Virginia Data Advisory Commission
Meeting Minutes

July 19, 2022

East Reading Room – Patrick Henry Building
1111 East Broad Street
Richmond, Virginia 23219
1:00 PM – 3:00 PM

Virtual Meeting Information:

Virginia Data Advisory Commission Tuesday, July 19, 2022 1:00 p.m. – 3:00 p.m.
Microsoft Teams joining info:

Video call link:
https://teams.microsoft.com/dl/launcher/launcher.html?url=%2F%23%40thread.v2%3Fcontext%3D%7bTid%3a%22620ae5a9-4ec1-4fa0-8641-5d9f386c7309%22%2C%20Oid%3a%228b5e1e08-5841-4e1e-b617-8592886537f7%22%2D%26anon%3Dtrue%26type=meetup-join%26deeplinkId=aebcfb6-77b6-4762-a633-339fa751a838%26directDl=true%26msLaunch=true%26enableMobilePage=true%26suppressPrompt=true& Or dial: (US) +1 781-514-9183 PIN: 393 343 006#

Commission Member Attendees:
Emmett Hanger, Senator
Adam Ebbin, Senator
Mary Beth Dunkenberger, Region 4, Virginia Tech, Institute for Policy and Governance - (virtual)
Bridget Giles, Director of Special Programs, Hampton Roads Biomedical Research Consortium, Research Assistant Professor, Virginia Modeling Analysis and Simulation Center, Old Dominion University
Tyler Schenck, Region 2, Director of Innovation and Information Services for Winchester City, Virginia – (virtual)
Zaki Barzinji, Region 7, Project Director for Aspen Digital
Arlyn Burgess, Region 3, Chief of Staff for University of Virginia School of Data Science
Alisa Padden (Designee for Karl Hade, Director of Legislative & Public Relations)
Secretary George “Bryan” Slater, Secretary of Labor
Secretary “Lyn” McDermid, Secretary of Administration
Secretary John Littel, Secretary of Health and Human Resources – (virtual)
Secretary "Bob" Mosier, Secretary of Public Safety and Homeland Security
Secretary Stephen Cummings, Secretary of Finance
Deputy Secretary Beth Green (Designee for Secretary Matt Lohr, Secretary of Agriculture and Forestry)
Assistant Secretary Corey Scott (Designee for Secretary Travis Voyles, Acting Secretary of Natural and Historic Resources)
Wyatt Toehlke (Designee for Secretary Caren Merrick, Secretary of Commerce and Trade) – (virtual)
Aimee Rogstad Guidera, Secretary of Education
Thomas Crabbs (Designee for Secretary Craig Crenshaw, Secretary of Veterans and Defense Affairs)
Kenneth Pfeil, Chief Data Officer

Public attendees:
Rita Passaglia – McGuireWoods Consulting, intern
Sara Thomas – The Vector Corporation
Norgan Guthridge – Guthridge Associates
Joe Sewash – VA Graphic Information Network
Thomas Gordon – KPMG
Chris Knight – Qlarion
Michael Thomas – McGuireWoods Consulting, Senior VP, State Government Relations
Corey Scott – Assistant Secretary of Natural Resources
Amy Judd - Legal VITA Representative
Joyce Reed – Assistant Secretary of Secretary of Administration
Leah Mills – Deputy Secretary of Health and Human Resources - (virtual)

Welcome and Opening Remarks
New Chief Data Officer Announcement
Roll Call and Introductions of Council Members
Approval of Minutes from Previous Meeting
FOIA Rules and Public Meeting Statute Presentation
Commonwealth Data Trust Presentation
Universal Entity Index for Commonwealth Data

Calendar Year 2022 Goals and Objectives

Member/Public Comment

Closing Remarks

Next meeting date: TBD October/November 2022

Adjournment

Motions

Motion 1: Approve the previous VDAC Meeting Minutes (November 2021)
Presenter: Chief Data Officer Kenneth Pfeil
Discussion: Previous meeting minutes were discussed.
Motion Accepted: Meeting minutes have been accepted. Motion accepted by majority.

Motion 2: To change date of next Virginia Data Advisory Commission Meeting
Presenter: Chief Data Officer Kenneth Pfeil
Discussion: There is a motion to move the next meeting
Motion Accepted: Motion accepted by majority. The date for the next Virginia Data Advisory Commission Meeting is TBD in October/November 2022

Agenda

Agenda Item 1: Welcome and Opening Remarks 1:07 PM – 1:10 PM
Presenter: Secretary Lyn McDermid

Discussion: Secretary McDermid introduced herself and thanked everyone for coming. Secretary spoke a few words about the history of the Chief Data Officer role. It was established in 2018 under VITA but was moved under the Secretary of Administration in July 2021 and officially became an agency. Secretary thanked Marcus Thornton for stepping up in the role during the period when the agency no longer had a Chief Data Officer.

Decision: N/A
Agenda Item 2: New Chief Data Officer Announcement 1:10 PM - 1:12 PM

Presenter: Secretary Lyn McDermid

Discussion: Secretary McDermid gave the introduction of the new Chief Data Officer, Kenneth Pfeil, and briefly spoke on his background. Ken started in May and has a background as a Technology Strategist. He has a long career developing technical strategies focused on cybersecurity data and systems.

Decision: N/A

Agenda Item 3: Roll Call and Introductions of Council Members 1:12 PM – 1:16 PM

Presenter: Chief Data Officer Kenneth Pfeil

Discussion: Mr. Pfeil called roll.

Decision: N/A

Agenda Item 4: Approval of Minutes from Previous Meeting 1:16 PM – 1:17 PM

Presenter: Chief Data Officer Kenneth Pfeil

Discussion: The committee discussed previous meeting minutes

Decision: The meeting minutes were accepted. Refer to motion 1.

Agenda Item 5: FOIA Rules and Public Meeting Statute Presentation 1:17 PM – 1:37 PM

Presenter: Assistant Attorney General Justin Bell

Discussion: Justin Bell introduced himself and continued with an explanation of FOIA. Mr. Bell announced there are two major pillars of FOIA: the public has a right to public records and it is illegal to deny it to them. If FOIA is willfully and knowingly violated, a penalty can be imposed starting at $500 up to $25,000.

Mr. Bell gave a presentation providing an overview of key points related to FOIA:

- Notification to the public for meetings
- Required amount of members for a meeting and quorum
- Violation consequences
- Business and personal email usage
- Voting requirements
- Electronic meetings will begin September, 1 2022

Decision: N/A
**Agenda Item 6:** Commonwealth Data Trust Presentation 1:37 PM – 1:50 PM  
**Presenter:** Chief Data Officer Kenneth Pfeil & Deputy Chief Data Officer Marcus Thornton  
**Discussion:** Mr. Pfeil began the discussion with acknowledging the growth of data trust members from six members to fifteen members over the last year. Marcus Thornton followed with an introduction and described what he will discuss during the upcoming presentation.

Mr. Thornton continued with a presentation covering key points:
- Overview of agency and Data Trust
- Benefits of joining Data Trust
- Current Data Trust members
- Overview of Virginia Data Advisory Commission
- Remaining Boards and Councils to be established
- Resources and solutions

**Decision:** N/A

**Agenda Item 7:** Universal Entity Index for Commonwealth Data 1:50 PM – 2:03 PM  
**Presenter:** Deputy Chief Data Officer Marcus Thornton  
**Discussion:** Mr. Thornton gave a presentation on the Universal Entity Index

Mr. Thornton explained datasets are brought in for different reasons. Data security is required so the first thing done is to identify how to remove all the PII information; such as a Social Security number or anything that you could be a personal identifier. That information is then replaced with a unique identifier.

Key points covered:
- Data protection and data security
- Explanation of Universal Entity Index
- Commonwealth benefit
- Data Strategy
- The data life cycle
- ODGA Maturity Model

**Decision:** N/A

**Agenda Item 8:** Calendar Year 2022 Goals and Objectives 2:03 PM – 2:06 PM
**Presenter:** Chief Data Officer Kenneth Pfeil

**Discussion:** Mr. Pfeil gave a presentation and described the one-year roadmap. Discussion explains his wants to give agencies an early warning and provide predictive analytic services to be more helpful.

**Decision:** N/A

**Agenda Item 9:** Member/Public Comment 2:06 PM – 2:36 PM

**Presenter:** Chief Data Officer Kenneth Pfeil

**Discussion:** Mr. Pfeil announced to open the floor to public questions and comments

**Key Points:**
- It was announced that future Virginia Data Advisory Commission meetings would have a virtual-only option beginning September 1, 2022.
- There was a follow-up inquiry from the last meeting about considering a role dedicated to Data Equity and Ethics.
- A recommendation was made for the office to provide guidance and more information to agencies to assist with efficiency and providing uniformity. This is assumed to help with the forward progression as a Commonwealth in the data strategy and analytics realm.
- A Datathon was suggested to bring hesitant agencies together to help see the value of sharing data.
- Public and community engagement is a common topic of interest relating to underserved and vulnerable populations.

**Decision:** N/A

**Agenda Item 10:** Closing Remarks 2:36 PM

**Presenter:** Chief Data Officer Kenneth Pfeil

**Discussion:** Members voted on changing date for next meeting. Mr. Pfeil thanked everyone for attending and made closing remarks.

**Decision:** The change of date for the next Virginia Data Advisory Commission meeting was approved. Refer to motion 2.

**Agenda Item 11:** Adjourn 2:36 PM

**Presenter:** Chief Data Officer Kenneth Pfeil

**Discussion:** The Virginia Data Advisory Commission adjourned at 2:36 PM

**Decision:** N/A
Understanding FOIA

or: How I Learned to Stop Worrying and Love Open Government.
§ 2.2-3702. Notice of chapter.

Any person elected, reelected, appointed or reappointed to any body not excepted from this chapter shall (i) be furnished by the public body's administrator or legal counsel with a copy of this chapter within two weeks following election, reelection, appointment or reappointment and (ii) read and become familiar with the provisions of this chapter.
Purpose –

By enacting FOIA, the General Assembly ensures the people of the Commonwealth ready access to public records in the custody of a public body or its officers and employees, and free entry to meetings of public bodies wherein the business of the people is being conducted. The affairs of government are not intended to be conducted in an atmosphere of secrecy since at all times the public is to be the beneficiary of any action taken at any level of government. Va. Code § 2.2-3700.
How FOIA is to be viewed –

The provisions of FOIA shall be liberally construed to promote an increased awareness by all persons of governmental activities and afford every opportunity to citizens to witness the operations of government. Any exemption from public access to records or meetings shall be narrowly construed and no record shall be withheld or meeting closed to the public unless specifically made exempt pursuant to this chapter or other specific provision of law.
The two major pillars of FOIA:

1. Public Records
2. Meetings
Except as otherwise specifically provided by law, all public records shall be open to inspection and copying by any citizens of the Commonwealth during the regular office hours of the custodian of such records.

Access to such records shall not be denied to citizens of the Commonwealth. Va. Code § 2.2-3704.
What are “public records”?

"Public records" means all writings and recordings, however they are stored, and regardless of physical form or characteristics, prepared or owned by, or in the possession of a public body or its officers, employees or agents in the transaction of public business. Va. Code § 2.2-3701.

Minutes, including draft minutes, and all other records of open meetings, including audio or audio/visual records shall be deemed public records and subject to the provisions of this chapter. Va. Code § 2.2-3707(I).

The custodian of such records shall take all necessary precautions for their preservation and safekeeping. Va. Code § 2.2-3704.
How do you respond to a FOIA request?

Any public body that is subject to this chapter and that is the custodian of the requested records shall promptly, but in all cases within five working days of receiving a request, provide the requested records to the requester or make one of the following responses in writing. . . Va. Code § 2.2-3704(B). See Va. Code § 2.2-3704(B)(1-4) for permissible responses.

If it is not “practically possible” to produce the requested records in five days, you may secure another seven work days under certain conditions. Va. Code § 2.2-3704(B)(4).

Generally, no public body shall be required to create a new record if the record does not already exist. Va. Code § 2.2-3704 (D).

Failure to respond to a request for records shall be deemed a denial of the request and shall constitute a violation of this chapter. Va. Code § 2.2-3704(E).
Mechanics of a FOIA Response

You do not need to fulfill the response yourself. **Look to staff and your FOIA Officer.**

All public bodies must designate a FOIA Officer who has the responsibility of being the point of contact for FOIA requests. - Va. Code § 2.2-3704.2(A).

The contact information for your FOIA Officer should be on your Board website along with a description of the rights of a requestor under FOIA – Va. Code § 2.2-3704.1(A).
If FOIA is violated –

If the court finds the denial to be in violation of FOIA, the petitioner shall be entitled to recover reasonable costs, including costs and reasonable fees for expert witnesses, and attorneys' fees from the public body if the petitioner substantially prevails on the merits of the case . . . Va. Code § 2.2-3713
If FOIA is violated (cont’d.) – knowing violation

In a proceeding commenced against any officer, employee, or member of a public body under FOIA, the court, if it finds that a violation was willfully and knowingly made, shall impose upon such officer, employee, or member in his individual capacity, whether a writ of mandamus or injunctive relief is awarded or not, a civil penalty of not less than $ 500 nor more than $ 2,000. . . For a second or subsequent violation, such civil penalty shall be not less than $ 2,000 nor more than $ 5,000. Va. Code § 2.2-3714.
Be Mindful of What You Put in Email

Mike,

I finished reviewing your draft in the Pilot Training case. I think its ready to be filed. Let me know if you want to meet to discuss it.

Also, I am going to get some food. Did you want anything?

Justin I Bell
Assistant Attorney General
Office of the Attorney General
Thanos,

I apologize for taking so long to get back to you, I was completing my work on the Pilot Training case. Thanks for allowing me to review your plan for the universe. I have taken the liberty to make some edits to your plan. When is the next meeting of your group?

Thanks,

Justin I. Bell
Assistant Attorney General
Office of the Attorney General
202 North 4th Street
Takeaways

- When is your email related to this board private?
- When should you not use email?
Meetings –

All meetings of public bodies shall be open, except as provided by § 2.2-3711. Va. Code § 2.2-3707.
"Public body" means any legislative body, authority, board, bureau, commission, district or agency of the Commonwealth or of any political subdivision of the Commonwealth . . . ; and other organizations, corporations or agencies in the Commonwealth supported wholly or principally by public funds. It shall include any committee, subcommittee, or other entity however designated, of the public body created to perform delegated functions of the public body or to advise the public body. It shall not exclude any such committee, subcommittee or entity because it has private sector or citizen members. [...] — Code § 2.2-3701.
When are you having a meeting?

"Meeting" or "meetings" means the meetings including work sessions, when sitting physically, or through telephonic or video equipment pursuant to § 2.2-3708 or 2.2-3708.1, as a body or entity, or as an informal assemblage of (i) as many as three members or (ii) a quorum, if less than three, of the constituent membership, wherever held, with or without minutes being taken, whether or not votes are cast, of any public body.
Neither the gathering of employees of a public body nor the gathering or attendance of two or more members of a public body at any place or function where no part of the purpose of such gathering or attendance is the discussion or transaction of any public business, and such gathering or attendance was not called or prearranged with any purpose of discussing or transacting any business of the public body . . . shall be deemed a "meeting" subject to FOIA.
Key Requirements for Meetings

- **§ 2.2-3707. Meetings to be public; notice of meetings; recordings; minutes.**
- **A.** All meetings of public bodies shall be open, except as provided in §§ 2.2-3707.01 and 2.2-3711.
  - § 2.2-3707.01 – Meetings of the General Assembly.
  - § 2.2-3707.01 – Closed meetings. But, there is a set of procedures you must take BEFORE going into closed meeting.
- **B.** No meeting shall be conducted through telephonic, video, electronic or other communication means where the members are not *physically assembled* to discuss or transact public business, except as provided in § 2.2-3708 or as may be specifically provided in Title 54.1 for the summary suspension of professional licenses.
More Requirements

- C. Every public body shall give notice of the date, time, and location of its meetings by:
  - 1. Posting such notice on its official public government website, if any;
  - 2. Placing such notice in a prominent public location at which notices are regularly posted; and
  - 3. Placing such notice at the office of the clerk of the public body or, in the case of a public body that has no clerk, at the office of the chief administrator.

- All state public bodies subject to the provisions of this chapter shall also post notice of their meetings on a central, publicly available electronic calendar maintained by the Commonwealth. Publication of meeting notices by electronic means by other public bodies shall be encouraged.

- And there are more steps that must be taken in addition to those.
When meeting always required

- § 2.2-3710. Transaction of public business other than by votes at meetings prohibited.
- A. Unless otherwise specifically provided by law, no vote of any kind of the membership, or any part thereof, of any public body shall be taken to authorize the transaction of any public business, other than a vote taken at a meeting conducted in accordance with the provisions of this chapter.
But...

B. Notwithstanding the foregoing, nothing contained herein shall be construed to prohibit (i) separately contacting the membership, or any part thereof, of any public body for the purpose of ascertaining a member's position with respect to the transaction of public business, whether such contact is done in person, by telephone or by electronic communication, provided the contact is done on a basis that does not constitute a meeting as defined in this chapter
FOIA

- Hypo: At a public meeting, the work group votes to create a subcommittee of two board members to confer and create recommendations for a report to the Governor. Any problem?
- The two subcommittee members agree to meet over the telephone and discuss business, but they report to the board their discussions? Allowed? Why or why not?
FOIA

- Hypo: At a charity event, you see two committee members standing together. You pleasantly greet them and make small talk. Meeting under FOIA?
- Can you make plans to see Thor: Love and Thunder this weekend?
- Can you reminisce together about the previous meeting?
Hypo: A bike trail developer offers a helicopter tour to any committee members who wish to view the construction of a new bike trail at a state park in Maryland. You and 4 other members take the helicopter tour. Meeting under FOIA? Why or why not? What if the park is in Virginia?

What if instead of a helicopter tour, it was a tour of a data management organization’s campus?
Answer: It might be!

The Prince William County Board of Supervisors had a dispute, in court, between members, about a meeting.

Ultimately, the judge ruled that it was not a public meeting – the evidence did not show that it was a public meeting.

But, if the members had gone in pairs, or one at a time, or noticed the meeting, there would have been no argument to make.
FOIA

- Hypo: You write an email to all the other members sharing a brand new movie trailer. A fellow member responds all. Yet another member quickly responds all on the same topic.
- Meeting for FOIA purposes?
- How about opening an instant message chat online between three members?
- What if only two?
- What if the topic of discussion was screening the movie at future board meeting?
Answer: an improper closed meeting occurs where the feature of simultaneity inherent in the term "assemblage" arises; the e-mails involve some sort of back-and-forth exchange of the three required members; the messages generate group conversations or responses with multiple recipients.

The inquiry is whether a series of electronic communications of whatever type constitutes a meeting of a public body for purposes of applying the FOIA.

Can an email or group chat be a meeting? "the key difference between permitted use of electronic communication, such as e-mail, outside the notice and open meeting requirements of [the] FOIA, and those that constitute a 'meeting' under [the] FOIA, is the feature of simultaneity inherent in the term 'assemblage.'"

In Hill, emails were written by one member to one recipient. Court upheld finding of no meeting.
Beck v. Shelton

- In Beck, more than three members of City Council corresponded with each other concerning specific items of public business by use of e-mail. The shortest interval between sending a particular e-mail and receiving a response was more than four hours. The longest interval was well over two days.
- While such simultaneity may be present when e-mail technology is used in a "chat room" or as "instant messaging," it is not present when e-mail is used as the functional equivalent of letter communication by ordinary mail, courier, or facsimile transmission.
- Court found no meeting because no feature of simultaneity.
Electronic meetings*

- § 2.2-3708.2 – Permits 2 tracks for members of public bodies to participate in all-virtual meetings.
  
  A. Planned public meetings – we will discuss this later
  
  B. A member is unable to attend

- Electronically broadcasting the meeting is permissible and encouraged.
HB 444 and the New Rules

- The General Assembly amended the public meeting laws in the 2022 Legislative Session.
- There are new provisions for conducting “all-virtual” meetings.
- Delayed effective date of September 1, 2022.
- NO ALL-VIRTUAL MEETINGS UNTIL SEPTEMBER.
- NONE.
- SERIOUSLY.
- THIS MEANS YOU.
After September 1

- All-Virtual meetings will be permitted so long as proper procedure is followed.
- Before September 1, STAFF AND MEMBERS must review 2.2-3708.3(C) to comply with notice, access, records, and participation requirements.
- Take some time prior to September 1 to update or approve a new policy for these meetings.
- Look out for the FOIA Council’s best practices!
Currently permitted virtual participation

- A member may participate in the meeting if:
  - There is a quorum physically assembled.
  - The public body has adopted a policy pursuant to 2.2-3708.2(D).
  - The member notifies the chair of the public body of one of the reasons listed in 2.2-3708.2(B)
    - Personal medical condition
    - Medical condition of a family member that prevents the member’s physical attendance
    - Meeting is more than 60 miles from member’s residence
    - Personal matter – limit on this
What about making decisions by vote over email?

What prevents this?
That’s right. Code § 2.2-3710 prohibits the transaction of public business other than by votes at meetings.
RECAP

1) can't transact public business without meeting--no voting, no deciding.

2) can't conduct an electronic meeting discussing public business (except if you follow certain requirements like quorum present).

3) can "separately" contact members to ascertain position so long as communication doesn't become a meeting. Can’t have feature of simultaneity with quorum or three members.
Best practices

- Remember that what you put in writing is a public record subject to FOIA.
- Think first. If unsure, reach out and ask questions.
- Use a separate account for your public business.
- Pick up the phone.
- If in writing, send emails to staff for distribution.
FOIA

Questions about FOIA?

Please contact the “Virginia Freedom of Information Advisory Council”
Toll free: 866-448-4100
Email: foiacouncil@dls.virginia.gov
Chief Data Officer and team foster effective use of data across the Commonwealth

Data engineers, data analytics specialists, business intelligence specialists, project managers, data architects, data curators, communications professionals

The Office of Data Governance and Analytics was established July 1, 2021
WHAT WE DO

- Provide the technical platform and expertise for data curation and data movement using Commonwealth data.
- Oversee data sharing among state, regional, local public entities & public institutions of higher education
- Implement data governance strategies
- Promote and increase access to Commonwealth data
- Develop innovative data analysis and intelligence methodologies to promote data-driven policy making, decision making, research, and analysis
- Manage the Commonwealth Data Trust
- Identify, coordinate, and oversee data analytics projects studies linking government services to stakeholder outcomes
- Manage the Open Data Portal (data.virginia.gov)
Virginia Commonwealth Data Trust

Safe, secure, & legal data sharing
› Establish consistent requirements for trust members through a standardized data sharing agreement process

› Provide a scalable alternative to multiple “point-to-point” sharing

› Promote trust among members through common rules for data security, privacy, and confidentiality

› Reduce technical costs by onboarding to a single environment using National Information Exchange Model (NIEM) standards
BENEFITS OF JOINING THE DATA TRUST

- Commonwealth Data Trust member (contributing data) and user (requesting data) agreements are the foundation for data sharing, data-driven decisions, and ultimately supporting the Governor’s goal to make state government more efficient.

- Managing data sharing between agencies at the enterprise level with ODGA as the conduit reduces security vulnerabilities.

- Commonwealth Data Trust members enjoy transparency and trust with participating agencies engaged in analytics projects.

- Joining the Commonwealth Data Trust is about tapping into the power of the collective enterprise expertise while maintaining control over your data. It multiplies the resources available to agencies and creates a win-win for both the agency and the Commonwealth.
CURRENT MEMBERS

- Dept. of Aviation
- Dept. of Behavioral Health & Developmental Services
- Dept. of Human Resource Management
- Dept. of Criminal Justice Services
- Dept. of General Services
- Dept. of Medical Assistance Services
- Dept. of Social Services
- Library of Virginia
- Roanoke Police Department
- State Compensation Board
- Virginia Dept. of Corrections
- Virginia Dept. of Health
- Virginia Employment Commission
- Virginia Hospital and Healthcare Association
- Virginia Innovation Partnership Corporation
- Virginia529
Data Governance
The Foundation of Data Strategy
28 members (6 legislative, 7 citizen, 15 state officials)

Study, report, and make recommendations to the Secretary of Administration and the Governor on all areas of data governance, quality, sharing, analytics, reporting, intelligence, and performance management

Advise and assist the Chief Data Officer to set, plan, prioritize, and review data and outcome performance goals and objectives to improve operational efficiency, increase delivery of customer-centered services, and promote better outcomes for constituents

Make recommendations to the Secretary of Administration and the Governor on performance goals and objectives requiring engagement from organizations across state government

Recommend changes to budget and code
Remaining Boards and Councils to be Established

Executive Data Board - The Executive Data Board is chaired by the Chief Data Officer who also selects its membership. The Executive Data Board membership consists of executive leadership, or their designees, from executive branch agencies engaged in data sharing and analytics projects.
- Translate the Commonwealth's data-driven policy goals and objectives to agency performance targets
- Allocate appropriate agency resources to support data governance, sharing, and analytics initiatives
- Provide to the Virginia Data Commission any reports on the Board's recommendations and work as required by the Commission

Data Governance Council - The members of the Data Governance Council are selected by the Executive Data Board. The Council consists of employees of the state agencies represented on the Executive Data Board. The Data Governance Council is chaired by the Commonwealth of Virginia Chief Data Officer (or designee).
- Liaise between state agency operations and the Chief Data Officer
- Advise the Chief Data Officer on technology, policy, and governance strategies
- Administer data governance policies, standards, and best practices as set by the Executive Data Board

Data Stewards Group – The Data Stewards Group made up of designated agency data owners and data stewards to support data-driven decisions.
- Promote and facilitate the secure and appropriate sharing and use of data assets in support of data-driven policymaking, evidence-based decision-making, research, and analysis
Resources & Solutions
What We Offer to the Commonwealth
“Data is not intelligence”
~William Binney
RESOURCES AND SOLUTIONS

- Virginia Open Data Portal
- Azure Data Catalog
- Commonwealth Metadata Dictionary
- DataSAGE
- Commonwealth Data Trust
- Commonwealth of Virginia Entity Resolution for Enterprise Data (CoVERED)
- Commonwealth of Virginia Enterprise Reporting Solution (CoVERS)
- Secure Connected Government Cloud (SCGC)
Universal Entity Index

CoVERED - Commonwealth of Virginia Entity Resolution for Enterprise Data
• The Office of Data Governance and Analytics (ODGA) developed a solution to securely and appropriately consolidate data from multiple systems across the state.

• The Commonwealth of Virginia Entity Resolution for Enterprise Data (CoVERED) ingests two data streams separating the attributes that identify individuals (PII) from those that characterize the government services they receive by leveraging partnerships with executive branch agencies and other organizations through the safe, secure, and legally compliant information sharing environment that establishes consistent requirements for trust members through a standardized data sharing agreement process.
• The Universal Entity Index – is a crosswalk table that contains a universal identifier for each unique individual linking records across multiple systems via their personal identifier instead of PII.

• The ODGA is able to leverage this crosswalk table to provide intelligence and analytics from multiple systems to assist agencies and organization with their data needs.
• The ODGA **partners with commonwealth agencies** to assist them with merging datasets for actionable intelligence in a safe and secure way.

• **Better access to reporting solutions** provided by the Office of Data Governance and Analytics.

• **Better collaboration** among agencies with the Commonwealth.

• **Providing financial relief** to agencies who may need to outsource to vendors in order perform the backend tasks associated with data curation.
Data Strategy

ODGA GOALS AND OBJECTIVES
THE DATA LIFECYCLE

Data Protection

Creation & Collection
Making new data or receiving new data from a user, device, customer, or third party

Use
Accessing, processing, updating, and internally sharing data within the organization

Sharing
Transferring or disclosing data to customer or third party

Retention
Maintaining, saving, and archiving data

Deletion & Destruction
Removing data once no longer required for business and legal purposes
Data Strategy Guiding Principles

Data Access
Activities related to storing, retrieving or acting on data housed in a database or other repository. The authorization to access files.

Data Quality
The planning, implementation and control of activities that apply quality management techniques to data in order to assure it is fit for consumption and meets data consumer's needs.

Data Content
Ensuring content is relevant and applicable to decision making, and that it is not redundant, obsolete or trivial.

Governance
The exercise of authority and control (planning, monitoring and enforcement) over the management of data assets. Ensures data is managed properly according to policies and best practices.

Data Management
The development, execution, and supervision of policies, plans, programs and practices that deliver, control, protect and enhance the value of information assets throughout the data lifecycle.

Data Informed Decision Making
If data is available to inform a course of action, it is prioritized over intuition, personal experiences, and opinions.

Analytics
The process of examining data sets in order to find trends and draw conclusions about the information they contain.
ODGA Maturity Model

Measuring Maturity Against Established Models
### Data Management Maturity (CMMI-DMM) Model

<table>
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<th>Level</th>
<th>Data Management Strategy</th>
<th>Data Governance</th>
<th>Data Quality</th>
<th>Data Operations</th>
<th>Platform &amp; Architecture</th>
<th>Supporting Processes</th>
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<tr>
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<td>Data Management Strategy</td>
<td>Governance</td>
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<td>Data Requirements</td>
<td>Architectural Approach</td>
<td>Measurement</td>
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<td>Communications</td>
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<td>Data Profiling</td>
<td>Data Life-Cycle</td>
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<td>Risk Management</td>
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<td>Glossary</td>
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**Data Management Maturity (CMMI-DMM) Model**

- **Level 0**: Data Management Strategy
  - Data Management Strategy
  - Governance Management
  - Metadata Management
  - Business Case
  - Funding

- **Level 1**: Data Governance
  - Governance Management
  - Metadata Management
  - Business Glossary

- **Level 2**: Data Quality
  - Data Quality Strategy
  - Data Profiling
  - Data Cleansing
  - Data Quality Assessments

- **Level 3**: Data Operations
  - Data Requirements Definition
  - Data Life-Cycle Management
  - Provider Management

- **Level 4**: Platform & Architecture
  - Architectural Approach
  - Architectural Standards
  - Data Management Platform
  - Data Integration

- **Level 5**: Supporting Processes
  - Measurement and Analysis
  - Process Management
  - Process Quality Assurance
  - Risk Management
  - Configuration Management
## ODGA Planning

<table>
<thead>
<tr>
<th>STRATEGIC</th>
<th>TACTICAL</th>
<th>OPERATIONAL</th>
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<tr>
<td><strong>Functions</strong></td>
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<tr>
<td>- What if Scenarios</td>
<td>- Periodic progression</td>
<td>- Managing change</td>
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<tr>
<td>- Dashboards and analytics</td>
<td>- Modeling and Simulations</td>
<td>- Monitoring</td>
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<td>- Predictive Modeling</td>
<td>- Reporting</td>
<td>- Implementing</td>
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<td>- Constituents</td>
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<td>- Predictive Analytics</td>
<td>- VEC Fraud detection</td>
<td>- Open Data Portal</td>
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<td>- SaaS Data Trust Platform</td>
<td>- DCLS Data Support</td>
<td>- Contingency management</td>
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<tr>
<td>- Machine Learning / AI</td>
<td>- Quality control</td>
<td>- DPG (Data Protection and Governance)</td>
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<td>- CyberSecurity</td>
<td>- VDOT phone reconciliations</td>
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</table>
ODGA Roadmap

Objectives for the Short Term
**ONE YEAR ROADMAP**

**H1 FY2023**
- **Technology**
  - Data management engineering
  - Data quality, ML / AI Cloud, Predictive Analytics
  - User experience, Dashboards, Visualization
  - Data security & privacy assessment
- **Agency**
  - Attitude of change
- **Policy**
  - Analysis of Agency data models
  - Integrate existing DataTrust models (VLDS and WFDT)
- **Societal**
  - Privacy of design
  - Education of workforce

**H2 FY2023**
- **Technology**
  - Education & skills
  - Build/Publish Services Portfolio
  - Open Data Portal & agency data silo minimization
  - Security, Privacy & Legal reviews
  - Technical infrastructure review and improvements
  - Data Protection and Governance Training
  - Non-Structured Data Improvements
- **Agency**
  - Commonwealth DataTrust Onboarding
ODGA Next Steps: Predictive Analytics

Short Term Roadmap
PREDICTIVE ANALYTICS
SHORT TERM ROADMAP

Q2 FY2023

Discovery
Data
Acquire
- Acquire Analytics Solution
- Training
- Cloud Integration
- Architecture Prep
- Database Preparation

Prepare
- Determine 1st use case
- Data Modelling / Outcomes
- Determine available Datasets
- Format data for ingestion / upload data

Q3 FY2023

Designer
Visualizations
- User interface design
- Dashboard mock-ups
- Sample visualizations and storyboards

Q4 FY2023

Explore
- Finalize Dashboards
- Finalize Storyboards
- Identify additional use cases
- Identify additional; data wants and needs

Q1 FY2024

Collaboration
- Publish relevant Data to Open Data Portal
- Identify collaborative potential both inter-agency and cross-state/federal

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