**Data Governance Milestones**

|  |  |  |
| --- | --- | --- |
| **Project** | **Major Milestones** | **Resources** |
| Data Governance Structure | * Identify roles played by all members of the data governance structure. * Identify the responsibilities of each role in the data governance structure. * Identify the frequency with which each role carries out its responsibilities. * Implement structure; review annually for effectiveness. | Staffing:  Program Sponsorship - Deputy Mayor or Assistant City Manager or Other Senior Executive; Chief Counsel; Press or Communications Manager; Chief Information Officer, Chief Technology Officer, or Chief Data Officer  Program Execution - Project Manager; Data Evangelist; Data Owner(s); Data Analyst(s); Programming or Database Engineers; Internal Users; Community |
|
| Cost: Not Applicable |
| Technology: Not Applicable |
| Dependencies: Strong executive commitment to treating data as an asset |
| Open Data Policy | * Identify existing formal and informal policies that relate to open data. * Engaging authorities to determine which policy path is right for you. * Plan a policy development strategy, including identification of open data policy stakeholders and mapping of approval processes required for desired policy instrument(s) to be adopted. * Review existing policy models and evaluate alternatives. * Work closely with appropriate city officials to develop initial drafts of desired policy instrument(s). * Incorporate internal and external stakeholders into the open data policy review and development process. * Incorporate feedback from internal and external stakeholders to finalize the draft policy and submit it to relevant approving authorities. * Publicize the approved open data policy and advertise ways for internal and external stakeholders to get involved with the open data program. | Staffing: Data governance team members; legislative body (if passing a piece of legislation); residents |
|
| Cost: Not Applicable |
| Technology:  Madison - A government policy co-creation web application used by cities to allow residents and other external stakeholder to comment on its open data policy.  Google Docs - Allows residents to view and comment on open data policy.  Comment form on your own website associated with a published policy draft: Allows you to capture online feedback in a structured way, and you can simultaneously collect additional information: datasets that commenters would like to see you publish, contact information from commenters who want to be involved in your process. |
| Dependencies: Data governance structure |
| Data Quality and Standards Guidelines | * Convene data stewards and users to identify good candidates for internal standards guidelines and share knowledge about applicable civic standards. * Draft and approve internal standards for a priority set of fields. * Use data inventory and prioritization process to identify a pilot set of high-value datasets to improve. * Review internal access to data survey for insights and identify potential datasets to target for quality improvement. * Conduct a quality audit on the pilot datasets, including opportunities to apply standards. * Draft protocols for making the pilot datasets comply with standards and identify process changes that would improve their quality. * Implement the improvements. * Continue with additional datasets until general data improvement rules and processes can be identified. * Promulgate and implement general data quality rules. | Staffing: Data Governance Team members |
|
| Cost: Not Applicable |
| Technology: Not Applicable |
| Dependencies: Data governance structure, Data inventory |
| Internal Access to Data Procedures | * Identify (e.g. by surveying) current state of internal access, especially barriers to access. * Identify current state of interest in specific datasets. If a data inventory exists, start by opening that for review. * Work with IT to identify an immediate solution for sharing within existing environment. * Determine an ideal end-state for internal access, including a more robust technology solution; incorporate this into data governance policy. * Create a document (MOU or otherwise) to memorialize data sharing practices and expectations, regarding both sharing of data, and use of data. * Work with Legal to ensure proper safeguards of privacy and security for sensitive datasets and fields, as well as a procedure for opening up access that balances openness and accountability. * Develop a plan for demonstrating the value of increased openness, and addresses concerns. Begin the process of recognizing and modifying behaviors and culture around open access and collaboration. | Staffing: Data governance team members, Information Technology, Legal |
|
| Cost: Dependent on whether the city will deploy a specific technology solution to increase internal access to data. |
| Technology: Dependent on whether the city decides to build and/or deploy a data warehouse or integrated data system to improve access to data. |
| Dependencies: Data governance structure, Data inventory, Prioritization process, Privacy review process |
| Data Integration Process | * Define purpose of data integration efforts. * Determine key departmental stakeholders. * Review data and understand how it is being used by key stakeholders. * Understand the software and systems used by key stakeholders. * Identify and review security risks associated with data integration. * Identify the technology requirements depending on the volume of data collected and data anticipated to be collected. * Determine how often and how much data migration takes place or would take place from the several databases or collection sources in your city. * Select a data integration tool that fits your city’s budget. * Test and implement your tool. * Continually monitor progress. | Staffing: Data governance team members, information technology |
|
| Cost: Dependent on whether the city will deploy a specific technology solution to increase internal access to data. |
| Technology: Dependent on whether the city decides to build and/or deploy a data warehouse or integrated data system to improve access to data. |
| Dependencies: Data governance structure, Data inventory |
| Data Inventory Process | * Review executive order/ordinance for requirements that must be met during a data inventory. * Develop a collection instrument or template. * Educate staff about the purpose of an inventory. * Conduct a pilot effort with determined depth but minimal breadth. * Conduct a full-breadth inventory. * Transition to inventory maintenance. * Release completed inventory to staff members. * Release copy of inventory to residents | Staffing: Data governance team members, departmental data coordinators |
|
| Cost: Dependent on the technology used to collect and display the inventory. |
| Technology: Most cities use spreadsheets (Excel or Google docs) to collect information from each departments. Data portals are often used to display the inventories to the public. |
| Dependencies: Data governance structure |
| Prioritization for Release to Public | * Review executive order/ordinance for requirements that must be met during data release prioritization. * Define prioritization criteria, including measures of internal and external interest and priority. * Identify opportunity datasets. * Conduct prioritization exercise. * Create strategy for continuously updating the prioritization during the routine program operations. * Engage community for prioritizing releases. | Staffing: Data governance team members |
|
| Cost: Not Applicable |
| Technology: Not Applicable |
| Dependencies: Data governance structure, data inventory |
| Privacy & Security Policy | * Collect federal, state and local data privacy laws to determine what data is illegal to release. * Convene community members to gather public concerns about data privacy. * Create a protocol for identifying sensitive data which you will not proactively publish. * Create a guide for transforming or redacting datasets with private or sensitive data in order to permit partial publication. * Create a protocol for identifying private or sensitive data which requires new internal handling rules, including changes in collection, maintenance, sharing or retention. * Integrate protocols into data management. | Staffing: data governance team members, legal department, information technology, city clerk’s office |
|
| Cost: Not Applicable |
| Technology: Not Applicable |
| Dependencies: Data governance structure |
| Risk Management Policy | * Review inventory and categorize the types of sensitive data contained in city datasets. * Identify risks associated with each category of sensitive data being released. * Assess severity of risk and likelihood of a data breach. * Develop a risk management policy and procedure for handling and managing data in a reliable and consistent manner across departments. * Train staff members on risk management policy. * Implement policy. * Evaluate and review policy. | Staffing: data governance team members, legal department, information technology, city clerk’s office |
|
| Cost: Not Applicable |
| Technology: Not Applicable |
| Dependencies: Data governance structure |
| Data Retention Policy | * Identify and inventory all regulations and laws that may impact your data. * Outline the duration of time which specific datasets could be retained and maintained. * Develop a data retention matrix or table that lists data type, its retention period, and whether it needs to be disposed. * List and describe the procedure and requirements by which staff would follow to manage data from the point of collection to “disposal.” * Determine which staff members will have access to archived data. * Train staff members on data retention policy. * Continue to update data retention policy as regulatory environment and technology changes. | Staffing: Data governance team members, City Clerk’s Office (or person currently responsible for the City’s record retention policies); Legal department |
|
| Cost: Dependent on technology deployed |
| Technology: Dependent on how the city stores its data |
| Dependencies: Data governance structure, data inventory, privacy policy |
| Data Publication Process | * Outline the data publication process to ensure that only appropriate data is published. * Determine data access level for the various category of staff on the data stream. * Specify the frequency of publication and update frequency for datasets. | Staffing: Data governance team members |
|
| Cost: Not Applicable |
| Technology: Not Applicable |
| Dependencies: Data governance structure, data inventory, prioritization process, privacy policy |