Data Governance Charter

Mayor Brandon Scott
City Administrator Christopher Shorter
Chief Data Officer Justin Elszasz

Versions

Date	Description of Changes	Approver
July 30, 2021	Initial Release	Justin Elszasz, CDO

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Vision

The City of Baltimore uses data to inform all of its decisions.

Mission

The mission of data governance is to **better serve the Baltimore community and improve the quality of life of residents** through the ethical, equitable, and effective use of data. We aim to do this by:

- Enabling world class agency operations through better data quality and systems and access to timely, actionable intelligence

- Empowering residents and employees to use data to understand their community and government through education and workforce development

- Increasing trust in government by expanding open data and analytics

- Ensuring ethical and equitable data practices by co-creating sound policy and process with input from residents

Scope

The City's Data Governance program regulates the collection, management, and use of digital, computerized records collected or produced, whether manually or as a byproduct of information systems.

As we establish a practice of data governance, we will seek to answer the following about our data:

- What do we have?
- Where does it go?
- What's the best way to use it?
- How do we share it?
- How do we improve it?

Authority

Section 9-6 of Article 1 of the City Code requires the Chief Data Officer to "oversee the development and adoption of a program that ." This Data Governance program was commissioned by City Administrator Christopher Shorter in the Spring of 2021 and is administered by the city's Chief Data Officer in accordance with the requirements of Subsection 9 of the City Code as well as any applicable state or federal laws..

What is Data Governance?

Data governance essentially forms the rules of the road when it comes to data collection, management and use. Here are a few formal definitions from various experts.

> *Data governance is the exercise of authority and control (planning, monitoring, and enforcement) over the management of data assets.* (DAMA International)

> *Formalizing and guiding behavior over the definition, production, and use of data to manage risk and improve quality and usability of data.* (Adopted from <u>Non-Invasive Data Governance</u> by Robert S. Seiner)

> *Data governance is, first and foremost, a data management function to ensure the quality, integrity, security, and usability of the data collected by an organization.* (<u>Data Governance: The Definitive Guide</u> by Evren Eryurek et. al)

Data Governance
Authority, roles & responsibility, decision-making process, etc.

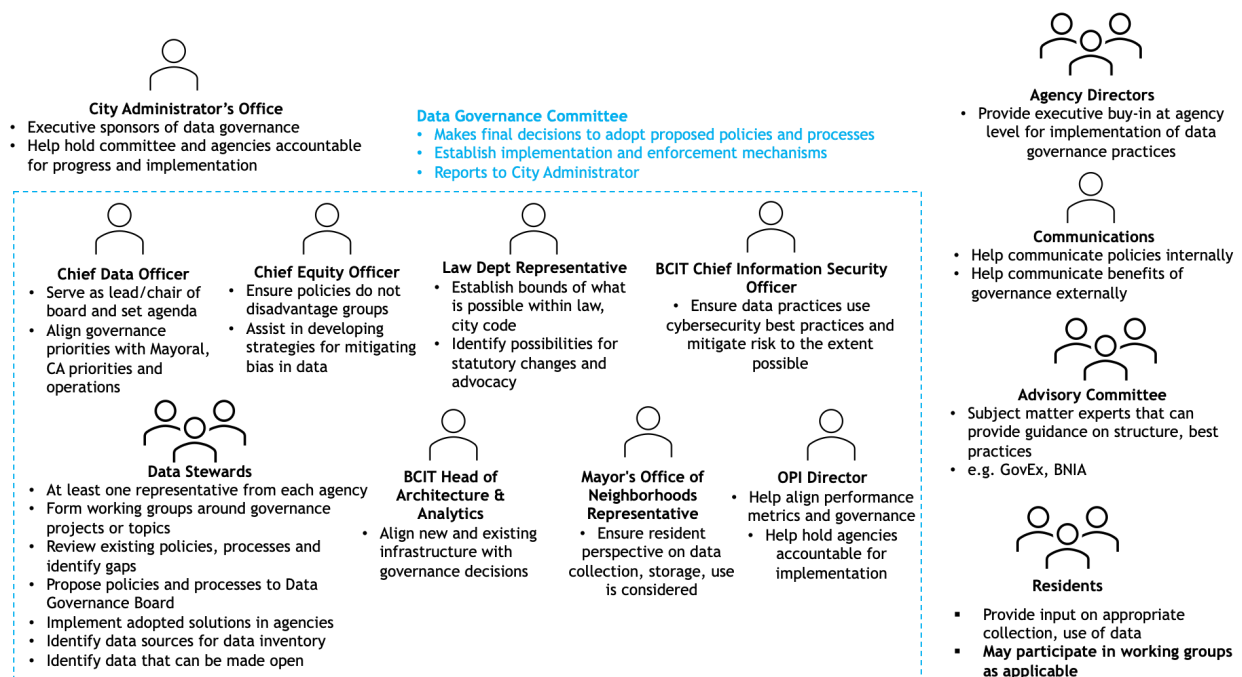| Open Data	Data Quality & Standards	Data Ethics, Privacy, & Equity Practices	Training & Education	Data Sharing	Data Inventory	Communication & Engagement	Retention Policies

Some benefits of data governance include:

- Enables better data-informed decision-making
- Promotes transparency and accountability
- Helps organizations reach their stated goals
- Increases communication within organization
- Ensures synchronization on how data can/should be used

Structure & Process

Decisions are made by the Data Governance Committee which consists of the Chief Data Officer, several key Committee Members representing critical leadership voices in the process, and the Data Stewards who represent City entities. The Data Governance program is accountable to the City Administrator.

City Administrator's Office
- Executive sponsors of data governance
- Help hold committee and agencies accountable for progress and implementation

Data Governance Committee
- Makes final decisions to adopt proposed policies and processes
- Establish implementation and enforcement mechanisms
- Reports to City Administrator

Agency Directors
- Provide executive buy-in at agency level for implementation of data governance practices

Chief Data Officer
- Serve as lead/chair of board and set agenda
- Align governance priorities with Mayoral, CA priorities and operations

Chief Equity Officer
- Ensure policies do not disadvantage groups
- Assist in developing strategies for mitigating bias in data

Law Dept Representative
- Establish bounds of what is possible within law, city code
- Identify possibilities for statutory changes and advocacy

BCIT Chief Information Security Officer
- Ensure data practices use cybersecurity best practices and mitigate risk to the extent possible

Communications
- Help communicate policies internally
- Help communicate benefits of governance externally

Data Stewards
- At least one representative from each agency
- Form working groups around governance projects or topics
- Review existing policies, processes and identify gaps
- Propose policies and processes to Data Governance Board
- Implement adopted solutions in agencies
- Identify data sources for data inventory
- Identify data that can be made open

BCIT Head of Architecture & Analytics
- Align new and existing infrastructure with governance decisions

Mayor's Office of Neighborhoods Representative
- Ensure resident perspective on data collection, storage, use is considered

OPI Director
- Help align performance metrics and governance
- Help hold agencies accountable for implementation

Advisory Committee
- Subject matter experts that can provide guidance on structure, best practices
- e.g. GovEx, BNIA

Residents
- Provide input on appropriate collection, use of data
- **May participate in working groups as applicable**

On a case-by-case basis, other stakeholders are included for feedback and guidance, including residents, communications teams, and agency directors, and ad hoc advisory/steering committees may be created for more structured and routinized input. This is required by Section 9-7(b) of Article 1 of the City Code.

Current Data Governance Committee

Name	Role	Agency / Dept
Justin Elszasz	Chief Data Officer	City Administrator
Dana P. Moore	Chief Equity Officer	Office of Equity & Civil Rights
Hilary Ruley	Chief Solicitor	Law Department
Drew Vaught	Chief of Data Architecture/Analytics	Baltimore City Information & Technology
Kevin Kearney	Chief Information Security Officer	Baltimore City Information & Technology
Scott Davis	Director	Mayor's Office of Neighborhoods
Dan Hymowitz	Director	Mayor's Office of Performance & Innovation
Jason Hardebeck	Director	Mayor's Office of Broadband & Digital Equity

The full list of Committee Members and Data Stewards can be found here.

Our Process

Anyone involved in data governance can propose a topic or project for the data governance program to address. Workgroups are assembled and tasked with particular Data Governance Focus Areas or Projects. Any combination of Data Stewards, Committee Members, residents, subject matter experts, or other city employees are welcome to join a workgroup.

Generally, these are the steps to problem-solving in our Data Governance program:
1. Focus Area or Project is proposed by anyone involved in data governance.
2. Data Governance Committee approves Focus Area or Project to move forward.
3. Workgroup is formed for Focus Area or Project.
4. Workgroup proposes solutions for adoption by committee by executing "sprints" - chunks of progress that demonstrate the value of a possible solution.
5. Data Governance Committee reviews work of the Workgroup at the next Data Governance monthly meeting and approves direction.
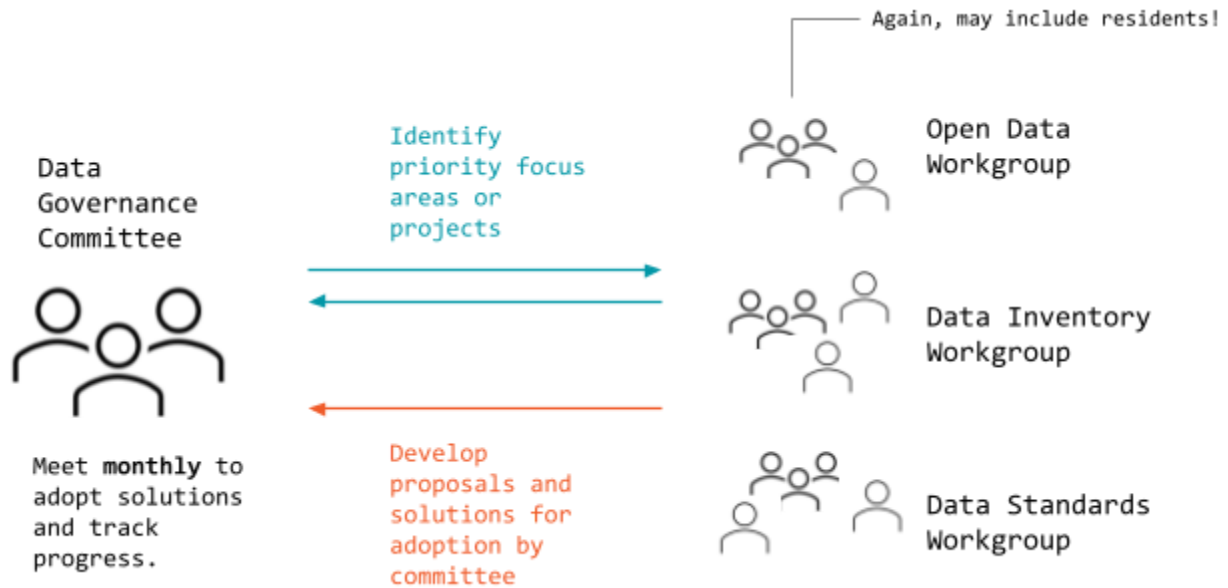
Roles & Responsibilities

City Administrator
The role of the City Administrator in the data governance program is to provide executive buy-in and leadership, and provide accountability to ensure agencies are meeting expectations.

Chief Data Officer
The Chief Data Officer (CDO) is designated by the Mayor and is the chair of the Data Governance Committee. The CDO is accountable for the city's overall implementation of the data governance program. Responsibilities include the duties set forth in Subtitle 9 of Article 1 of the City Code, including:

- Primary architect of data governance program for city
- Facilitating the data governance meetings, workflows, and policies
- Establishing modes of communication between agencies around data and ensuring appropriate parties are included in process
- Align data governance efforts with Mayoral, City Administrator priorities and operations
- Formalizing and documenting agreed-upon processes, rules and standards
- Assist Data Stewards in implementation of data governance processes in agencies
- Administration of Open Baltimore program perSubtitle 9 of Article 1 of the City Code

Other Committee Members

Other Data Governance Committee members, including the city's Chief Equity Officer, Law Department and BCIT representatives, and the Directors of the Mayor's Office of Neighborhoods and the Mayor's Office of Performance & Innovation participate in the monthly meetings and may participate in Workgroups but are not agency Data Stewards responsible for implementation in their agencies. These members are selected for their perspectives and for their particular roles in city government. Their responsibilities include:

- Weighing in on the direction of the program, including which topics or projects are prioritized
- Providing input on proposed solutions and work product of Workgroups
- Helping to ensure other voices and perspectives outside the committee, program, or even outside city government are at the table when needed
- Ensure data governance program is aligned with administration and operational priorities

Data Steward

Data Stewards are designated for each department as the main point of contact and accountability for their department. Ideally they have some level of authority over individual databases, datasets, or information systems. In general, a Data Steward has business knowledge of the data and can answer questions about the data itself. General responsibilities likely include:

- Inventorying department data sets
- Assessing quality, sensitivity, prioritization of agency data
- Identify datasets for publication on Open Baltimore
- Implementing data governance policies, standards, and procedures in agencies

Residents

To ensure we are providing value to our residents and meeting their expectations, particularly when it comes to how their data are collected and used in terms of data privacy and equity, residents can and should be included in Workgroups as the topic or project allows.