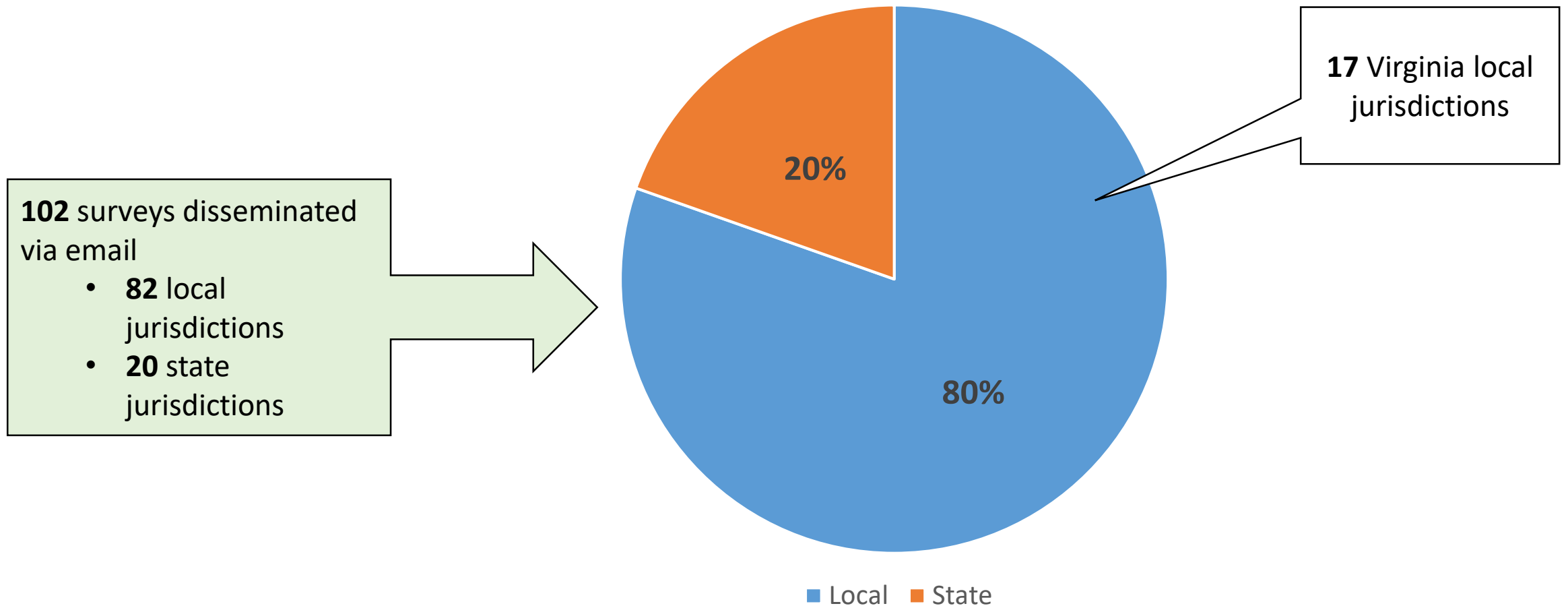# Governmental Data Governance Survey

Department of Management and Budget

Fairfax County, Virginia
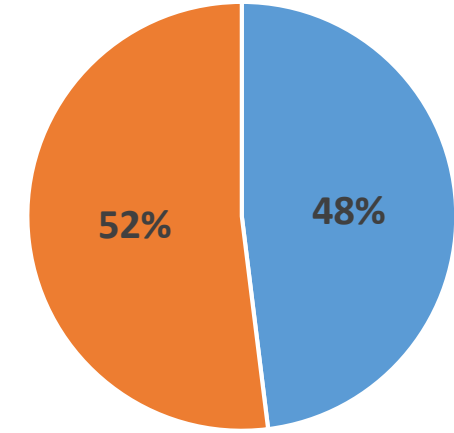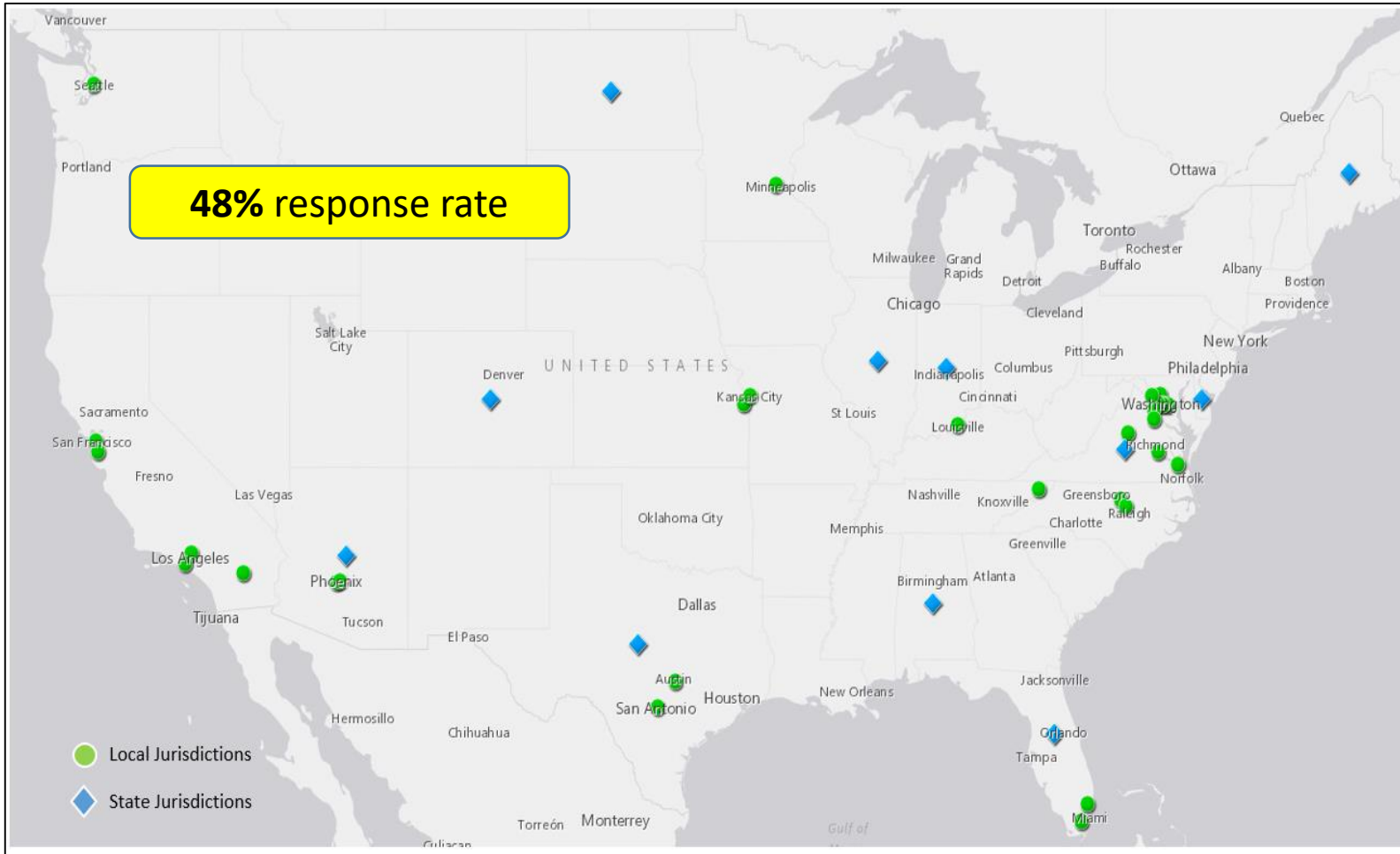
2018

# Initial Survey Dissemination (11/9/18)

**102** surveys disseminated via email
- **82** local jurisdictions
- **20** state jurisdictions

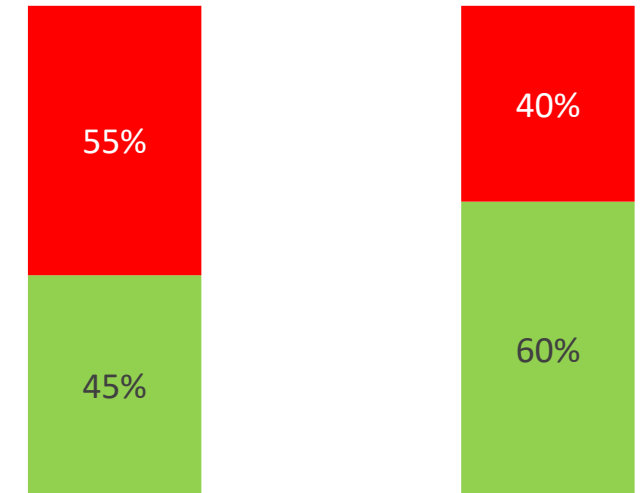**17** Virginia local jurisdictions

20%

80%

■ Local ■ State

# Who responded?

- **49** surveys returned
  - **37** local jurisdictions (**45%** response)
  - **12** state jurisdictions (**60%** response)



**48% response rate**

- Local Jurisdictions
- State Jurisdictions

Response · Non Response

52% · 48%

Local · State

55% · 40%
45% · 60%

Responded · Did Not Respond

3

# Who are the local government respondents (37)?

- City of Alexandria, VA
- City of Kansas City, MO
- Town of Leesburg, VA
- City of Santa Monica, CA
- Miami-Dade County, FL
- Riverside County, CA
- City of Palo Alto, CA
- Los Angeles County, CA
- Raleigh, NC
- Prince William County, VA
- Albemarle County, VA
- Prince George's County, VA
- Scottsdale, AZ
- Arlington County, VA
- Stafford County, VA
- Durham, NC
- City of Tamarac, FL
- City of Seattle, WA

- City of Johnson City, TN
- City of Fairfax, VA
- City of Phoenix, AZ
- Montgomery County, MD
- County of Alameda, CA
- Johnson County, KS
- City of San Antonio, TX
- County of Henrico, VA
- City of Austin. TX
- Hennepin County, MN
- Chesterfield County, VA
- City of Newport News, VA
- City of Falls Church, VA
- City of Virginia Beach, VA
- Louisville, KY
- City of Norfolk, VA
- Loudoun County, VA
- San Francisco, CA
- Fairfax County, VA

**11** local regional jurisdictions
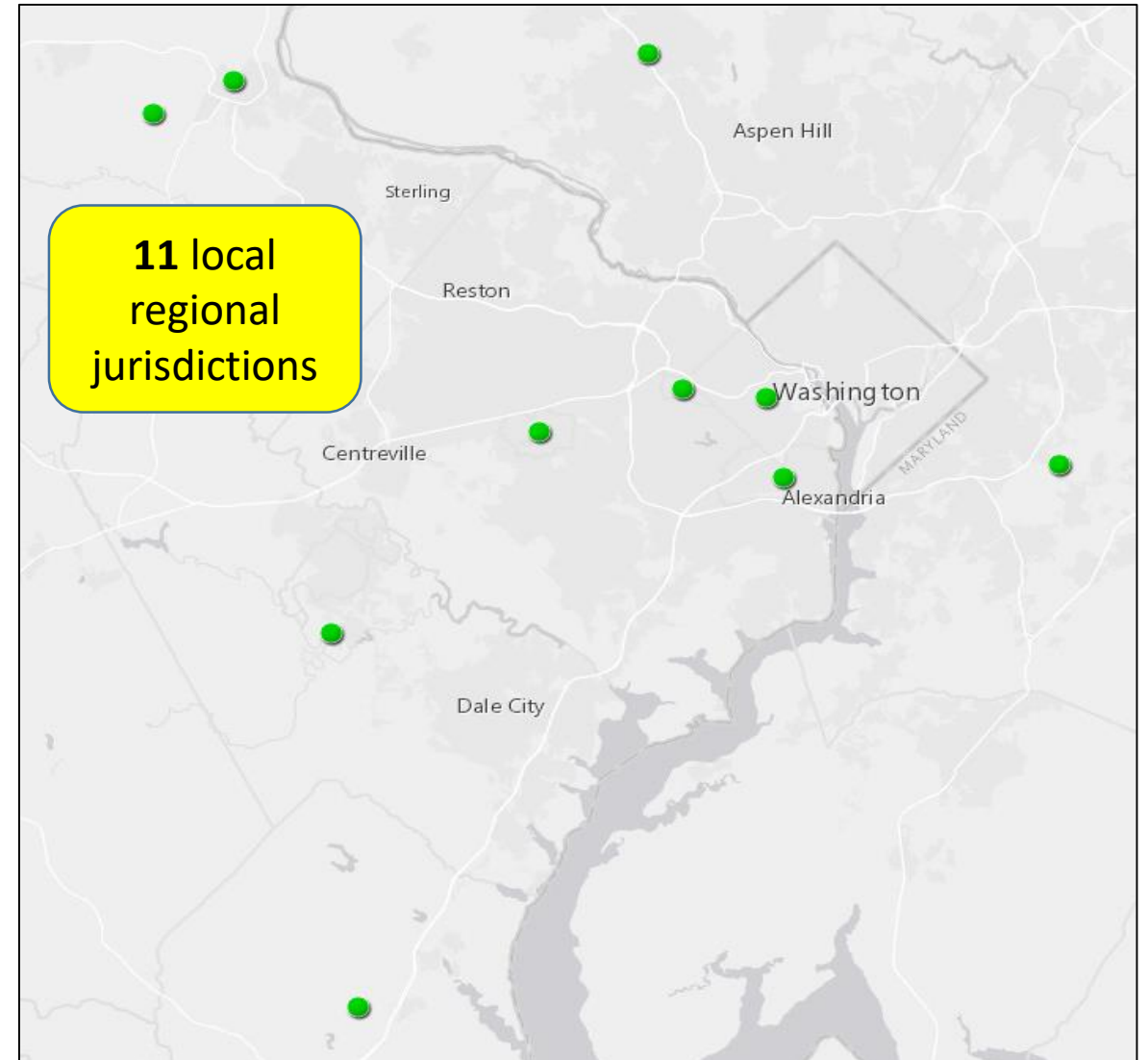
**Local Washington DC, Virginia, and Maryland Jurisdictions**

# Who are the state government respondents (12)?

- North Dakota
- Texas
- Delaware
- Florida
- Colorado
- Maine
- Illinois
- Arizona
- Indiana
- Virginia
- Alabama
- District of Columbia

**60%** response rate
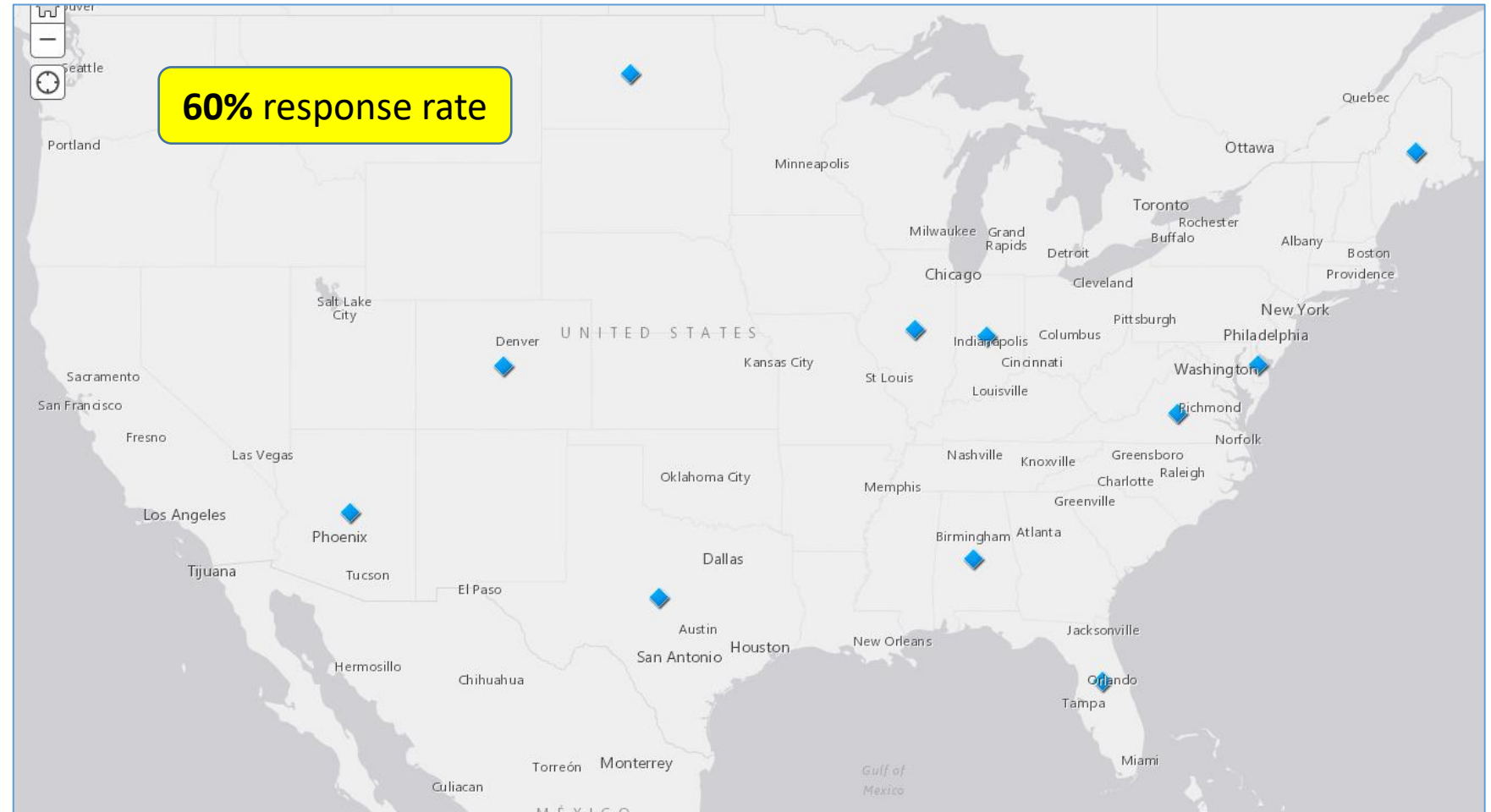
# Q1. Would you describe your jurisdiction's management/governance of data as centralized or de-centralized?

*Plans to Centralize?*

Yes = **3**

No = **6**

No response = **19**



Pie chart: Centralized 21, De-centralized 28

Bar chart Local: Centralized 17, De-centralized 20

Bar chart State: Centralized 4, De-centralized 8

Florida
Illinois
Arizona
Indiana

North Dakota
Texas
Delaware
Colorado
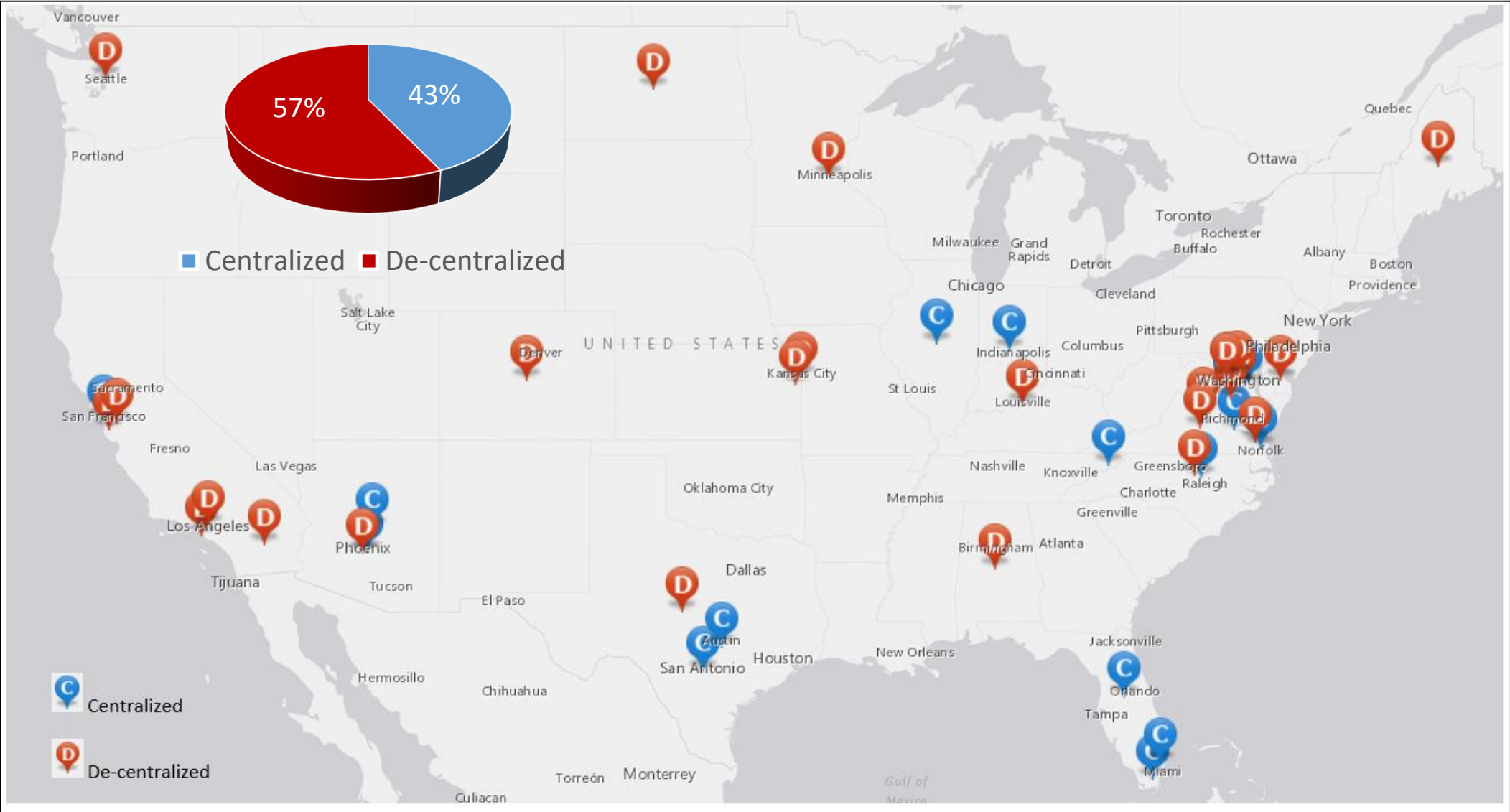Maine
Virginia
Alabama
District of Columbia
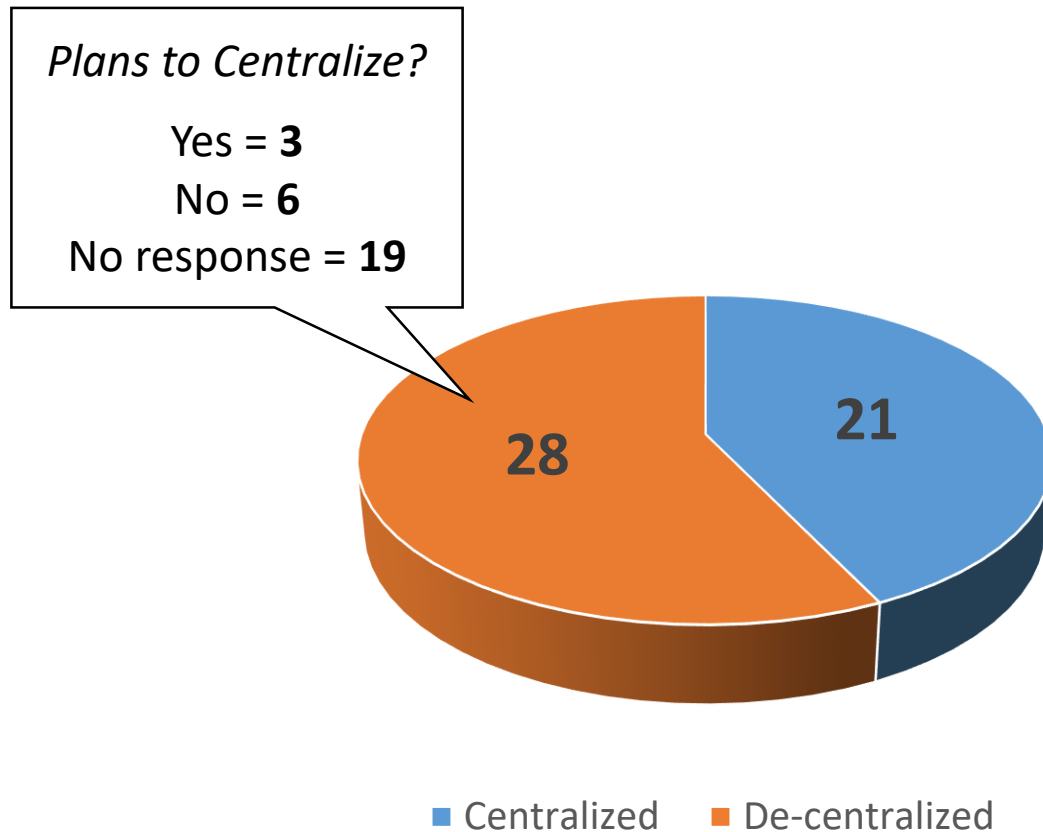
- **57%** of respondents identify their jurisdictions as de-centralized; **43%** centralized
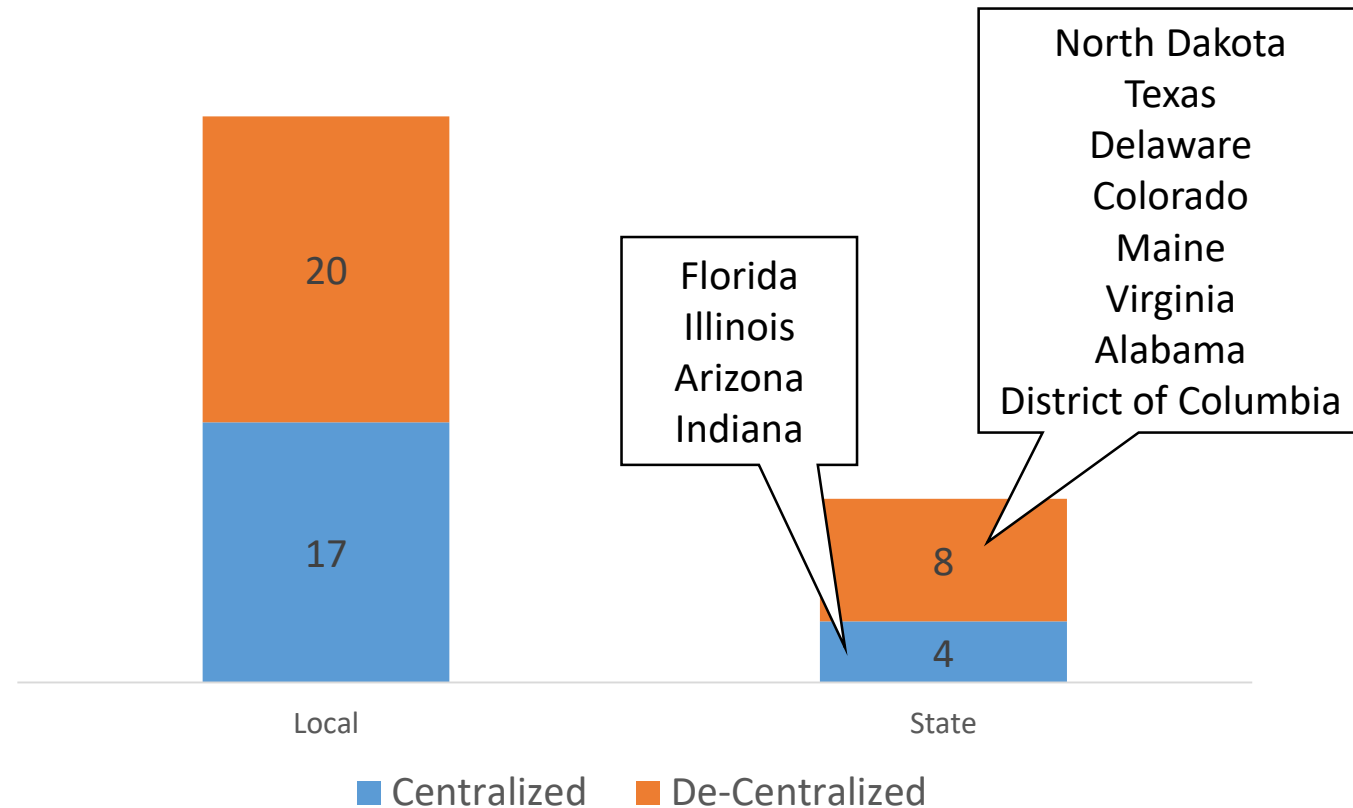
- **54%** of local governments have de-centralized data management
- **67%** of state governments have de-centralized data management

# Where are the centralized vs. de-centralized respondents?

# Q2. Where is data governance/management located within your jurisdiction's organizational structure?



Bar chart values:
- IT department: 18
- Multiple agencies: 6
- IT and Performance Office: 4 (City of Alexandria, VA; Scottsdale, AZ; State of Illinois; Louisville, KY)
- Executive Office: 2
- Data Governance Team: 2 (City of Austin, TX; Chesterfield County, VA)
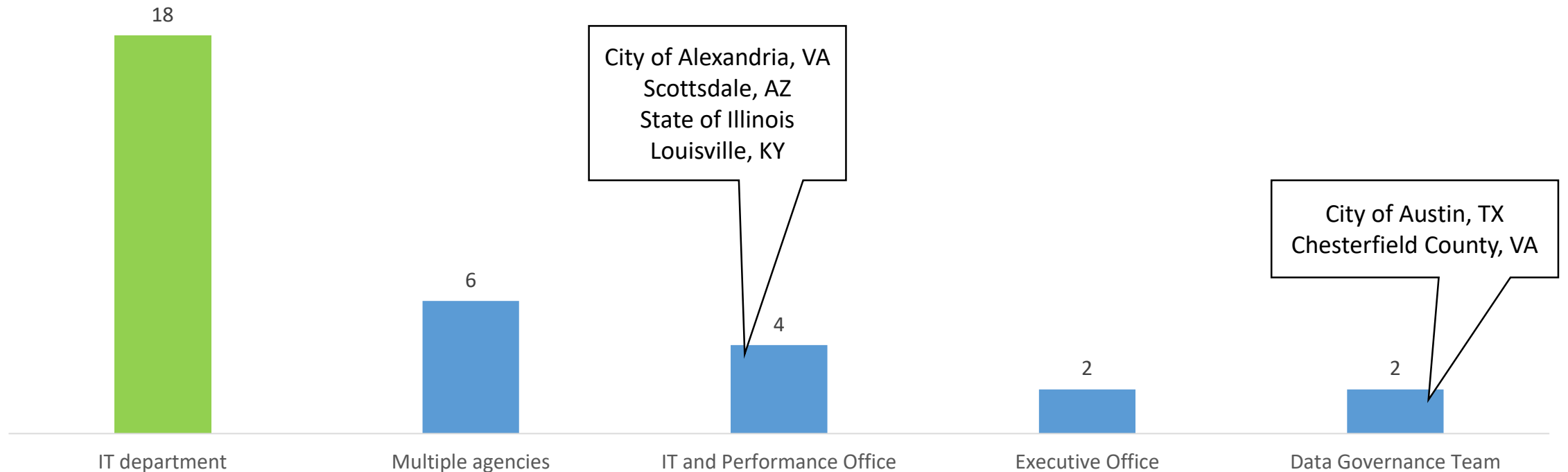
- **67% (14 out of 21)** of centralized programs are managed by the Information Technology Department; **55% (18 out of 33 responses)** of all data management programs are managed by the IT department
- **4** jurisdictions reported data management is a joint responsibility of a performance office and the IT department
- **16** jurisdictions did not respond to this question; all have de-centralized programs

# Q3. Does your jurisdiction have a Chief Data Officer, or position similarly titled?



**56%** = centralized
**44%** = decentralized

**13** local CDOs
**11** state CDOs

51%

49%

■ Yes ■ No
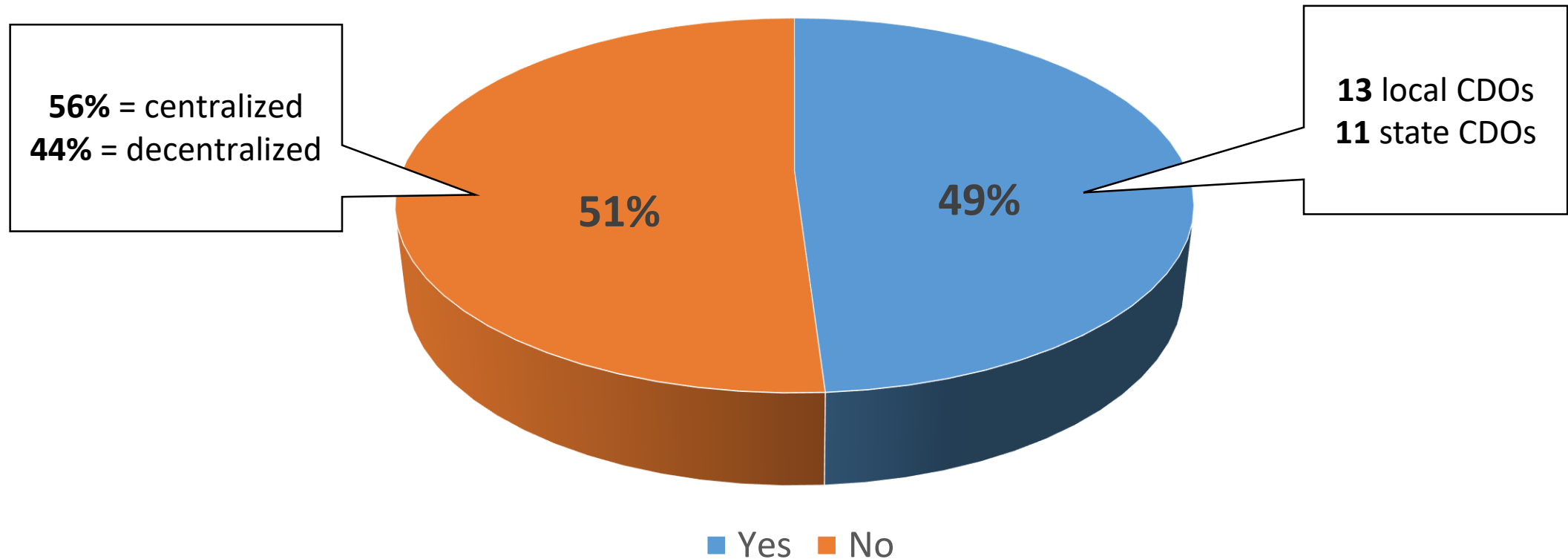
- **29%** of CDOs (3 local, 4 state) operate in a centralized program
- **71%** of CDOs (10 local, 7 state) operate in a de-centralized program

# Where are the Chief Data Officers?
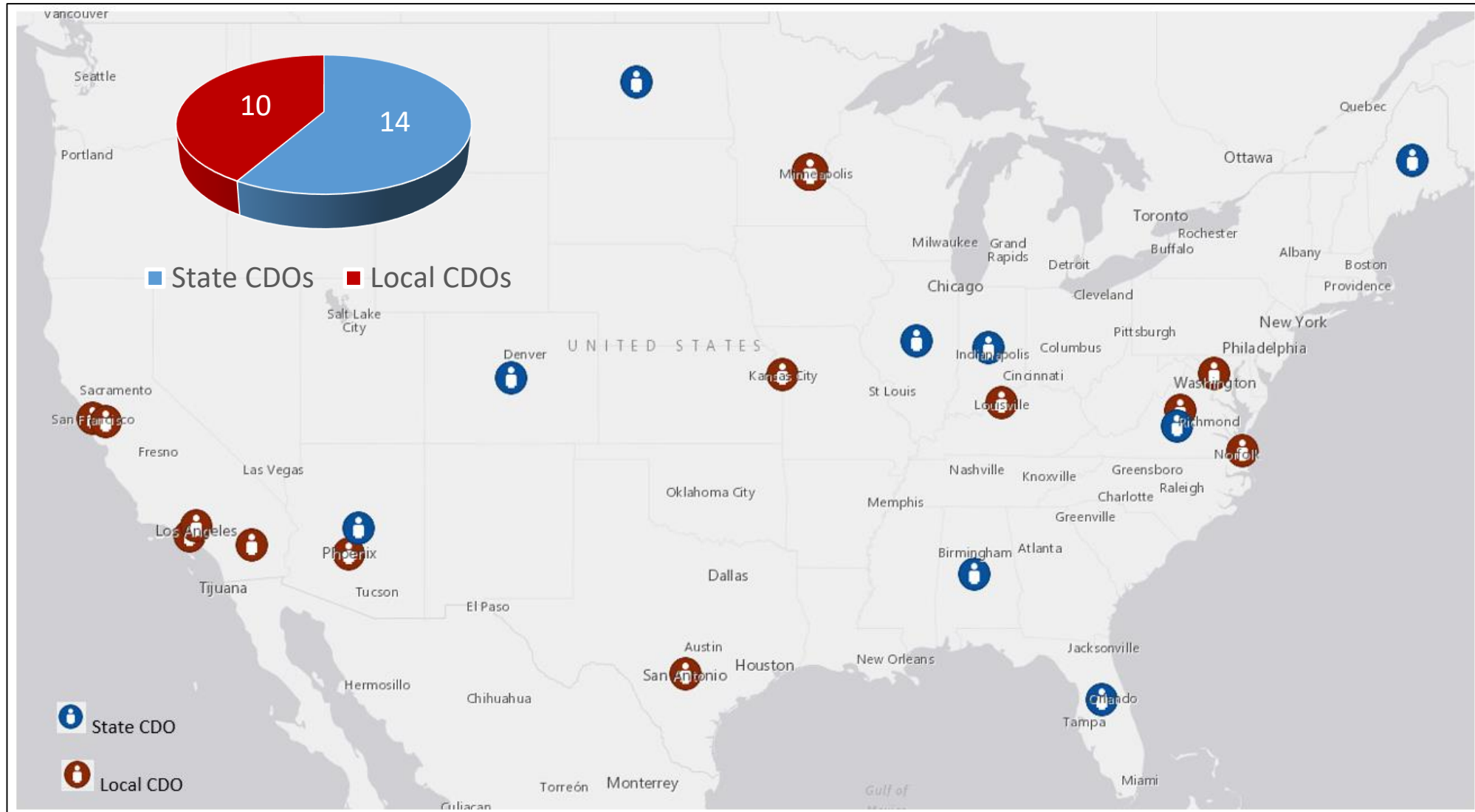
# Q4. Does your jurisdiction have an organization-wide, formal data governance policy or structure in place?



**Does having a policy improve decision making or effectiveness/efficiency?**
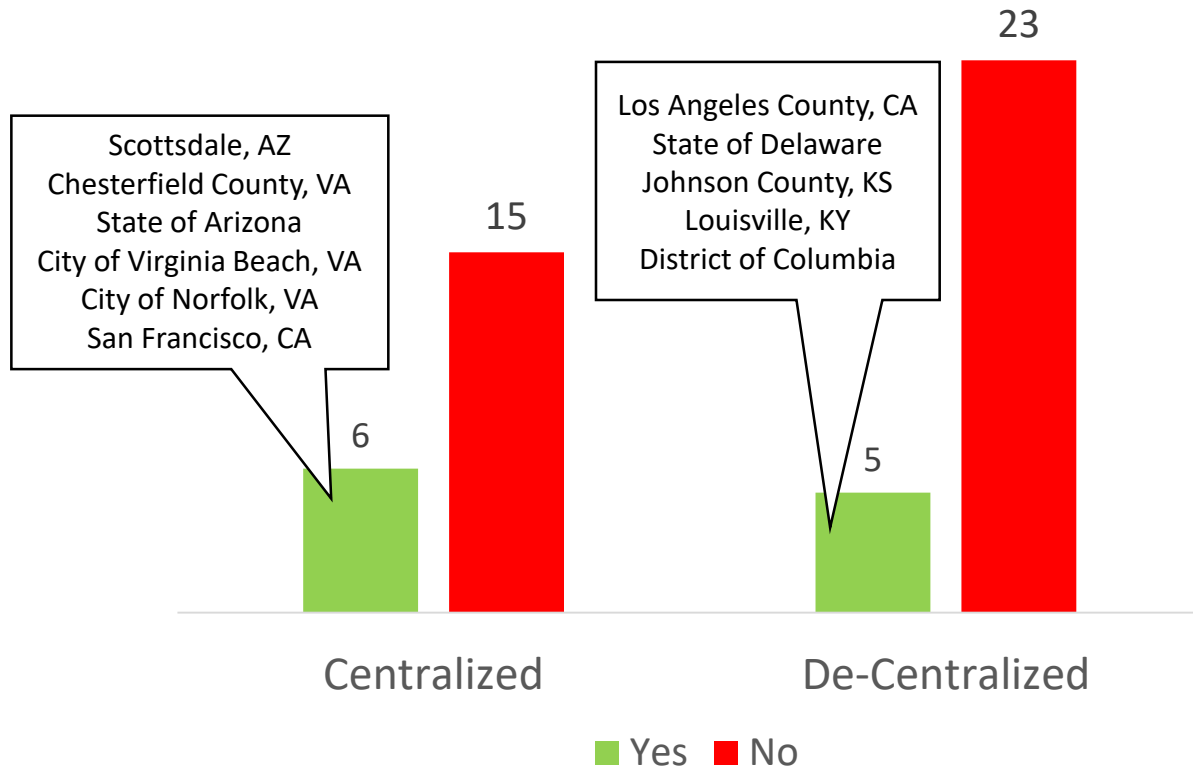
- **78%** of respondents do NOT have a data governance policy in place
- **67%** of centralized programs do NOT have a data governance policy

# Q5. Please provide links to any research or best practices that you found informative (13 responses).

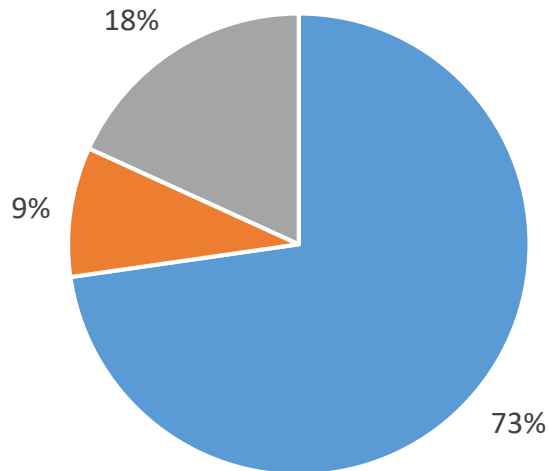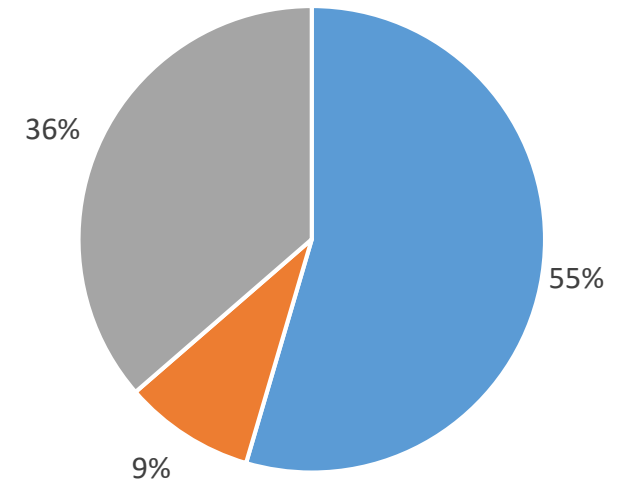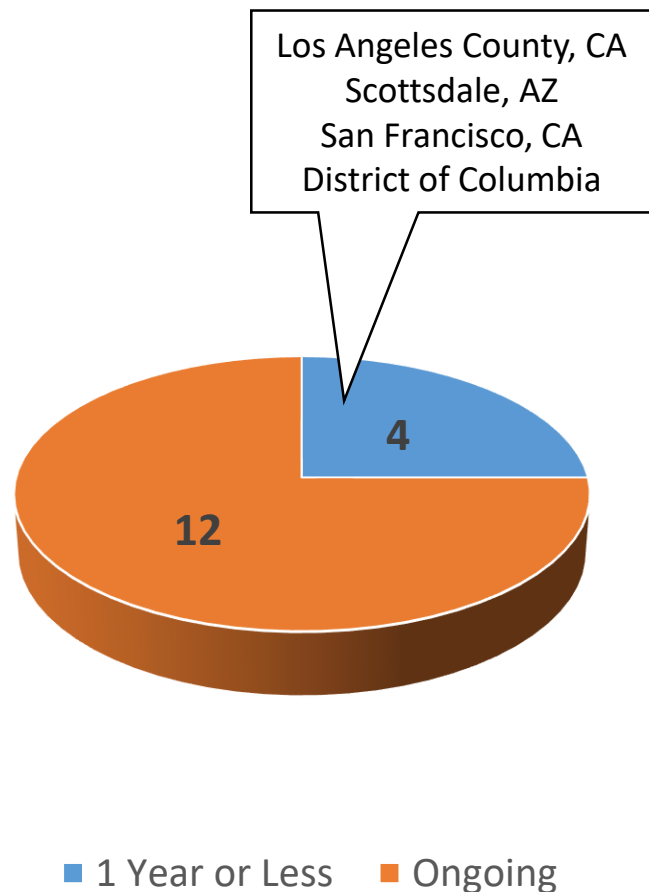| Jurisdiction | Response |
|---|---|
| Los Angeles County, CA | Gartner |
| Arlington County, VA | Global Data Management Community (DAMA International) |
| City of San Antonio, TX | • Research from other cities and states<br>• Liked framework of City of San Jose |
| City of Austin, TX | • Information Coalition<br>• EDRM – Information Governance Reference Model<br>• NSW Government – Managing data and information<br>• NSW Government – Information Management Framework (infographic) |
| Hennepin County, MN | Government Innovators Network – Lessons Leading CDOs: A Framework for Better Civic Analytics |
| State of Illinois | CEB CIO Leadership council - Step by Step guide |
| Chesterfield County, VA | Global Data Management Community (DAMA International) |
| State of Arizona | • CMMI Institute – Data Management Maturity Model (purchase required)<br>• DAMA – Body of Knowledge (purchase required)<br>• Data Diversity Case Study: State of Arizona Implements Model for State-Wide Data Governance |
| City of Virginia Beach, VA | • Various research papers from universities and organizations<br>• SAS – Data Management Articles<br>• Vendor best practices: Microsoft BI and Azure |
| City of Norfolk, VA | City of Norfolk - Open data policy |
| Loudoun County, VA | Gartner |
| San Francisco, CA | https://docs.google.com/document/d/1P3_nUjJlm-uf7KB28doGx0nyTBZK4qGuXSWPa0ywSIE/edit?usp=sharing |
| District of Columbia | https://octo.dc.gov/page/district-columbia-data-policy |

# Q6. Please provide a brief overview of your data governance implementation process (17 responses).

| Jurisdiction | Response Summary |
| --- | --- |
| Miami-Dade County, FL | Though not organization wide, data governance is intertwined into various initiatives to include ERP and lines of businesses |
| Los Angeles County, CA | Initiative started in CIO office, supported by Board policy, hiring of CDO, then governance structure established |
| Scottsdale, AZ | City selected to participate in "Bloomberg's What Works Cities Program" |
| Arlington County, VA | Began by identifying impactful data analysis projects and defining goals for open data program. Centralized data governing body formed to define program scope and conduct data asset inventory. Program focusing on data privacy policy. |
| City of Tamarac, FL | 3-5 year effort to reform how the city conducted business. Effort included development of guiding principles, identifying KPIs, roles and responsibilities, and performance targets. Performance management tool is used to product performance reports based on KPIs. Quarterly executive reviews drive action items, projects, and the budget process. |
| City of San Antonio, TX | Began with Smart Cities and Open Data initiatives and created a broad recognition of the importance of data. Data security policies were developed to respond to data threats. Open data policy initiated first with enterprise data governance and data sharing framework to be developed later. |
| City of Austin, TX | Draft charted developed for data governing board to manage all aspects of information management in 2017. Board has been actively meeting since August 2018; structure still in development. |
| State of Colorado | Government Data Advisory Board (created by statute) that developed a data governance framework and maturity model. Adoption by agencies is voluntary. |
| Hennepin County, MN | Since 2017, county leadership has placed a strong emphasis on advanced data analytics. A data analytics team was created to advanced the following initiatives: data analytics framework; engaging consultants to determine overall vision and structure; identifying sponsors, steering committee and advisory group; data management process; open data; data science; and aligning efforts. |
| State of Illinois | State data practice was launched in conjunction with formation of Unified Department of Innovation Technology. Mission is to assist agencies in standing up data analytic tools and processes to facilitate data-driven decision making. Currently, data governance is a project within an agency to highlight the importance and identify the process as it applies to the state of Illinois and then scale it across other agencies. |

# Q6. Please provide a brief overview of your data governance implementation process (cont.).

| Jurisdiction | Response Summary |
|---|---|
| **Chesterfield County, VA** | Data governance is currently being addressed at an enterprise level with a phased approach to create buy-in targeted to individual groups. |
| **State of Arizona** | Established state data management steering committee; developed data governance policies (in process); agency DMM assessment and training for agency "champions"; custom data stewardship training program for state employees. |
| **City of Virginia Beach, VA** | Early framework developed during open data project led by budget office (2 years ago). In early 2018, IT department created Chief Data office to oversee data governance, database admin, GIS, business intelligence, and data science. Currently standardizing products, practices, and skills to ensure continuity and clarity amongst departments. |
| **Louisville, KY** | Mayor created performance improvement department, an innovation team, a stats program, and an open data ordinance. These efforts created the need for data governance across the organization. A data officer was hired to lead the open data group and formalize data governance efforts. |
| **City of Norfolk, VA** | Chosen as a "What Works City" in 2017. Organization helped develop open data policy and program structure. City Council passed ordinance adopting open data policy and City Manager supports program development. Most departments have embraced open data, however, some are still hesitant. |
| **San Francisco, CA** | Driven by legislation through Administrative Code Chapter 22D which implemented open data program and established initial roles of CDO and data coordinators. Legislation gave authority for the CDO to establish policies and procedures to aid in the implementation of the program. As part of that we developed things like a metadata standard, a data publishing process, the inventory process, etc. We update these processes regularly. |
| **District of Columbia** | - Appointed CDO<br>- Appointed Outside Advisory Committee primarily focused on the open government aspects of data. https://ogag.dc.gov/<br>- Formed Interagency Data Team https://octo.dc.gov/page/interagency-data-team |

# Q7. How long did it take to implement formal data governance structure? If ongoing, please describe your plan.

Los Angeles County, CA
Scottsdale, AZ
San Francisco, CA
District of Columbia

**4**

**12**

■ 1 Year or Less  ■ Ongoing

| Jurisdiction | Ongoing – Implementation Plan (10 responses) |
|---|---|
| **Miami-Dade County, FL** | Data governance created and documented as part of legacy modernization initiatives |
| **Arlington County, VA** | Operationalizing data governance, publishing open data, and data privacy policy |
| **City of San Antonio, TX** | Implementation of standardized policies/procedures that govern data across the enterprise |
| **City of Austin, TX** | Establishing central governing board to govern information assets, establish core framework, initiate inventory of resources |
| **State of Colorado** | Educate agencies on importance/value of data governance |
| **State of Illinois** | Focus on data intensive agencies that are data driven. Goal is to build an enterprise model and master data catalog |
| **Chesterfield County, VA** | Bring on executive sponsor and establish touch points for all departments |
| **State of Arizona** | Data stewardship training launched to implement data governance organizational policy |
| **City of Virginia Beach, VA** | Currently in first stage of implementation – identification and understanding of all roles |
| **Louisville, KY** | Data governance committee is developing data standards, update data policies, improve data quality, improve data sharing, conduct training, provide access tools, reward employees, create inventory, and collaborate on all data governance efforts |
| **District of Columbia** | See http://opendata.dc.gov/pages/cdo-annual-report |

# Q8. What major obstacles were encountered in developing and implementing a formal data governance policy/structure (15 responses)?

| Jurisdiction | Response Summary |
|---|---|
| **Miami-Date County, FL** | Varying compliance models and legislation limiting use of funding |
| **Los Angeles County, CA** | Buy-in from stakeholders |
| **Scottsdale, AZ** | Organizational buy-in and commitment due to lack of dedicated resources |
| **Arlington County, VA** | The right people were not always the ones appointed to data governance.  Minimal executive level direction or enforcement authority; lengthy process for getting outputs reviewed, approved, and in place. |
| **City of Tamarac, FL** | Identifying meaningful KPIs, establishing realistic target ranges, and managing information |
| **City of San Antonio, TX** | Size of enterprise, educating the various stakeholders on data governance, dealing with legacy data and practices |
| **City of Austin, TX** | Building a centralized authority; establishing boundaries between responsible, accountable, consulted and informed individuals; as well as key decision makers vs. interested parties |
| **State of Colorado** | Authority, resources, understanding value |
| **Hennepin County, MN** | Alignment of existing efforts, cultural obstacles, awareness of resources and opportunities |
| **Chesterfield County, VA** | Understanding the difference between data governance and data security |
| **State of Arizona** | Insufficient direct access to agency leadership |
| **City of Virginia Beach, VA** | One size does not fit all.  Each department cannot have their own model.  Time consuming to educate.  Cultural change requires time and effort. |
| **Louisville, KY** | Lack of buy-in, department silos, de-centralized data collection and storage, conflicting priorities, lack of time for data governance work, lack of needed skill-sets, lack of funding |
| **San Francisco, CA** | The time existing staff had available was challenging.  This was mitigated by breaking the initial inventory into discreet steps and providing training and workshops. |
| **District of Columbia** | Breadth of the DC Government, integration with existing laws important laws such as HIPPA and FERPA, ongoing privacy concerns. |

# Q9. What lessons were learned during the development and implementation of a formal data governance policy/structure (14 responses)?

| Jurisdiction | Response Summary |
|---|---|
| Los Angeles County, CA | Focus on a business benefit, communicate the value |
| Scottsdale, AZ | Frame the initiative as something that promotes evidence based decision making |
| Arlington County, VA | Data governance is hugely broad term. Don't overstate what you can do. Make a business case for why you want to prioritize and build a long-term schedule to get it done. |
| City of Tamarac, FL | Periodic review of business processes discovered many outdated transactions, meaningless report generation and unproductive paper generation and filing |
| City of Austin, TX | Engage central IT body, records management, law, cybersecurity, and data managers. Be clear with ownership and designation of duties. There needs to be one full time staffer at the helm to guide and hold folks accountable at the governing board level.. |
| State of Colorado | Don't use the word "governance". Make it part of enhancing the value of data and securing it. |
| Hennepin County, MN | There was more alignment than anticipated. Once cultural barriers were overcome, significant progress could be made toward developing infrastructure. |
| Chesterfield County, VA | Showing value of governance activities |
| State of Arizona | Data management is a business function. Housing it within IT will handicap the program. |
| City of Virginia Beach, VA | Work closely with business units, communicate early that this is a living document and it is ok to change or make errors. Data is an asset even if not completely clean. |
| Louisville, KY | Leading this effort is a full time job. You have to find the right people with the right skill-sets and the passion for doing this work. Buy-in from all levels of management is important especially middle management. |
| City of Norfolk, VA | We worked on the process for about 8 months |
| San Francisco, CA | Don't call it governance. We used the word rarely. Steps, procedures, etc. Basically we're just formalizing what people are doing already. We made it as easy as possible, people do things that are easy and provide value. |
| District of Columbia | Need to get below the agency directors and also identify and work with the analysts. |

# Q10. Has enhanced data governance/management helped your jurisdiction to increase data utilization in decision making?
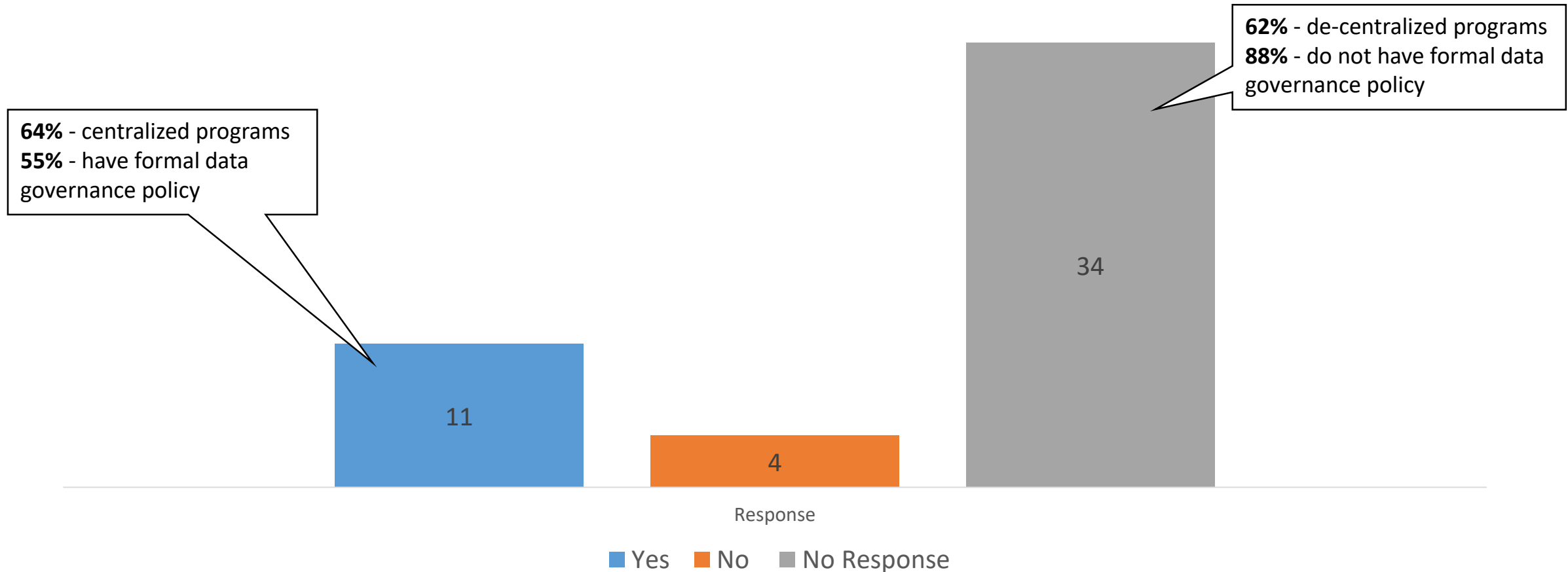
**72%** - de-centralized programs
**93%** - do not have a formal data governance policy

**75%** - centralized programs
**50%** - have formal data governance policy

16

4

29

Response

■ Yes  ■ No  ■ No Response
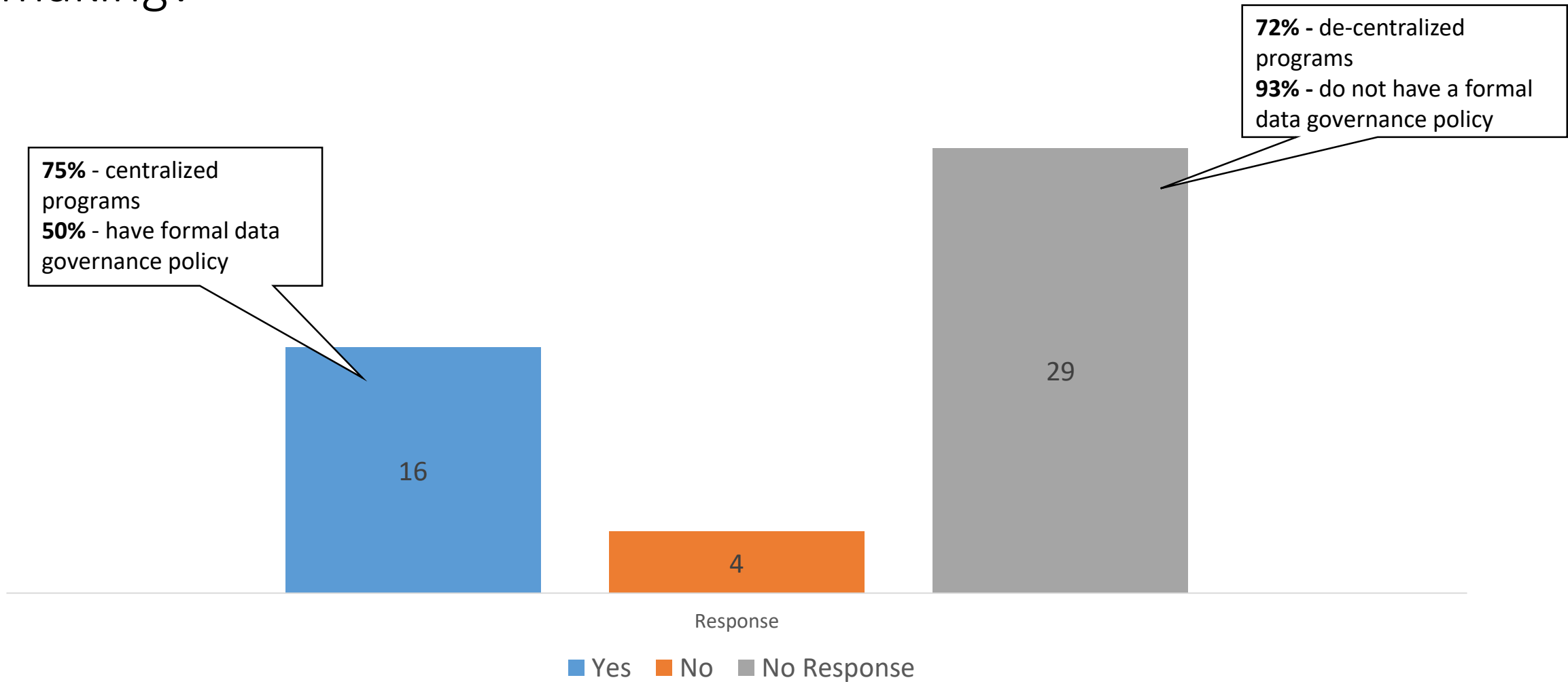
# Q11. Briefly describe how data governance/management has improved decision-making (12 responses).

| Jurisdiction | Response |
|---|---|
| Miami-Dade County, FL | Business analytics and predictive modeling have become more pervasive |
| Scottsdale, AZ | Variety of initiatives where data has driven decisions within public safety departments |
| Arlington County, VA | Data classifications have been instrumental in facilitating data sharing internally and with university partners.  Allows for performance management and planning to be informed by a wider universe of data.  Raising data awareness through governance has improved efforts around data quality and privacy.  This ensures proper management of data and using data to make informed decisions. |
| City of Tamarac, FL | Budget reflect the vision of the community and the elected officials.  Projects are identified to improve the KPIs that were identified to measure key business functions. |
| City of Austin, TX | From an open data perspective, as data and information are proactively provided in more accessible, engaging,  consumable, and reliable ways, we've seen decision makers become more self-sufficient and better able to align their priorities with the most pertinent data. They are able to ask better questions because they know what data they have or need. They are able to ground their discussions and decision making processes in data, thus becoming less apt to rely on intuition and more apt to consider a wider range of possibilities. |
| Hennepin County, MN | We are in the early phases of alignment with data governance.  So far the impact has been focused on alignment of all the governance groups dealing with data. |
| State of Illinois | The expectation is the Governance process will streamline the process of data cataloging and data administration. |
| Chesterfield County, VA | Regarding the Chesterfield Opioid crisis Steering Committee, work was done with the county attorney to establish sharing agreements that enabled us to look at our effectiveness across a disparate set of data systems. |
| City of Virginia Beach, VA | We managed to get more data practitioners on board synced with CDO office. Governance helped understand roles and how each member fits in the big picture breaking mentality such as 'it is my data' or 'it is not my job'. 'My data' mentality for silo-ing data and 'it is not my job' not allowing collaboration. So improvement is mainly on increasing  collaboration. |

# Q11. Briefly describe how data governance/management has improved decision-making (cont.).

| Jurisdiction | Response |
|---|---|
| **Louisville, KY** | Employees are improving their skills with data making it easier to provide data analysis for decision making |
| **San Francisco, CA** | We have 400+ open datasets shared on the portal, we now offer self service dashboard support to departments and they are connecting to that data and co-mingling it with other sources to answer questions faster than they have been able to before. For example, the Mayor's Office of Housing and Community Development's dashboard has become a defacto standard for checking on the status of affordable housing development in San Francisco. https://sfmohcd.org/dashboards-and-data. These were built by the data coordinator and steward and the underlying data went through robust quality management that is ongoing. |
| **District of Columbia** | Better access to data, but much more needs to be done. |

# Q12. Has data governance improved organizational effectiveness and efficiency of your jurisdiction's operations?



**64%** - centralized programs
**55%** - have formal data governance policy

**62%** - de-centralized programs
**88%** - do not have formal data governance policy

11

4

34

Response

■ Yes  ■ No  ■ No Response

# Q13. Briefly describe how data governance/management has improved organizational effectiveness and efficiency (13 responses).

| Jurisdiction | Response |
|---|---|
| **Miami-Dade County, FL** | Example: trusted data platform for Transportation in Microsoft Azure cloud has provided insights to improve operational decisions. |
| **Scottsdale, AZ** | It has helped in the maturity of our overall Performance Management process and the tracking of KPI's. |
| **Arlington County, VA** | Would like to have seen a Not Yet option so I could still answer the how question, if indirectly. It's really the data analysis efforts performed under the data governance umbrella that have improved organizational efficiency. We are integrating data and providing a higher level view of our operations that yield insight to the things we thought we knew. We are able to monitor more effectively and against goals rather than just how many/how much which lacks context. Visualization lets us see the outliers more quickly for swifter action. |
| **City of Tamarac, FL** | We focus on what is important to the Community and the Governing Body. |
| **City of San Antonio, TX** | The most impactful benefits of data governance and management is establishing one source of truth and eliminating duplications and confounded data. One example is the publishing of permitting data through our new Open Data platform. One data set eliminated the need for 50 customized reports that were being published on the department internal web site and provided a way for customers to subscribe to data change notifications as well as getting feedback directly from the data owner via dataset owner link on the platform. |
| **City of Austin, TX** | Again from more the open data perspective, being able to post data in a fairly standard way on a common portal has allowed us to improve how we share data and collaborate on cross-organizational initiatives. It has also allowed us to be more prepared for opportunities as they arise and resilient in the face of challenge. |
| **Hennepin County, MN** | In the early stages it has helped in the response of open data and internal data requests. In some areas we have begun to see evidence based reporting that has helped influence decision making around workforce needs and issues. |
| **State of Illinois** | It will be easier to access the data, discover the elements that are available and administer access on project by project basis |
| **Chesterfield County, VA** | Enabling departments that need to "use" data that previously was locked away in silo-ed systems now available to make more effective decisions. For example, the planning department now has direct access to all real estate data to use for forecasting future growth patterns as it relates to county resource needs like schools and fire stations. |

# Q13. Briefly describe how data governance/management has improved organizational effectiveness and efficiency (cont.).

| Jurisdiction | Response |
|---|---|
| **City of Virginia Beach, VA** | Emphasize our Data Governance is more community of interest then some document. It is exercised with events and hands on workshops around reals cases. |
| **City of Norfolk, VA** | We have monthly open data meetings to review datasets before they are uploaded to the portal.  Often, leaders will discover some synergies with the work they are doing and the data they are collecting that will help with a particular process.  Also, the open data process has made us think beyond open data and begin thinking about data more globally...particularly data governance. |
| **San Francisco, CA** | Fewer emails sent around tracking down common data. Permits for example are on the portal, calls for service, etc. People just expect to go to the portal. They can also get their questions answered through our support services in one single location. This has lowered the overhead for finding and using data. |
| **District of Columbia** | Consolidation of Business Intelligence platforms, improved standards for metadata and exchange of data. |

## Q14. If available, please provide links to documents related to data governance in your organization (9 responses).

| Jurisdiction | Link(s) |
|---|---|
| Los Angeles County, CA | http://eimp.lacounty.gov |
| City of Tamarac, FL | https://tamarac.org/156/Open-Government |
| State of Delaware | https://dti.delaware.gov/pdfs/pp/DelawareInformationSecurityPolicy.pdf<br>https://dti.delaware.gov/pdfs/pp/DataManagementPolicy.pdf  https://dti.delaware.gov/pdfs/pp/DataClassificationPolicy.pdf<br>https://dti.delaware.gov/pdfs/pp/DataModelingStandard.pdf  https://dti.delaware.gov/pdfs/pp/DataIntegrationStandard.pdf |
| City of San Antonio, TX | Data Security: https://www.sanantonio.gov/Portals/0/Files/EmployeeInformation/ADs/AD7-3A.pdf<br>Establishing It Directives: https://www.sanantonio.gov/Portals/0/Files/EmployeeInformation/ADs/AD7-5A.pdf<br>Acceptable Use: https://www.sanantonio.gov/Portals/0/Files/EmployeeInformation/ADs/AD7-4A.pdf<br>Healthcare Data: https://www.sanantonio.gov/Portals/0/Files/EmployeeInformation/ADs/AD4-7.pdf<br>Access Control: https://www.sanantonio.gov/Portals/0/Files/EmployeeInformation/ADs/AD7-8D.pdf |
| State of Colorado | http://www.oit.state.co.us/cto/cim/government-data-advisory-board<br>https://drive.google.com/file/d/1W4kz5OaD9cju_N0o-Cqp99UmpcIQG74H/view?usp=sharing |
| Chesterfield County, VA | https://chesterfieldvagov.sharepoint.com/:p:/r/sites/ISTTSEXT/EBI/_layouts/15/WopiFrame.aspx?sourcedoc=%7B17632F03-1471-4133-88AE-B88873DB6BD9%7D&file=EBI%20Data%20Governance%20Program%2003_21_2018.pptx&action=default |
| State of Arizona | https://aset.az.gov/resources/policies-standards-and-procedures   - filter for Data Governance |
| Louisville, KY | https://projects.lsvll.io/projects/data-governance/ |
| San Francisco, CA | https://datasf.org/resources/data-inventory-guidance/<br>https://sfcoit.org/datastandard<br>https://datasf.org/resources/open-data-licensing-standard/<br>https://datasf.org/resources/open-data-program-management/<br>https://sfcoit.org/metadata |

# Q15. Data Governance Continuum

| Uncoordinated | Emerging | Pursuing | Progressing | Managing |
|---|---|---|---|---|
| • No coordinated, organization-wide data strategy<br><br>• Inconsistent data<br><br>• Data management completely decentralized and inconsistent | • Organization/parts of the organization recognize value of data governance<br><br>• Data governance may be occurring in parts of the organization<br><br>• Challenges and limitations of current data are acknowledged, albeit unevenly | • Benefits of data governance desired by senior management<br><br>• Vision and data strategy in development<br><br>• Governance policy/structure in development<br><br>• Formal data management roles in development | • Data governance structure and processes piloted/integrated<br><br>• Data quality and coordination increasing<br><br>• Increased utilization of data in decision-making<br><br>• Transparency enhanced | • Data governance is fully aligned with organizational strategy and goals<br><br>• Metrics are widely used for effective management, informed decision making and transparency<br><br>• Data utilized more consistently throughout the organization |

HIGH RISK ⟵⟶ LOW RISK

# Q15. Based on the continuum, where do you currently see your jurisdiction in regards to data management/ formal data governance?

■ State ■ Local

Albemarle County, VA
City of Tamarac, FL

**78%** of respondents

| 15 | | 15 | | |
| 6 | | 2 | | |
| 1 | | | 5 | 2 |
| | | | 3 | |

| Uncoordinated | Emerging | Pursuing | Progressing | Managing |
|---|---|---|---|---|
| •No coordinated, organization-wide data strategy<br><br>•Inconsistent data<br><br>•Data management completely decentralized and inconsistent | •Organization/parts of the organization recognize value of data governance<br><br>•Data governance may be occurring in parts of the organization<br><br>•Challenges and limitations of current data are acknowledged, albeit unevenly | •Benefits of data governance desired by senior management<br><br>•Vision and data strategy in development<br><br>•Governance policy/structure in development<br><br>•Formal data management roles in development | •Data governance structure and processes piloted/integrated<br><br>•Data quality and coordination increasing<br><br>•Increased utilization of data in decision-making<br><br>•Transparency enhanced | •Data governance is fully aligned with organizational strategy and goals<br><br>•Metrics are widely used for effective management, informed decision making and transparency<br><br>•Data utilized more consistently throughout the organization |

HIGH RISK ——————————————————————————————————————→ LOW RISK

## Centralized Programs

## De-centralized Programs

**21% (10)** of jurisdictions identified themselves as either **"progressing"** or **"managing"** on the data governance continuum:

  **70%** are centralized programs
  **60%** have a CDO
  **40%** have a formal data governance policy in place
  **70%** have experienced an increase in decision making using data
  **50%** have experienced improved organizational effectiveness and efficiency

# Some takeaways…

- **6** jurisdictions possess a **formal data governance policy,** have experienced **increased use of data in decision making** <u>and</u> **improved organizational effectiveness and efficiency**.
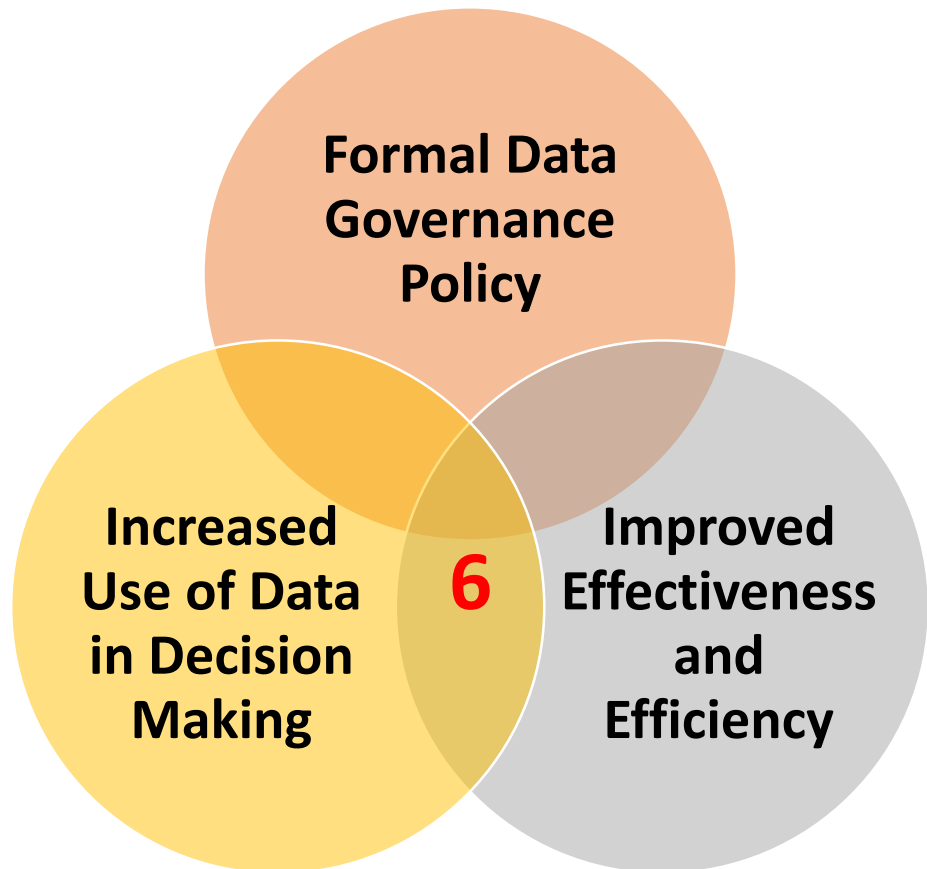
| Jurisdiction | Program Type | Program Location | CDO? | Continuum |
|---|---|---|---|---|
| **Scottsdale, AZ** | Centralized | IT and Performance Office | No | Emerging |
| **Chesterfield County, VA** | Centralized | Data Governance Team | No | Pursuing |
| **Louisville, KY** | De-centralized | IT and Performance Office | Yes | Pursuing |
| **City of Norfolk, VA** | Centralized | Multiple Agencies | No | Progressing |
| **San Francisco, CA** | Centralized | IT Department | Yes | Progressing |
| **District of Columbia** | De-centralized | IT Department | Yes | Progressing |

Formal Data Governance Policy

Increased Use of Data in Decision Making

**6**

Improved Effectiveness and Efficiency

# Some Takeaways…

| Implementation Process | Obstacles | Lessons Learned | Improved Decision Making | Improved Effectiveness and Efficiency |
|---|---|---|---|---|
| • Identify impactful data analysis projects<br>• "What's in it for me?"<br>• Trace back to guiding principles (mission, vision, goals)<br>• Develop policies and procedures<br>• Teams, sponsors, and champions<br>• Create buy-in at all levels of organization | • Varying compliance models<br>• Limited resources (human and fiscal)<br>• Lack of buy-in and support<br>• Finding the right people<br>• Access to leadership<br>• Department silos<br>• Conflicting priorities<br>• Privacy concerns<br>• Cultural barriers<br>• "It's my data" mentality | • Focus on business benefit and communicate value<br>• Promote evidence based decision making<br>• Be clear of ownership and designation of duties<br>• Not an IT function<br>• Full-time management of program is recommended | • Successes in public safety departments<br>• Data awareness improves data quality and privacy<br>• Data analysis projects improve KPIs<br>• Better able to align data with priorities<br>• Data answers questions | • Improved performance management<br>• Focus on community and governing body needs<br>• Evidence based reporting influences decision making<br>• Consolidation of business intelligence platforms<br>• Improved standards for metadata and exchange of data |

| Jurisdiction/Organization Name | Type | Centralized or Decentralized? | Where is data management? | CDO? | Data governance policy? | How long did it take? | Increased decision-making? | Improved effectiveness and efficiency? | Continuum |
|---|---|---|---|---|---|---|---|---|---|
| City of Alexandria, VA | Local | De-centralized | IT and Performance Office | No | No | | No response | No response | Emerging |
| State of North Dakota | State | De-centralized | No response | Yes | No | | No response | No response | Emerging |
| City of Kansas City, MO | Local | De-centralized | No response | Yes | No | | No response | No response | Progressing |
| Town of Leesburg, VA | Local | De-centralized | Multiple agencies | No | No | | No response | No response | Emerging |
| City of Santa Monica, CA | Local | De-centralized | IT department | Yes | No | | No response | No response | Pursuing |
| Miami-Dade County, FL | Local | Centralized | IT department | No | No | Ongoing | Yes | Yes | Progressing |
| Riverside County, CA | Local | De-centralized | No response | Yes | No | | No response | No response | Emerging |
| City of Palo Alto, CA | Local | De-centralized | No response | No | No | | No response | No response | Pursuing |
| Los Angeles County, CA | Local | De-centralized | Executive Office | Yes? | Yes | 1 year | No | No | Pursuing |
| Raleigh, NC | Local | Centralized | IT department | No | No | | No response | No response | Pursuing |
| Prince William County, VA | Local | Centralized | IT department | No | No | | No response | No response | Emerging |
| Albemarle County, VA | Local | De-centralized | No response | Yes | No | | No response | No response | Managing |
| Prince George's County, MD | Local | Centralized | IT department | No | No | | No | No | Emerging |
| Scottsdale, AZ | Local | Centralized | IT and Performance Office | No | Yes | 1 year | Yes | Yes | Emerging |
| Arlington County, VA | Local | Centralized | Multiple agencies | No | No | Ongoing | Yes | No response | Progressing |
| Stafford County, VA | Local | De-centralized | IT department | No | No | | No response | No response | Emerging |
| Durham, NC | Local | De-centralized | No response | No | No | | No response | No response | Pursuing |
| City of Tamarac, FL | Local | Centralized | IT department | No | No | Ongoing | Yes | Yes | Managing |
| City of Seattle, WA | Local | De-centralized | No response | No | No | | No response | No response | Emerging |
| City of Johnson City, TN | Local | Centralized | IT department | No | No | | No response | No response | Emerging |
| City of Fairfax, VA | Local | Centralized | IT department | No | No | | No response | No response | Pursuing |
| City of Phoenix, AZ | Local | De-centralized | No response | Yes | no | | No response | No response | Pursuing |
| State of Texas | State | De-centralized | No response | Yes | No | | No response | No response | Emerging |
| Montgomery County, MD | Local | De-centralized | No response | Yes | No | | No response | No response | Emerging |
| State of Delaware | State | De-centralized | No response | No | Yes | | No response | No response | Emerging |
| County of Alameda, CA | Local | De-centralized | IT department | Yes | No | | No response | No response | Emerging |
| Johnson County, KS | Local | De-centralized | No response | No | Yes | | No response | No response | Emerging |
| City of San Antonio, TX | Local | Centralized | IT department | Yes | No | Ongoing | Yes | No response | Pursuing |
| State of Florida | State | Centralized | IT department | Yes | No | | No response | No response | Emerging |
| County of Henrico, VA | Local | Centralized | IT department | No | No | | No response | No response | Emerging |
| City of Austin, TX | Local | Centralized | Data Governance Team | No | No | Ongoing | Yes | Yes | Pursuing |
| State of Colorado | State | De-centralized | Multiple agencies | Yes | No | Ongoing | No | No | Emerging |
| State of Maine | State | De-centralized | No response | Yes | No | | Yes | No response | Pursuing |
| Hennepin County, MN | Local | De-centralized | No response | Yes | No | Ongoing | Yes | Yes | Pursuing |
| State of Illinois | State | Centralized | IT and Performance Office | Yes | No | Ongoing | Yes | No response | Emerging |
| Chesterfield County, VA | Local | Centralized | Data Governance Team | No | Yes | Ongoing | Yes | Yes | Pursuing |
| State of Arizona | State | Centralized | IT department | Yes | Yes | Ongoing | yes | No response | Progressing |
| State of Indiana | State | Centralized | Management Performance Hub | Yes | No | | No response | No response | Progressing |
| Commonwealth of Virginia | State | De-centralized | Executive Office | Yes | No | | No response | No response | Pursuing |
| City of Newport News, VA | Local | De-centralized | No response | No | No | | No response | No response | Emerging |
| City of Falls Church, VA | Local | Centralized | IT department | No | No | | No response | No response | Emerging |
| City of Virginia Beach, VA | Local | Centralized | IT department | Yes | Yes | Ongoing | Yes | No response | Pursuing |
| Louisville, KY | Local | De-centralized | IT and Performance Office | Yes | Yes | Ongoing | yes | Yes | Pursuing |
| State of Alabama | State | De-centralized | No response | Yes | No | | No response | Yes | Uncoordinated |
| City of Norfolk, VA | Local | Centralized | Multiple agencies | No | Yes | | Yes | yes | Progressing |
| Loudoun County, VA | Local | De-centralized | Multiple agencies | No | No | | No | No | Pursuing |
| San Francisco, CA | Local | Centralized | IT department | Yes | Yes | 1 year | Yes | Yes | Progressing |
| Washington DC | State | De-centralized | IT department | Yes | yes | 1 year | Yes | Yes | Progressing |
| Fairfax County, VA | Local | De-centralized | Multiple agencies | No | No | | No response | No response | Pursuing |

# Questions?

**Marijke Hannam**

Management and Budget Coordinator

Fairfax County Department of Management and Budget

12000 Government Center Parkway

Fairfax, VA 22035

703-324-9410

marijke.hannam@fairfaxcounty.gov