Data Governance Plan Template

<<City>>, <<State>>

<<Month>> <<Year>>

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### Vision of Data Governance Team

#### Model Language

Data created and maintained by <<ORGANIZATION>> is a public good and, unless considered protected, should be released to and leveraged in service of <<ORGANIZATION>>’s residents, businesses, and institutions. <<ORGANIZATION>>’s data governance team will establish a set of systems, technologies, and policies for maximizing the value of its data while simultaneously maintaining the highest possible degree of protection for privacy and security.

#### Questions to Address

Use this section to describe your vision for the city’s data governance team.

* Why are you establishing a data governance team?
* What is the team’s mission and objectives?
* What outcomes are you attempting to impact?
* Is this governance team focused on a particular policy area or is it responsible for managing all of the city’s data assets?

This section can also be used to identify the responsibilities of the data governance team. You should address the following questions:

* What are the responsibilities of the data governance team?
* What will the group discuss during meetings?
* Are there other policies or procedures it’s important for this group to create or weigh in on?
* Are there any existing efforts that should or could be taken on by the governance committee?

You may select potentials activities for the governance area from the focus areas delineated below.

|  |  |  |
| --- | --- | --- |
| **Focus Areas for Data Governance Team** | | |
| **Data Management** | **Data Access** | **Problem-Solving** |
| These topics help you focus on the data within your organization and optimize it to provide the greatest benefit.   * **Inventory**. Perhaps the most important aspect of treating your data as a strategic asset is knowing what you have, where it is, and who maintains it. Many other data management activities depend heavily upon this knowledge. * **Risk Management** (Security & Privacy). Develop or leverage an information classification policy to begin understanding what data can be public and what data can put the public (or your colleagues) at risk if it were widely available. This classification scheme informs a variety of technical mechanisms to protect the data and also helps you react appropriately to inevitable breaches. * **Quality & Standards**. Undertaking efforts to improve quality makes data more consistent, trustworthy, and reliable. Standardizing data (e.g., how addresses are stored) makes it considerably easier to connect data from multiple sources together. Both of these aspects make analyses and decision making exponentially more effective. * **Disaster Recovery, Archiving, & Retention**. Ensure that plans and practices are in place for backing up, restoring, and storing data for long periods of time. This helps your data-dependent organization stay operational in a crisis and in compliance with statutory requirements. | These topics help you focus on where and how data is stored, and who in your organization (and beyond) has access to it.   * **Infrastructure**. Identify the mechanisms by which data is collected, stored, and maintained to help in standardizing best practices and technologies across your organization. * **Internal Access**. Improve internal access by identifying needs for data access, especially between different departments or divisions. Then implement tools and provide training to ensure that staff can collaborate effectively. * **Public Access & Engagement**. Public access to non-sensitive data will help increase trust, support dashboards, and enrich relationships with partners outside of government. The data governance group directs these efforts and ensures they are aligned with strategic priorities. * **System Integrations**. Enable data to flow between different information systems. This work requires extensive coordination and planning. It benefits greatly from a group who has a solid understanding of your organization’s array of technologies and data. * **Warehouses and Lakes**. Beyond system integrations: plan, implement, and maintain large-scale data stores that are used for reporting and/or analytical purposes. Coordinate separate efforts that may be underway in different agencies or departments. | These topics help you focus on using data as a strategic asset to achieve the objectives of your organization. They become significantly easier when activities in the other sections above have been completed.   * **Outcomes & Prioritization**. The solutions for many challenges can involve the use of data. Staff focused on this type of problem solving are often overwhelmed with demand, so managing this work across the organization helps focus on important successes and set expectations for those who may be delayed. * **Performance Analytics**. Although organizations may often have a dedicated person to lead performance measurement efforts, many of the individual measures can be drawn from data sources across the organization. Key organizational decisions are often made when reviewing performance information, so ensure it is of the highest possible quality. * **New Initiatives**. New or re-engineered business processes will have new data needs. Use these opportunities to align transformative changes with your organization’s strategic ownership of data. Ensure procurement contracts have language that empowers your organization to own and use its own data. * **Analytics, GIS, & Data Science**. Establish a distinct team or identify existing talented individuals who can dig deeply into your data to identify opportunities for improvement. These projects are generally started off as experiments, though it’s quite common for them to be continually used in service of improved efficiency, better prioritization of issues, and so on. |

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### Roles and Responsibilities of Team Members

#### Model Language

City’s data program comprises five groups:

* **Data Program Manager** who helps to define and execute the vision for the data governance program. The program manager sets priorities, outlines policies, and coordinates the program’s technical systems and organizational processes.
* **Data Governance Leadership Team** that will assist the program manager with decisions and policies that require specialized knowledge of city operations, legal matters, or technical systems. The leadership team will incorporate public and organizational feedback in discussions concerning the policies and processes.
* **Data Coordinators**, distributed among the <<ORGANIZATION>>’s departments, who will identify potential datasets, contextualize datasets with descriptive metadata, and periodically update data.
* **Performance Management or Analytics Team**, which makes use of <<ORGANIZATION>>’s data to help improve operations and decision making.

Leadership Team

The leadership team is a group comprising staff who make high level decisions about data creation, curation, and consumption in the <<ORGANIZATION>>. The table below identifies members of the leadership team based on the function they might serve.   
  
*(NOTE: Some individuals might serve more than one function.)*

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Responsibilities** | **Name/Title** | **Email Address** |
| **Executive Support** | Executive level support and encouragement of the data governance program is critical to gaining buy in citywide.   The <<MAYOR/CITY MANAGER/DEPARTMENT DIRECTOR>> need not be engaged all the time, however, it is extremely valuable for he or she provides encouragement and support to the <<ORGANIZATION>>’s data governance team. |  |  |
| **Strategic Alignment** | Responsible for overall program leadership; ensures alignment with overall goals; creates accountability for department heads and delegated departmental staff |  |  |
| **Legal Strategists** | Assists in developing policy and guidance materials for releasing datasets; develops terms of service and licensing for data access and usage; helps resolve legal considerations for complex datasets; connects dataset publishing to freedom of information requests. |  |  |
| **Communications Specialists** | Ensures public datasets have messaging consistent with other goals and programs; assists other senior executives with potential responses to public input on published datasets; oversees public engagement activities and events.  Socializes changes made to data policies and processes internally. |  |  |
| **Data Coordinators** | The person or team in a department who uses the data to carry out their daily business.Data Coordinators work with the program manager, data analysts (see below,) and others to ensure data is accurate, well documented, and up to date. |  |  |
| **Data Analysts** | Reviews source data systems; recommends specific data elements for release approval; helps develop public documentation; handles manual data publishing if needed. |  |  |
| **Database Engineers** | Build and configure the tools needed to increase internal access to data from city technology systems. |  |  |
| **Internal Users** | Staff who are important consumers of data and use data to make decisions, streamline processes, and improve operations; offer perspectives on using data for cross-organizational collaboration. |  |  |

Data Coordinators

Data Coordinators have unique expertise or knowledge about data specific to a particular department or function. They help identify and characterize datasets. Data Coordinators are the main drivers of the <<ORGANIZATION>>'s annual data inventory. Below is a list of the city’s data coordinators.

|  |  |  |
| --- | --- | --- |
| **Department** | **Name/Title** | **Email Address** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

#### Questions to Address

Use this section to answer the following questions:

* Who is involved in the governance data governance team? List team members, including names and position titles.
* What are the responsibilities of these team members?
* What if members aren’t able to attend? Who will serve as a secondary representative?
* Will members of the community be allowed to serve on the organization’s data governance team? If so, how will the be involved in decision-making?
* Who must sign-off on decisions made by the committee?

### Meeting Frequency

#### Model Language

The data governance team will meet X times per <<year/quarter>>. A schedule for data governance meetings will be established at the beginning of the calendar year, and distributed to the team.

#### Questions to Address

The organization will specify how many times they plan on meeting each year in this section. GovEx recommends the data governance team meets at least once a quarter. The frequency of the meetings are dependent on the types of projects adopted by the data governance team. For example, if the team is launching a city’s open data program, they may want to meet once a month or even once a week.

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### Data Inventory

#### Model Language

Underlying <<ORGANIZATION>>’s data governance program is a concerted effort to identify and provide datasets for the public. Under the Data Governance Team’s direction and guidance, the dataset inventory will occur annually.

For the purposes of this inventory, a dataset is defined as the contents of a single database table, a defined view, or a spreadsheet. The dataset is provided as a single combination of unique rows and corresponding columns describing each row.

Each year, data coordinators around the City will use an inventory template to list all datasets created or managed by their department. Note that all data will be inventoried including datasets that may contain sensitive or restricted data. Each record will capture the following information about the datasets:

* Data Source: What is the original system/application/file that houses it? Please provide additional comments as necessary.
* Dataset Title: Human-readable name of the asset. Should be in plain English and include sufficient detail to facilitate search and discovery. Avoid acronyms.
* Description: What the dataset describes. Provide a longer description about the data that can be readily understood by non-technical users.
* Department: Department where the data is maintained. If more than one department is responsible, list the primary owner of the dataset.
* Division: Division where the data is maintained. If more than one division is responsible, list the primary owner of the dataset.
* Data Owner’s Name: The name of the data owner. Who manages the data and / or is responsible for granting permission to access the data? Who understands what the dataset includes and can answer questions about it?
* Data Owner’s Position: The Data Owner's job title
* Data Owner’s Email Address: Data Owner's email address. Who manages the data and / or is responsible for granting permission to access the data? Who understands what the dataset includes and can answer questions about it?
* Strategic Priority Connections: Describe how the data set is connected to your government's strategic priorities.
* Format: The file format for the dataset. Typically csv, xlsx, shapefile, txt, etc.
* Update Frequency: How often the dataset is updated
* Time Range: The period of time covered in this particular dataset.
* Sensitivity Ranking: Rank dataset based on the type of sensitive data it contacts. The scale is contained in the the Data Inventory Guide.
* Sensitive Data Comments: Describe the issues that would prevent the city from sharing the data publicly. Common sensitivity concerns include privacy violations, security issues, or high cost or staff demands to post the data.
* Data Quality Concerns: Describe the concerns you may have about the quality of the dataset.
* Publishing Status: This the place to put any comments regarding the current status of the dataset.
* Published Link: This is the link to the published dataset on the open data portal or city website.
* Data Use: How is this dataset commonly used?
* Data Users: Who typically uses this dataset?

#### Questions to Address

Maintaining an updated inventory of datasets is an important piece of your data governance program. This section will answer the following questions:

* Who is responsible for conducting the data inventory?
* What type of information will you collect in your data inventory?
* How often will you conduct your data inventory?
* What will trigger a review of your data inventory?

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### Additional Components

[Open Data Components](https://docs.google.com/document/d/1xCvPpdvqSp1f4MzTq9MFo2VYJmWABShHUQqB8D_xJwE/edit#heading=h.bbtrqo2e9cp9)

[Data Retention Template](https://docs.google.com/document/d/1Jy9xPDtbpz-k_6X-5q6zDmeqYX0KtbGFGP5eB0Y1Dnk/edit)

Privacy & Security - Pending