COMMONWEALTH *of* VIRGINIA

Office of the Governor

Lyn McDermid
Secretary of Administration

Virginia Executive Data Board

Meeting Minutes

August 22nd, 2024

Training Room – VITA Boulders Building VII

7325 Beaufont Springs Drive
Richmond, Virginia 23225

1:00 p.m. – 3:00 p.m.

Board Member Attendees:

Ken Pfeil, *Chief Data Officer of the Office of Data Governance and Analytics, present in person*

Demetrios "Mitch" Melis, *Commissioner of Virginia Employment Commission, present in person*

Matthew Wells, *Director of Virginia Department of Conservation and Recreation, present in person*

Rich Rosendahl *(Designee for Director Cheryl Roberts, Director of Virginia Department of Medical Assistance Services), present in person*

Suresh Soundararajan *(Designee for Commissioner Karen Shelton, Commissioner of Virginia Department of Health), present in person*

Paulose Poovathukaran *(Designee for Commissioner Nelson Smith, Commissioner of Virginia Department of Behavioral Health and Developmental Services), present in person*

Matthew Patterson *(Designee for Colonel Gary Settle, Virginia State Police), present in person*

Robert Aarons, *Department of Social Services*, attended virtually due to principal residence being located more than 60 miles from the meeting location as well as a family medical condition.

Lisa Coons, *Superintendent for the Department of Education, absent*

Welcome and Opening Remarks
Roll Call

Review Purpose and Goals for Board and Council Meeting
ODGA Update
Agency Updates
Break
Data Strategy Workshop
Member and Public Comment
Closing Remarks
Adjourn

Motions

Motion 1: Approval of Previous Executive Data Board Meeting Minutes (March 2024).

Presenter: Chief Data Officer, Ken Pfeil

Discussion: Approval of meeting minutes were discussed.

Motion Accepted: Motion moved by Director Matt Wells and seconded by Suresh Soundararajan. Motion carried by unanimous vote.

Motion 2: Approval for Date of the Next Executive Data Board meeting.

Presenter: Chief Data Officer, Ken Pfeil

Discussion: The members discussed and voted on the date of March 5, 2025, for the next Executive Data Board meeting.

Motion Accepted: Motion moved by Director Matt Wells and seconded by Commissioner Mitch Melis. Motion carried by unanimous vote.

Agenda

Agenda Item 1: Welcome and Opening Remarks 1:00 PM – 1:03 PM

Presenter: Chief Data Officer, Ken Pfeil

Discussion: Ken Pfeil welcomed everyone and thanked them for their participation. An overview of the agenda and meeting format was provided.

Decision: N/A

Agenda Item 2: Roll Call 1:03 PM – 1:05 PM

Presenter: Chief Data Officer, Ken Pfeil

Discussion: Ken Pfeil called roll.

Decision: The attendee list is presented at the top. Quorum has been met.

Agenda Item 3: Review Purpose and Goals for Board and Council Meeting 1:05 PM – 1:07 PM

Presenter: Chief Data Officer, Ken Pfeil

Discussion: The Executive Data Board is part of the Virginia code, and its purpose is to drive the Commonwealth's data-driven policy goals and objectives at their respective agencies in partnership with the Office of Data Governance and Analytics. The goals of this meeting are to approve the previous meeting minutes, share ODGA updates, share agencies data and analytics projects, and contribute to formation of the Commonwealth's data strategy.

Decision: N/A

Agenda Item 4: ODGA Update 1:07 PM – 1:16 PM

Presenter: Chief Data Officer, Ken Pfeil

Discussion: Ken Pfeil provided updates from the March 2024 meeting. Currently there are 53 total Commonwealth Data Trust members; with 29 of them being executive branch agencies. There is over 500% growth of datasets available in the Open Data Portal. A Data Stewards training draft has been developed and resources were added to the ODGA website for data governance. Ken Pfeil also discussed ODGA's local and national outreach efforts.

There are several projects that ODGA are currently involved with. Ken Pfeil gave a brief description of the following five projects: 1) VSP Suicide Analysis 2) VSP Data Governance 3) Data Catalog 4) Data Scanning 5) Data Trust Automation.

Key Points covered:

- ODGA Announcements

- ODGA Projects

- State and Federal Outreach

Decision: N/A

Agenda Item 5: Agency Updates 1:16 PM – 2:02 PM

Presenter: Rich Rosendahl *(Designee for Director Cheryl Roberts, Director of Virginia Department of Medical Assistance Services)*

Mitch Melis, *Commissioner of Virginia Employment Commission*

Matt Wells, *Director of Virginia Department of Conservation and Recreation*

Matthew Patterson *(Designee for Colonel Gary Settle, Virginia State Police)*

Suresh Soundararajan *(Designee for Commissioner Karen Shelton, Commissioner of Virginia Department of Health)*

Paulose Poovathukaran *(Designee for Commissioner Nelson Smith, Commissioner of Virginia Department of Behavioral Health and Developmental Services)*

Discussion: Each member provided project status updates for their agency.

Rich Rosendahl (DMAS) provided an update for current projects for the Department of Medical Assistance Services (DMAS). The agency has been working with the Virginia Department of Health (VDH) to receive cause of death data. To meet Executive Order 19, DMAS is transitioning the SAS VIYA analysis application and accompanying services from a server-based platform to a cloud-based platform. DMAS is also working with a technical assistance program with VDH to increase data sharing. In addition to the major projects, DMAS is having a large website update to make it more user-friendly and are creating an up-to-date Data Governance program.

Three DMAS projects discussed:
1) VDH Data Sharing for Cause of Death Data
2) Migration of SAS to Cloud
3) VISER Technical Assistance to Increase Sharing of VDH's Immunization Data with DMAS

Mitch Melis (VEC) and Gus Kost (VEC) provided an update for current and finished projects for the Virginia Employment Commission (VEC). They're using data mining techniques to identify more elaborate patterns of fraud in datasets. Previously, VEC had three different secretariat reports that were not consistent, so they been able to consolidate them and removed much of the manual input. VEC have been focused on different dashboards and the data visualizations have helped with the backlogs.

Six VEC projects discussed:

1) Data Mining of Various Data Sources to Identify Fraud Patterns
2) Re-design of Weekly Secretary Report
3) Appeals Rapid Review Dashboard
4) VITA Bill Tracking Dashboard
5) Agency OKR/Metric Dashboard
6) Replace Secure File Transfer System

Matt Wells (DCR) provided an update for current projects for the Department of Conservation and Recreation (DCR). Since the Coastal Resilience Master Plan was last updated in 2005, DCR is in process of updating it now. Regarding parks, they just procured a contract for asset management tracking. DCR is updating the Virginia Outdoors Plan which is a required document that can access federal grant funding. There is a State Parks Visitation Study that is expected to be completed by the end of next year. The use of AI has been approved and physical counts and data gathering are underway at two state parks.

Seven DCR projects discussed:

1) Coastal Resilience Web Explorer Update
2) Coastal Resilience Master Plan Phase II
3) Virginia Flood Preparedness Master Plan
4) Perennial Stream Dataset Expansion
5) Virginia Permit Transparency Project
6) State Parks Asset Management Tracking
7) State Parks Visitation Study

Major Patterson (VSP) provided an update for current projects for the Virginia State Police (VSP). An overview was provided for VSP's leadership roles of the CIO and CTO throughout the organization. In partnership with ODGA, VSP has created internal data governance and a data strategy document. VSP completed data submissions moving to the Beyond 2020 repository platform. To meet the goals of the Law Enforcement Suicide Data Collection Act, VSP is implementing a method to collect suicide data for employees of the department. Operation Bold Blue Line (OBBL) is still an ongoing project. There are several other projects in motion such as Photo Speed data, surveillance tech data collection, and firearm transaction center report automation.

Four VSP projects discussed:

1) VSP Agency-Wide Data Assessment and Improvement Campaign
2) Community Policing Act Data
3) UCR-IBR Data
4) Law Enforcement Suicide Data

Suresh Soundararajan (VDH) provided an update for current projects for the Virginia Department of Health (VDH). Recently, the agency released The Virginia Environmental Public Health Tracking (VA EPHT) program. Public datasets were used from the Open Data Portal to help understand how environmental factors can impact chronic diseases and other non-infectious conditions. A data pipeline has been established to transfer data from VDH to ODGA and is made available on the public facing Open Data Portal. A Master Person Index (MPI) is a project that the agency is excited about. The MPI is a data repository using the Google Cloud Platform to identify citizens and make services easier.

Deputy Chief Data Officer, Marcus Thornton, advised that the ODGA has a version of their MPI known as the Universal Entity Index (UEI). This is a cross-walk table that consisting of deidentified data.

Three VDH projects discussed:

1) Environmental Public Health Tracking
2) VDH Datasets on the Open Data Portal – Data.Virginia.gov

3) Master Person Index (MPI)

Paulose Poovathukaran (DBHDS) provided an update for current projects for the Department of Behavioral Health and Developmental Services (DBHDS). A data governance council has been formed with various Active Working Groups. There are ongoing architecture discussions to define the end state Data Architecture for DBHDS. Recently, a data sharing agreement has been established with CSB to support the Master Patient Index creation.

Five DBHDS projects discussed:

1) Data Governance
2) Enterprise Data Warehouse Modernization
3) Data Exchange / CCS3 Sunset
4) Revenue Cycle Modernization
5) Financial Management Systems Replacement

Decision: N/A

BREAK: 2:02 PM – 2:14 PM

Agenda Item 6: Data Strategy Workshop 2:14 PM – 2:58 PM

Presenter: Director of Data Protection and Governance, Chris Burroughs

Discussion: Chris Burroughs introduced herself and began to discuss ODGA's data strategy development. Strategy topics were presented to aid in an interactive discussion to support the agencies, the governor's priorities, and the desired business outcomes. The members proceeded with discussions about the strengths and weaknesses they have experienced thus far.

- Comment from Robert Arons – ODGA's training for data governance and data quality was very helpful for DSS' data officer. It is more complicated dealing with larger projects that consist of multi-agency data sharing, so any templates would be beneficial.

  o Marcus Thornton explained that the actual Data Trust Agreement is our answer to prevent point-to-point data sharing within agencies. This agreement has been vetted by the Office of Attorney General. There have also been times when we needed to create an agreement that addresses multiple agencies for a common project purpose. We do have a template that we can share for this case, however, many times even that template would need to be modified to align with the project purpose.

- Comment from Rich Rosendahl – In general, the ODGA brings a certain level of creditability and confidence to state data activities. This reduces the amount of pushback with doing something because if ODGA is leading it, everyone knows it will have a certain level of security.

- Comment for Mitch Melis – It would be helpful to have a basic knowledge of design thinking. From an innovation standpoint, that's the best tool to get you somewhere beyond where you are currently. Being in government, assumptions are often made of what people may want. Since we are not profit-driven, we don't usually know if we missed the mark unless people start to complain. In addition, a survey for agency heads' knowledge of ODGA's responsibilities and capabilities may be helpful. This could be a design thinking interview that can result figuring out what they know and what they don't know. Another strength is the collaborative culture that has been created. ODGA has been more proactive rather than passive and that has been extremely helpful for agencies to interact with one another.

  A suggestion for an agency liaison would be a good opportunity to break through the bureaucracy and avoid digging to find an answer for something.

- Comment from Major Patterson – Positive financial impact from ODGA is appreciated. There are over 360 agencies that report to CPA and a lot of them have less than ten personnel for the entire department. Having the link available to the Open Data Portal allows them to fulfill their statutory requirement to publicly display their information. This saves them manpower and financial resources. Also, VSP gets several thousand FOIA's a year. All the agencies can use less resources in fulfilling those FOIA's by picking what should be added to the platform. This has been a game changer.

- Comment from Gus Kost – The educational material that ODGA provides is good. It would help to have a liaison or direct contact with other agencies to make sure everyone is aware of all the materials that are being provided by ODGA.

Chris Burroughs reviewed the Data Maturity Assessment gaps. Data quality, metadata management, data modeling, and management of data risks were all areas that needs improvement according to the self-survey that was completed by 63 agencies. Chris discussed the Governor's priorities and the business outcomes among the members that aligns with them. The proposed technology portfolio was reviewed. Whereas ODGA leverages Azure, members recommended AWS and GCP for additional tools. The board discussed key performance indicators (KPI's) that represent the services that the agencies are receiving from ODGA.

Jessi Bailey announced the upcoming events and dates for the ODGA.

Key Points covered:

- Current State – Strength and Weaknesses

- Data Maturity Assessment Gaps

- Governor's Priorities and Business Outcomes

- Future State

- Proposed Technology Portfolio

- Proposed Key Performance Indicators (KPI's)

Decision: N/A

Agenda Item 7: Member and Public Comment 2:58 PM – 3:00 PM

Presenter: Chief Data Officer, Ken Pfeil

Discussion: Ken Pfeil opened the floor to questions and comments. The previous meeting minutes were discussed, and members chose a date for the next Executive Data Board meeting.

Decision: Two motions were approved. Please refer to the motions presented at the top.

Agenda Item 8: Closing Remarks 3:00 PM – 3:01 PM

Presenter: Chief Data Officer, Ken Pfeil

Discussion: Ken Pfeil thanked everyone for their attendance and participation.

Decision: N/A

Agenda Item 9: Adjourn 3:01 PM

Presenter: Chief Data Officer, Ken Pfeil

Discussion: The Executive Data Board meeting adjourned at 3:01 PM.

Decision: N/A

Agenda

1:00 p.m.- Welcome and Opening Remarks
Ken Pfeil, Chief Data Officer

1:05 p.m.- Roll Call

1:10 p.m.- Review Purpose and Goals for Board and Council Meeting

1:20 p.m.-ODGA Updates
- Approving previous meeting minutes
- Updates from March 2024 Meeting
- ODGA Outreach

1:30 p.m.- Agency Updates

2:10 p.m.- Break

2:15 p.m.- Data Strategy Workshop

2:50 p.m.-Member and Public Comment

2:55 p.m.- Closing Remarks

3:00 p.m.- Adjourn

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Executive Data Board

Purpose

Drive the Commonwealth's **data-driven policy goals** and objectives at their respective agencies in partnership with the Office of Data Governance and Analytics

- **Translate** the Commonwealth's data-driven policy goals and objectives into performance targets at their respective agencies.

- **Allocate** appropriate resources at their respective agencies to support data governance, sharing, and analytics initiatives.

- **Provide** any reports to the Office of Data Governance and Analytics regarding their respective agencies' data analytics work and implementation of recommendations.

Related legislation: https://lis.virginia.gov/cgi-bin/legp604.exe?212+ful+CHAP0314

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Meeting Goals

- Approve meeting minutes
- Share ODGA updates with agency staff after the meeting
- Share agency Data &Analytics projects with CDO
- Contribute to formation of COV's Data Strategy

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Updates from March 2024 Meeting

Announcements

- **Commonwealth Data Trust –** DEQ, OSIG and VirginiaWorks joined; 29 exec branch agencies; 53 t
- **Training** - Data Stewards training draft developed; Planning Data Strategy workshop
- **Open Data Portal** – 500%+ YOY growth; 2,100 datasets
- **Boards and Councils** -Data Governance Council and Data Steward Group Update
- **Data Quality** – in progress
- **Data Governance** - Resources added to odga.virginia.gov/resources

	Jan	Feb	Mar	Apr	May	Jun	Jul
ODGA							
Overall Page Views	1,820	3,031	3,265	2,850	2,384	2,719	2,562
Resources	2	-	52	252	223	419	418
Resources as % of Overall Traffic	**0%**	**0%**	**2%**	**9%**	**9%**	**15%**	**16%**

Projects

- **VSP Suicide Analysis**
- **VSP Data Governance**
- **Data catalog**
- **Data Scanning**
- **Data Trust Automation**

New Resource Page Content

Policy Templates
- Data Privacy
- Data Security
- Data Retention
- Data Governance Policy
- Metadata Management
- Data Stewardship
- Data Quality Policy
- Data Quality Standard

Guidebooks
- BI Reporting Governance Guidebook
- Protecting Structured Data Guidebook

Other Resources
- Balanced Scorecard
- Data Quality SQL Samples
- Database and Field Naming Standard
- Cheat sheets
- Data Governance Videos (ASU)

9/5/2024

ODGA Outreach

- Virginia
    - On the Square Farmer's Market
    - Gen AI workshop (261 attendees)
    - Reached out to 21 agencies/facilitated conversations for the Commonwealth Data Trust. 3 agencies joined (VA Works, DEQ, OSIG), 1 in the process of joining (VEDP). 1 interested in a potential data sharing project (DDHH).
    - Reached out to 7 agencies about Microsoft Purview. So far has resulted in 1 demo scheduled.
    - Reaching out to localities for ODP growth-8 localities have allowed ODGA to harvest data to the Open Data Portal
- Federal
    - **ACF** - Study conducted by Westat for the Administration for Children and Families within the US Dept of Health and Human Services. Interest in the Commonwealth Data Trust
    - **U.S. Department of State's Center for Analytics -** Meeting to share how ODGA functions and manages data sharing and analytics
- States
    - **Nevada** - Attorney General Substance Abuse Working Group. Interest in the FAACT platform.
    - **Texas** - Knowledge sharing of data literacy programs

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Agency Updates

DMAS Data Projects for Executive Data Board

Project Name	Due Date	Status (Not Started, In Progress, Finished)	Comments
VDH data sharing for Cause of Death data	Phase 1: August 2024 Phase 2; Cancelled Phase 3: August 2024	Phase 1: In Progress Phase 2: Canceled Phase 3: In Progress	Many initiatives depend on DMAS's ability to report and analyze Cause of Death data including: mandatory CMS program evaluations, requests from Governor Youngkin, requests from DMAS Agency Director, and requests from other internal DMAS stakeholders. Phase 1- VDH to send Cause of Death data to DMAS for the CMS mandatory evaluation of the Medicaid ARTS program. ~~Phase 2- DMAS to obtain general use permission to use Cause of Death data for other reporting (including Executive Order 26).~~ Phase 3- VDH to send Cause of Death data and Birth data to DMAS for the CMS mandatory evaluation of the Medicaid Postpartum Coverage Extension program
Migration of SAS to cloud	EO19	In Progress	To meet Executive Order #19 (which directs the movement of applications servers to the cloud, as well as improve and consolidate existing technologies and security for existing applications), DMAS will transition the SAS VIYA analysis application and accompanying services from a server-based platform to a cloud-based platform.
VISER technical assistance to increase sharing of VDH's immunization data with DMAS	TBD	In Progress	Orientation/kickoff on 2/20 with the VISER team (AcademyHealth, National Academy for State Health Policy (NASHP), and Association of Immunization Managers (AIM)) to address barriers to information exchange and collaboration between Medicaid Programs and Public Health Immunization Information Systems (IIS).

Virginia Employment Commission

Project Name	Due Date	Status (Not Started, In Progress, Finished)	Comments
Data Mining of various data sources to identify fraud patterns.	10/1/24 (Ongoing)	**In Progress**	Using Data Mining Techniques to identify more elaborate patterns of fraud in data sets.
Re-design Weekly Secretary Report	2/1/2024	**Finished**	Create a one-page weekly report to collect data on 22 agency metrics, automatically pulling from daily report.
Create Appeals Rapid Review Dashboard	7/1/2024	**Finished**	Create a Power BI Dashboard to monitor and manage a team of appeals examiners working exclusively on closing cases through review.
Create VITA Bill Tracking Dashboard	10/1/2024	**In Progress**	Create a Power BI Dashboard to monitor VITA bills and breakdown costs for agency and finance leadership.
Create Agency OKR/Metric Dashboard	9/1/2024	**In Progress**	Create a power BI Dashboard using the daily report for executive leadership to use in decision making a project tracking.
Replace Secure File Transfer System	3/31/2025	**In Progress**	Replacing our in-house secure file transfer system with a COTS product. This will replace the tool used by external parties to exchange data with us.

Data Projects – Department of Conservation and Recreation

Project Name	Due Date	Status (Not Started, In Progress, Finished)	Comments
Coastal Resilience Web Explorer Update	12/31/2024	In Progress	Web Explorer is available here: Web Explorer (virginia.gov)
Coastal Resilience Master Plan Phase II	12/31/2024	In Progress	More information available here: The Master Plan Phase 2 (virginia.gov)
Virginia Flood Preparedness Master Plan	12/31/2025	In Progress	More information available here: Resilience Planning (virginia.gov)
Perennial Stream Dataset Expansion	12/31/2024	In Progress	Perennial stream dataset is being expanded to cover the area outside of the Chesapeake Bay Watershed. Information on existing dataset available here: Perennial Streams (virginia.gov)
Virginia Permit Transparency Project	05/21/2024	Finished	DCR was responsible for sending data extracts of DSIS permit data to VPT website.
State Parks Asset Management Tracking	Expected completion: TBD	In Progress	System procurement approved, pre-deployment planning underway.
State Parks Visitation Study	Expected completion: 12/31/2025	In Progress	Use of AI approved in August, physical counts and data gathering underway at 2 state parks (Lake Anna, Leesylvania)

Virginia State Police Data Projects

Project Name	Due Date	Status (Not Started, In Progress, Completed)	Comments
VSP Agency wide data assessment and improvement campaign	2025	In Progress	Internal focus of developing data governance and functionality that allows the transformation of existing and future data into an actionable state. External focus of pursuing a status of data which is translatable to a larger Commonwealth need. In partnership with ODGA May 17, 2024 VSP created internal data governance and data strategy document
Community Policing Act Data	July 2024	Completed	Data submissions moving to Beyond 2020 repository platform Updated training for law enforcement agencies
UCR-IBR DATA	July 2024	Completed	Updating technical specifications to enhance the data collection Updated training for law enforcement agencies
Law Enforcement Suicide Data	July 2024	In progress	Implementing a method to collect suicide data for employees (past and current) of the Department to meet goals of the Law Enforcement Suicide Data Collection Act MOU created and executed with ODGA to share data and learn how to assist agencies with

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Virginia Department of Health

Project Name	Comments
Environmental Public Health Tracking	The Virginia Environmental Public Health Tracking (VA EPHT) program provides information and data to help understand how **environmental factors can impact chronic diseases and other non-infectious conditions.** VDH has established the program webpages which include numerous public use dashboards (Tableau) and public use datasets (data.virginia.gov). https://www.vdh.virginia.gov/environmental-public-health-tracking/ https://www.vdh.virginia.gov/environmental-public-health-tracking/asthma/asthma-hospitalizations/ https://data.virginia.gov/dataset/vdh-pud-epht-hospitalizations
VDH Datasets on Data.Virginia.gov	VDH has worked with the ODGA team to establish a data pipeline to transfer data from VDH datastores in a managed fashion to the ODGA datastores which allows for automated data transfer in a sustainable manner. The datasets transferred are then made available on the public facing data.virgnia.gov which allows for a curated, well-governed and accessible mechanism for data users.
Master Person Index (MPI)	VDH is working on building out a MPI data repository using the Google Cloud Platform infrastructure and is engaging stakeholders for identification of use cases in the below categories: 1. De-duplication – any data source which maintains records of individual identities can be improved by identifying and merging duplicate records, increasing accuracy of reporting. 2. Program operations and contact management – identifiable information from the MPI can be used to enhance communication and engagement with people across Virginia by maintaining up-to-date and accurate contact information. 3. Enrichment of data sets – this entails using the MPI as an intermediary to link data from independent data sets to create a cohesive view, e.g., enriching a dataset with missing demographic information for an equity analysis. 4. Research – this may support population health research with internal partners by providing researchers with access to linked datasets, advancing longitudinal studies by tracking individuals over time and across different datasets. It could be used to enhance external IRB research with data being requested from VDH. Early use cases will apply to internal data as opposed to

external.

Project Name	Due Date	Status (Not Started, In Progress, Finished)	Comments
Data Governance	3/13/2026	In-Progress	• Operational Data Governance Council / Data Decision Team. • Multiple Policies in Various stages of progress. • Various Active Working Groups. • Data Ingestion Policy Implementation for Top 8 System in progress
Enterprise Data Warehouse Modernization	2/27/2026	In-Progress	• Ongoing architecture discussion to fine tune the end state Data Architecture for DBHDS • Access to AWS & Snowflake Dev environments in the process of being enabled for development. • Establishing data use agreements between CSB and Department to support Master Patient Index creation
Data Exchange/CCS3 Sunset	2/28/2025	In-Progress	• Integration design sessions in progress with each CSB
Revenue Cycle Modernization	4/17/2026	Not Started	• Vendor selection in progress
Financial Management System replacement	8/31/2025	In-Progress	• Kick off scheduled with various parties in support of the project

Strategy Topics

- Current State
  - Strengths
  - Weaknesses
  - Data Maturity Assessment Gaps
- Governor's Priorities and Agency Business Outcomes
- Future State Vision
- Proposed ODGA Goals
- Proposed Technology Portfolio
- Proposed Key Performance Metrics

Data-Driven Virginia: Empowering the Commonwealth's Future

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Current State- Your Thoughts?

Strengths
• Significant expansion of the Customer Data Trust (CDT) platform (400% growth from 2022 to 2024)
• Increasing adoption of ODGA services
• Establishment of a robust data governance framework
• Strong agency alignment with data governance principles and practices
• Substantial growth of the Open Data Portal dataset: 300+% increase
• Positive financial impact of the Office of Data Governance and Analytics (ODGA)

Weaknesses
• Limited inter-agency data sharing
• Numerous data silos
• Inconsistent data quality
• Lack of a central data policy, standards, and tools
• Missed opportunities for innovation
• Immature data governance

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Data Maturity Assessment Gaps

- DATA QUALITY
  - **28.13%** of respondents rated their maturity level as "1 – reactive".
- DATA QUALITY METRICS
  - Average score was **2.25** with **4** agencies rating themselves a "**0**".
- METADATA MANAGEMENT
  - Average score of **1.89** and **8** agencies rating themselves as a **0**.
- DATA MODELING
  - **59%** of the agencies (38) have trouble with data modeling
  - **16%** regard their data as being primarily in silos.
- MANAGE DATA RISKS AND ISSUES
  - **30%** reported themselves as **1 or lower**

Governor's Priorities and Business Outcomes

Education
- Leveraging data to improve student outcomes and workforce readiness.

Workforce Development
- Developing a data-driven early warning system for industries facing potential workforce shortages.

Public Safety
- Employing data-driven approaches to enhance law enforcement and emergency response.

Behavioral Health
- Developing data-driven approaches to substance abuse prevention and treatment.

Conservation, Natural and Historic Resources
- Leveraging technology for preservation and education of historic sights and early detection of environmental threats.

Government Effectiveness
- Utilizing data to streamline operations and reduce costs.

Veteran Services
- Using data analytics to optimize the delivery of veteran support services.

Economic and Business Development
- Using data analytics to identify growth opportunities and attract businesses.

NOTE: Areas in gray are not represented in the Executive Data Board

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Future State

- Advanced analytics to provide insights and predict future trends

- Real-time insights into key performance indicators

- Unified state-of-the-art data ecosystem

- Inter-agency data sharing with appropriate access controls

- "Data-as-a-Service" model

- Data literacy and Innovation as core competencies

- Government transparency and support for civic tech innovation

- Mature data governance framework powered by AI

- Accurate, complete, and timely data to drive decision

- Citizen-empowered privacy and cutting-edge security

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Proposed ODGA Goals

- Optimize agency performance and deliver exceptional citizen experiences by leveraging AI/ML, predictive analytics, and data visualizations.

- Improve data quality to ensure accuracy of evidence-based decision-making and enhance operational efficiency.

- Construct a robust, secure, and interoperable data infrastructure to facilitate seamless data sharing and unlock actionable insights.

- Foster a data-driven culture through comprehensive data literacy programs and a robust data governance framework.

- Enhance government transparency and accountability by expanding the citizen-centric data portal.

- Safeguard sensitive information through rigorous data security practices and proactive risk management.

Proposed Technology Portfolio

- Azure Cloud infrastructure
- Analytics and BI tools
  - Azure Synapse
  - Power BI
  - Vertica for Predictive Analytics
- Data Management tools
  - FUTURE: Data Fabric
  - Purview for Structured Data Governance
  - BigID for Unstructured
  - Informatica Intelligent Data Management Cloud
    - Data Quality
    - Data Catalog
    - Address, email, and phone verification
- Special Purpose
  - Verato for Universal Entity Index
  - OpenGov for Open Data Portal

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Proposed Key Performance Indicators (KPI's)

KPI	Description
Data Governance Maturity Score	A measure of how well the organization adheres to data governance policies and best practices as measured by the Data Maturity Assessment.
ROI on Data Initiatives	The financial return on investment for major data projects or the data program as a whole.
Data Quality Index	Composite score measuring the accuracy, completeness, consistency, and timeliness of key datasets across the organization.
Data Literacy Rate	Percentage of employees who have completed data literacy training and demonstrated proficiency in basic data concepts and tools.
Data Sharing Level	The extent to which agencies are willing to share data as measured by participation in the Commonwealth Data Trust.

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Upcoming Events

September
• COVITS- September 11th/12th
• Data Maturity Assessment
• CDAO Government- September 18th (Marcus Thornton)
• Data Governance Council- September 19th

October
• DBHDS Biannual Staff Meeting AI presentation-October 8th (Chris Burroughs and Jessi Bailey)
• GMU Webinar- October
• Data Stewards Group- October 10th
• Hampton Roads Datathon- October 25th (Ken Pfeil)
• Publish Data Strategy

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9/5/2024

Next Executive Data Board Meeting- Vote Needed

- Potential Meeting Dates
  - Wednesday, February 5th from 1-3 PM
  - Wednesday, February 19th from 1-3 PM
  - Wednesday, March 5th from 1-3 PM

Member and Public Comment