drive
Chicago, Illinois 60601
USA

MISSION
RR Donnelley helps organizations to create, manage, produce, distribute and process content by developing and executing multichannel communication strategies that engage audiences, reduce costs, drive revenues and increase compliance.

TECHNOLOGY AND SERVICE ACQUISITIONS
EDGAR Online (2012) and Bowne (2010)

LOCATIONS
Worldwide locations, with operations in North America, Latin America, Europe, and Asia (including U.A.E.)

STOCK TRADING SYMBOL
RRD

YEAR FOUNDED
1864 – Over 150 Years in operation

$11.6 B
2014 Net Sales

$1.5 B
Capital Investment over the last 5 years

258
on the Fortune 500 listing of America's largest corporations

352
in Newsweek's 2012 Green Rankings list of the 500 most environmentally sustainable U.S. companies

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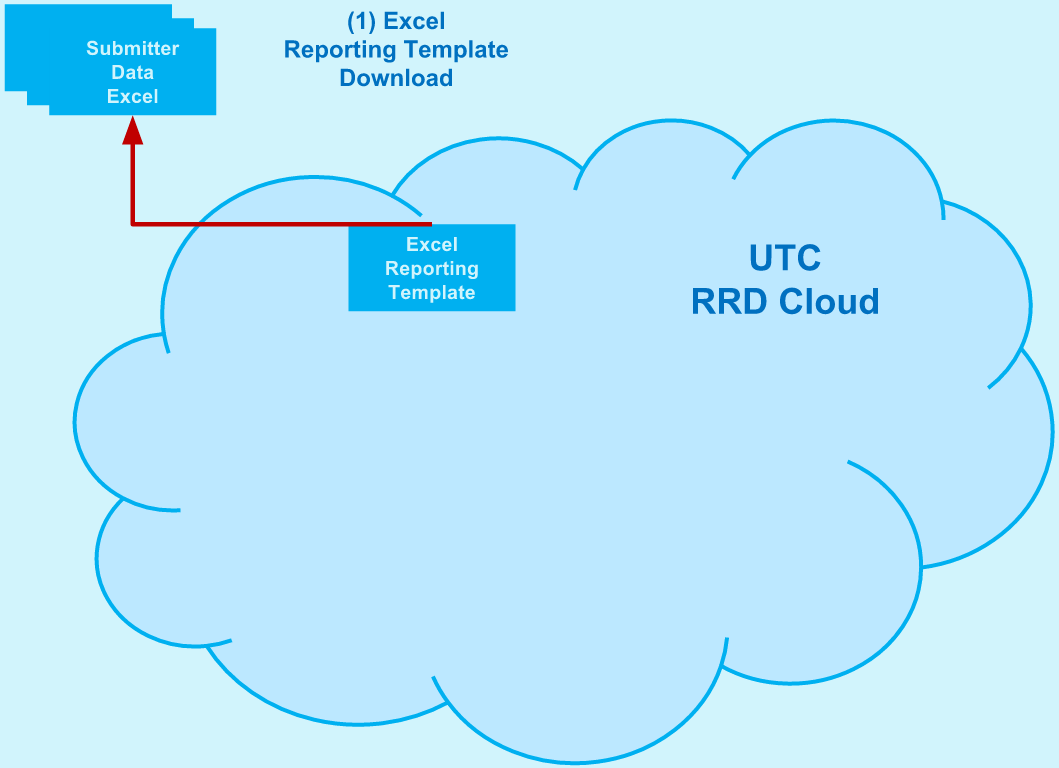
UTC REPORTING SYSTEM ON RRD CLOUD



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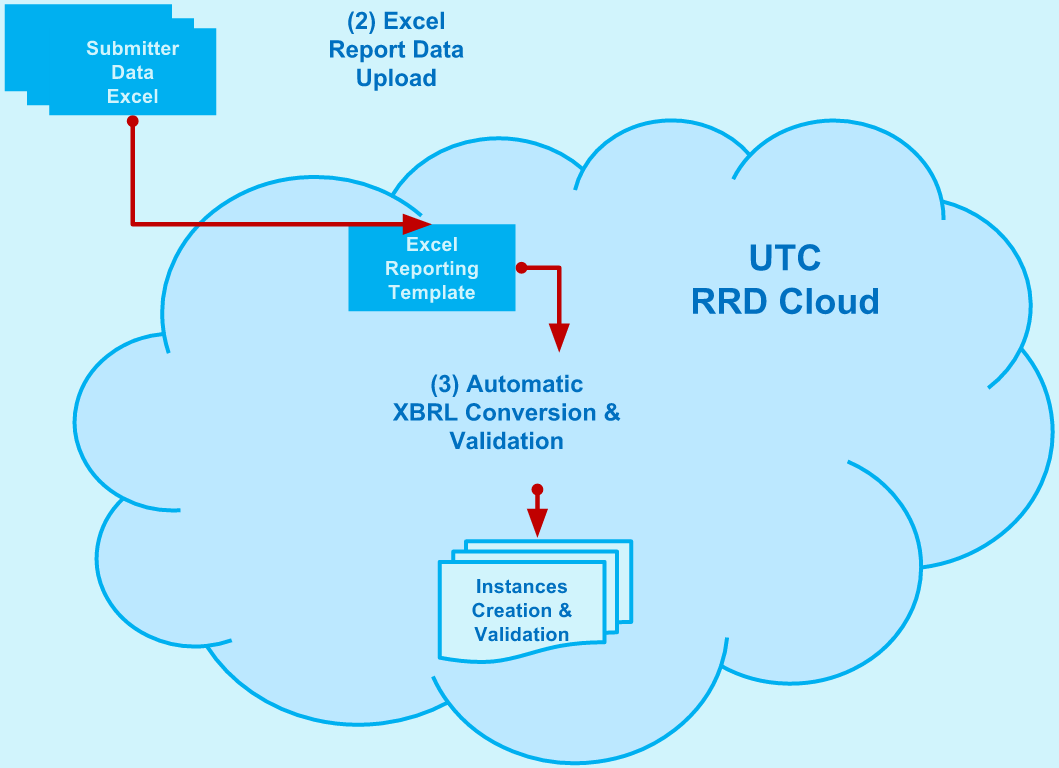
UTC REPORTING SYSTEM ON RRD CLOUD (CONT'D)



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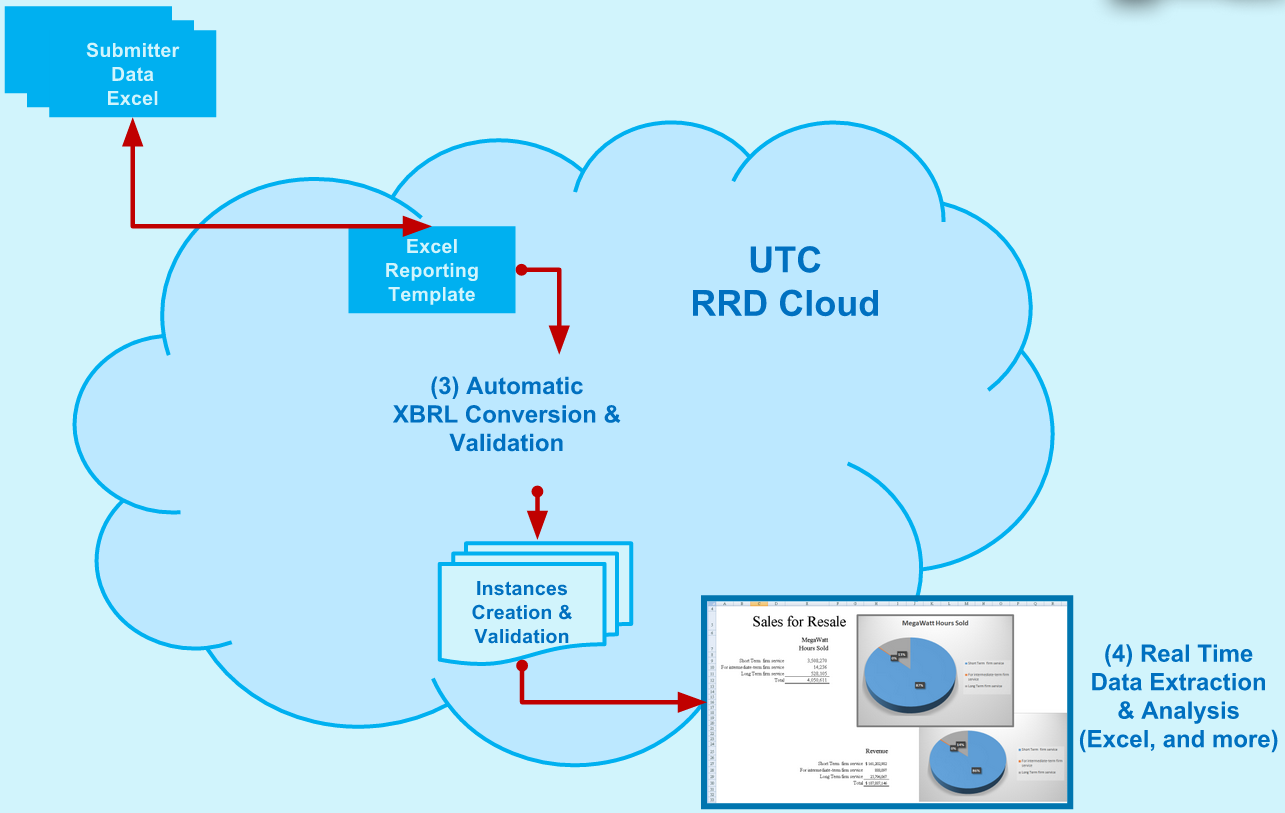
UTC REPORTING SYSTEM ON RRD CLOUD (CONT'D)



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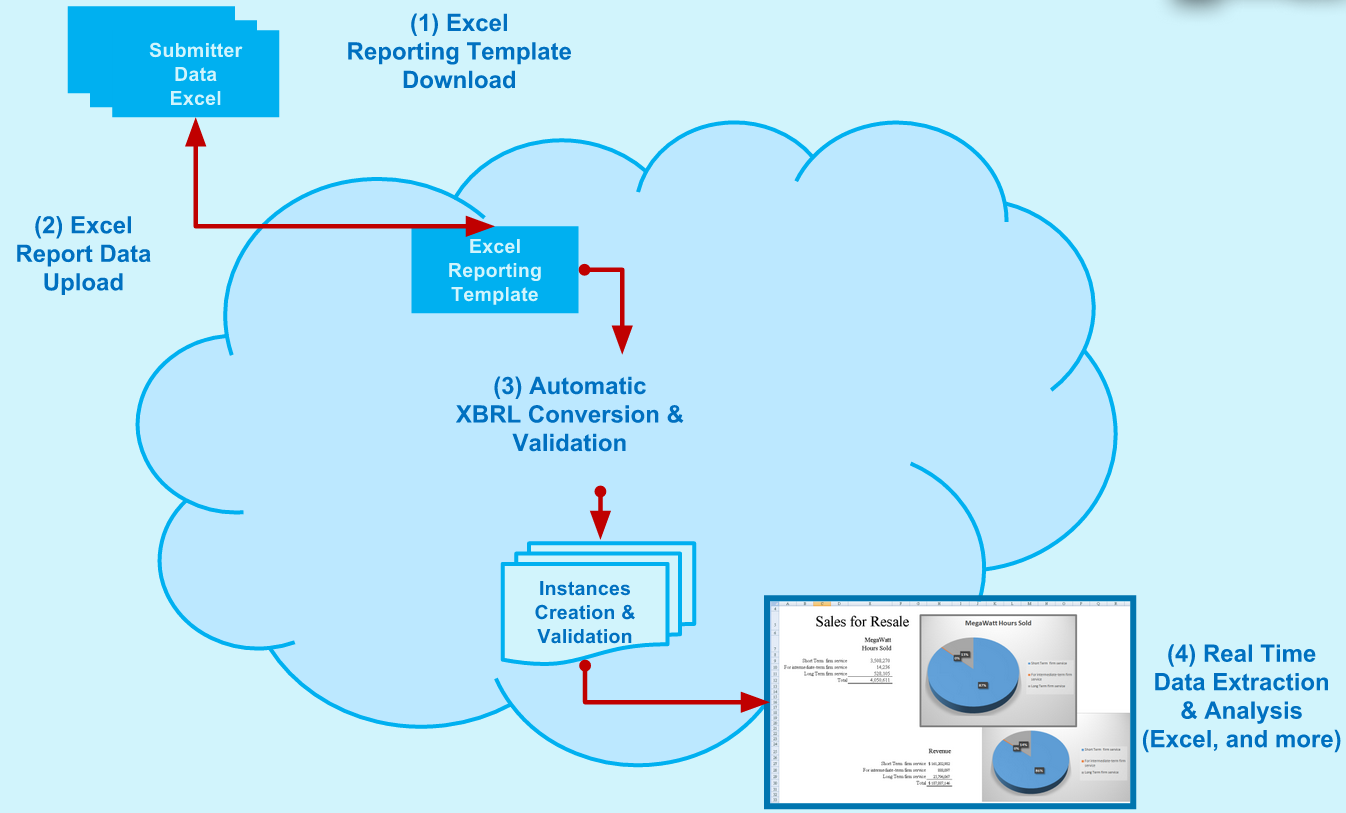
UTC REPORTING SYSTEM ON RRD CLOUD (CONT'D)



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UTC REPORTING SYSTEM ON RRD CLOUD (CONT'D)

Submitter Data Excel

Data Upload Excel or Database

US DATA Act Blue Print

Submitter Data Excel

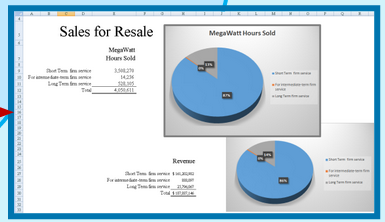
Taxonomy Mappings

XPE

Automatic XBRL Conversion & Validation

Instances Creation & Validation

XDB



Real Time Data Extraction & Analysis (Excel, and more)

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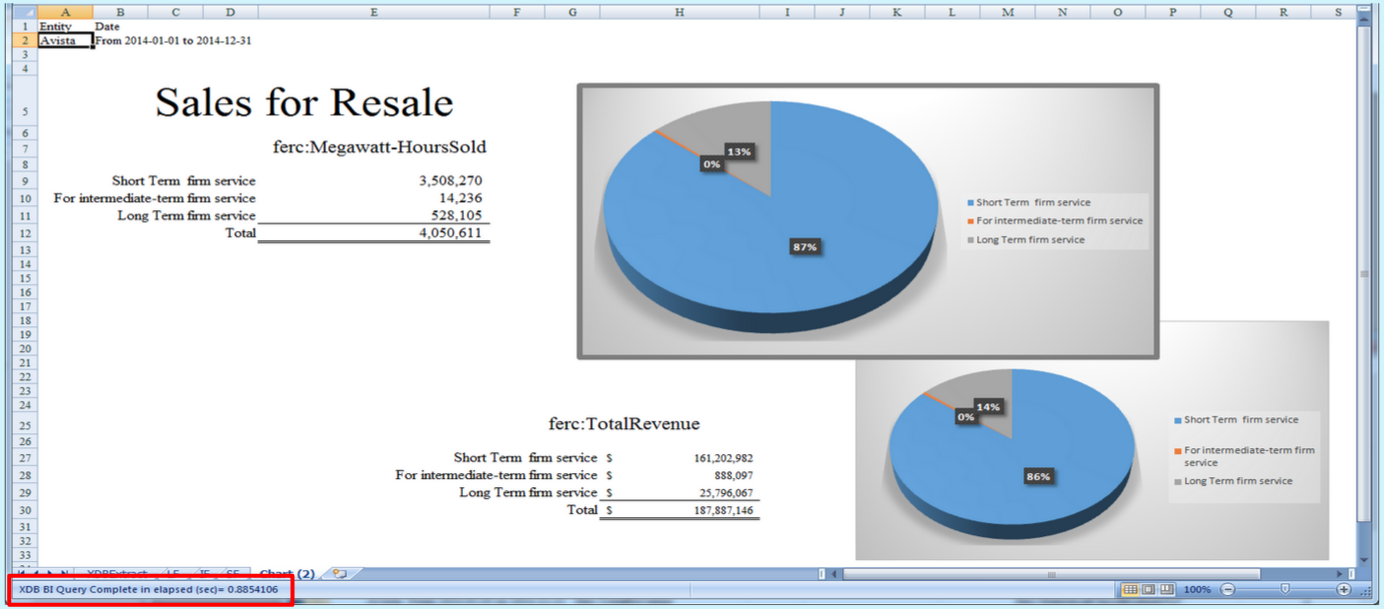
UTC REPORTING SYSTEM ON RRD CLOUD

Excel Templates for real-time data extraction and analysis can be created by analysts in less than 30 minutes, reused as needed for any entity or periods with NO XBRL expertise



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Excel Templates for real-time data extraction and analysis can be created by analysts in less than 30 minutes, reused as needed for any entity or periods with NO XBRL expertise

Avista

Financial Benchmarks

	Δ Revenue	Δ Utility Op Expense	Op Ratio	Working Capital	Net Plant Growth Rate	Asset Turnover Ratio
Last 5 yrs	-1.8%	-3.6%	89.26	-69,721	6.2%	56.64
Last Yr.	-0.1%	-0.2%	88.28	-53,077	7.4%	49.74
Trend						

	(a) Revenue	(b) Utility Op Expense	(c) Op Ratio	(d) Current Assets	(e) Current Liabilities	(f) Working Capital
2010	1,602,043,842	1,439,975,392	89.884	293,497,874	362,989,647	(69,492)
2011	1,617,162,384	1,456,974,449	90.095	270,636,633	333,434,461	(62,798)
2012	1,494,227,540	1,340,800,457	89.732	234,673,968	299,188,386	(64,514)
2013	1,574,987,368	1,391,029,230	88.320	286,236,661	384,958,898	(98,722)
2014	1,572,976,141	1,388,579,712	88.277	268,614,596	321,691,142	(53,077)
2015						
Ref	114-2	114-25	(b)/(a)	111-67	113-54	((d)-(e))/1,000
Δ Last 5 yrs	-2%	-4%	89.261			(69,721)

	(g) Total Utility Plant	(h) Acc Depr.	(i) Net Plant	(j) NP Growth Rate	(k) Asset Turnover Ratio
2010	3,768,607,461	1,284,830,029	2,483,777,432		0.65
2011	3,955,107,069	1,333,212,160	2,621,894,909	5.56%	0.62
2012	4,183,698,822	1,408,153,972	2,775,544,850	5.86%	0.54
2013	4,437,264,301	1,491,212,830	2,946,051,471	6.14%	0.53
2014	4,736,479,217	1,573,767,832	3,162,711,385	7.35%	0.50
2015					
Ref	110-4	110-5	(g)-(h)		(a)/(i)
Δ Last 5 yrs			27%	6.23%	0.57

XDBExtract | Analysis | Sheet2

Ready

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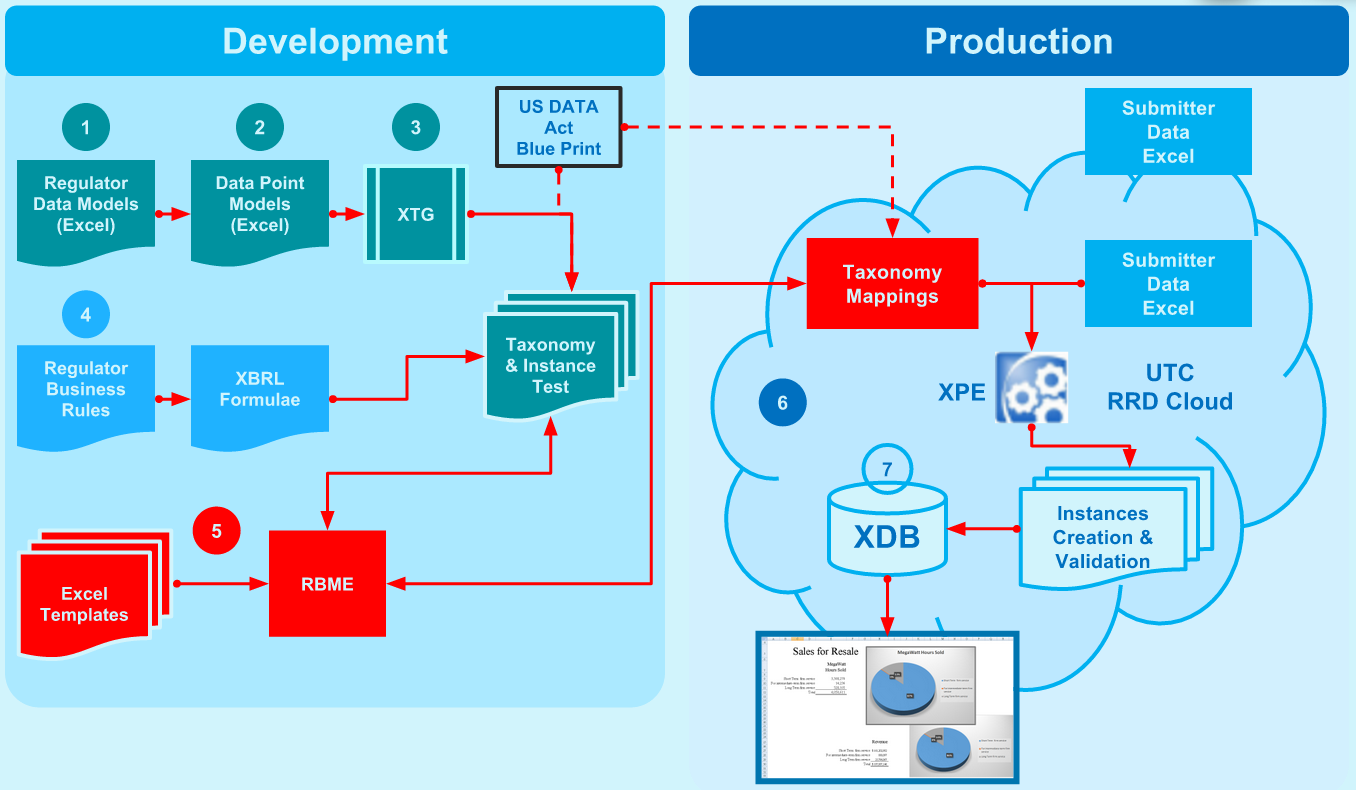
UTC / RRD – DEVELOPMENT & PRODUCTION



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UTC / RRD – DEVELOPMENT & PRODUCTION

UTC / RRD Cloud Development Software & Process:

- UTC (Regulator) : Data model provided by regulator
- RR Donnelley: Excel Data Point Models and Excel templates
- RR Donnelley Taxonomy Generator: automatic creation and validation of taxonomy & Instance test
- UTC (Regulator) & RR Donnelley: based on regulator's business rules from which RR Donnelley creates the XBRL Formulae for validation
- RR Donnelley Report Builder: Mapping
- Installation in RRD Cloud for automatic creation and validation of instances
- RR Donnelley XBRL database: Automatic loading of taxonomies and instances
- RR Donnelley XBRL BI: Real-time data extraction and data analysis (Ratios, Graphs, Pie Charts, Bars, etc.)

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Thank You!

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DATA TRANSPARENCY 2015
Current Change, Future Vision

Plenary Address: Open Data Accelerating Democracy

Prof. John McGinnis, Northwestern University School of Law

Hudson Hollister, Executive Director, Data Transparency Coalition (host)

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Closing Keynote Address:
No Blank Screens

R. Cromwell Coulson, President and CEO,
OTC Markets Group, Inc.

Mike Starr, Workiva (host)

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DATA TRANSPARENCY 2015
Current Change, Future Vision

CLOSING REMARKS

Hudson Hollister, Executive Director, Data Transparency Coalition

Mike Starr, Workiva

Ann Ebberts, CEO, Association of Government Accountants

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