COMMONWEALTH of VIRGINIA

Office of the Governor

Lyn McDermid
Secretary of Administration

Data Governance Council

Meeting Minutes

April 17th, 2025

Training Room- VITA Boulders Building VII

7325 Beaufont Springs Drive

Richmond, Virginia 23225

1:00 p.m. – 3:00 p.m.

Member Attendees:

Marcus Thornton, *Office of Data Governance and Analytics, present in person*

Mitzi Fletcher, *Department of Social Services- present in person*

TJ Claiborne, *Department of Conservation and Recreation, present in person*

Anup Srikumar, *Virginia Department of Health, present virtually due to other obligations. Attended from work office in Richmond, VA.*

Karen Smith, *Virginia Employment Commission, present in person*

Paulose Poovathukaran, *Department of Behavioral Health and Developmental Services, present in person*

Rich Rosendahl, *Department of Medical Assistance Services, present in person*

Keon Turner, *Virginia State Police, present in person*

Susan Williams, *Department of Education, present in person*

Agenda:

COMMONWEALTH of VIRGINIA
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Welcome and Opening Remarks

Roll Call

Review Purpose and Goals for Board and Council Meeting, Order of Business

Office of Data Governance and Analytics (ODGA) Announcements and Updates

Break

Agency Showcase: Virginia Department of Transportation (VDOT) Guest Speaker, Michael Ulrey

Agency Showcase: Department of Behavioral Health and Developmental Services (DBHDS) Guest Speaker, Paulose Poovathukaran

Introduction to Substance Use Disorder Abatement (SUDA)

Member and Public Comment

Closing Remarks

Adjourn

Motions:

Motion 1: Approve Previous Meeting Minutes from September 19th, 2024.

Presenter: Marcus Thornton

Discussion: N/A

Motion Accepted: Motion moved by Mr. Claiborne and seconded by Ms. Smith. Motion carried by unanimous vote.

Motion 2: Select Next Meeting Date

Presenter: Marcus Thornton

Discussion: The group agreed on selecting August 14th, 2025, as the next meeting date.

Motion Accepted: Motion moved by Mr. Poovathukaran and seconded by Ms. Smith. Motion carried by unanimous vote.

Agenda:

Agenda Item 1: Welcome and Opening Remarks

Presenter: Marcus Thornton

Discussion: Mr. Thornton welcomed everyone to the first meeting of the year.

Decision: N/A

Agenda Item 2: Roll Call

Presenter: Marcus Thornton

Discussion: Marcus Thornton called roll.

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

Agenda Item 3: Review Purpose and Goals for the Board and Council Meeting, Order of Business

Presenter: Marcus Thornton

Discussion: Mr. Thornton went over the goal of the meeting, which is to advise on technical policies and data governance structure and to oversee data sharing projects, as well as to discuss relevant topics such as data governance success stories and the Commonwealth's Data Catalog.

Decision: N/A

Agenda Item 4: ODGA Announcements and Updates

Presenters:

- Marcus Thornton
- Jessi Bailey, Director of Communications, ODGA
- Chris Burroughs, Director of Data Governance and Protection, ODGA

Discussion: Ms. Bailey discussed ODGA's recent Datathon event. Mr. Thornton went over the results of the Data Management Maturity Assessment from 2024. The assessment is sent to agencies in Virginia, and they are asked to score themselves on a scale of 1-4 in 4 categories: People and Culture, Data Activities, Business Processes, and Technology. This assessment helps ODGA understand where it should focus its efforts. A discussion was had about why this year's scores had declined slightly from 2023's scores. These reasons included education, meaning as agencies learned more about what the questions truly meant, they were able to provide a more accurate, albeit lower, score. Ms. Williams mentioned it may be because of agency turnover and a lack of knowledge sharing. Ms. Fletcher asked if agencies with high scores could "mentor" agencies with lower scores, and the answer was yes- the purpose of this meeting is to help make those connections. Mr. Srikumar mentioned that having the resources and funding to improve data maturity is a challenge, and Mr. Thornton emphasized that ODGA exists to help fill in those gaps. Mr. Srikumar also mentioned the Virginia Department of Health could benefit from a formal data strategy exercise, one that was especially focused on leadership; Ms. Bailey offered to connect with Mr. Srikumar to coordinate that.

Ms. Burroughs then spoke about ODGA's recently launched Commonwealth Data Catalog. The Catalog allows agencies to easily discover and explore datasets from other agencies, helping them find data that supports their own work. The data itself is not in the catalog, just the descriptions of the data. The data can be requested and shared at the data owner's discretion. Mr. Srikumar mentioned that the fear of the data being used out of context will create hesitancy on part of the data owners. Ms. Burroughs emphasized that the data sharing process will ensure data context is understood, and the two participating agencies will have ample time to discuss such details. To get access to the data catalog, agencies should email ODGA.

Ms. Burroughs then discussed the upcoming Data Governance Awards, in which Commonwealth Data Trust Members will earn points by improving their data governance. The kickoff will be May 15th, and the winners will be recognized by ODGA. Ms. Burroughs then went over some resources that could be useful in improving data governance, including training through Dataversity, ODGA's Lunch and Learn Series, ODGA's website resource library, and Data Literacy training videos. Mr. Claiborne was interested in having the Data Literacy videos as SCORM files.

Ms. Burroughs then went over the growth of the Virginia Open Data Portal, which now is the largest state open data portal. Ms. Williams mentioned that the Library of Virginia has old state agency websites full of data that is frequently requested by constituents, and that it could be valuable and timesaving to upload this data to the Open Data Portal. ODGA agreed to investigate it.

The next discussion centered around whether to let AI bots crawl the Virginia Open Data Portal. Ms. Burroughs went over the pros and cons and opened the topic for discussion. Mr. Srikumar said that AI bots using the data for LLMs could create a lack of context around the data that would be problematic, and said he would prefer a controlled approach. Mr. Claiborne's concern was that uncontrolled access could lead to security concerns. Some ideas included blocking crawlers from specific geographic locations, block all crawlers to see how much site traffic reduces to have a better understanding of the magnitude of the issue, and to limit the amount of data that the bots can crawl within a certain time frame. Other members brought up the fact that the Open Data Portal data is already public, and that limiting the bot crawling would be a moot point. Others felt like eliminating "low hanging fruit" was of value. The group agreed to table the issue until the next meeting.

Decision: N/A

Break

Agenda Item 5: Agency Showcase: VDOT Guest Speaker

Presenter: Micheal Ulrey, Data Program Manager, VDOT

Discussion: Mr. Ulrey gave an overview of how data is managed at VDOT which includes three main efforts: Master Data Management, Data Stewardship, and Data Governance. He emphasized that their current data landscape was only reached after a decade or so of iterative maturing. Master data management is about creating a source of truth and putting the infrastructure in place to support AI and analytics, and to do this, competent data stewardship and clearly defined roles are necessary. When it comes to data stewardship, it is imperative that data stewards are voluntary champions for the data within their business area. Data governance framework is important as well, VDOT has 3 bodies: Data Governance Board, Data Council, and Communities of Practice/Communities of Interest. The success of their data management is heavily attributed to leadership buy-in.

Decision: N/A

Agenda Item 6: Agency Showcase: DBHDS Guest Speaker

Presenter: Paulose Poovathukaran, Chief Data Officer, DBHDS

Discussion: Mr. Poovathukaran gave a presentation on DBHDS's data governance journey. Prior to 2023, their focus was on technology, and it became clear that change would require a cultural organizational change that had support from the right people. He also mentioned that tying data governance to a major initiative is a key to success, one of the reasons being that it garners more support from leadership this way. He also met with each data owner on an individual basis to understand their major pain points and create a baseline. This led to the creation of 17 data policies that would alleviate those pain points.

Agenda Item 7: Introduction to SUDA

Presenter: Jeff Scheich, Director of Enterprise Solutions, SUDA Project Sponsor, Virginia Information Technologies Agency (VITA)

Discussion: Mr. Scheich gave an overview of SUDA, which is a collaboration between VITA, ODGA, and the Opioid Abatement Authority. FAACT was the former solution, and funding was recently allocated to stand up a new program. A needs assessment was conducted by Gartner where stakeholders, including Virginia's First Lady, DBHDS, and other agencies, were consulted. A contract is soon to be awarded to a vendor to move the project forward. AWS will be used for the project, and Power BI will be used for reporting and analytics. There will be multiple releases, with things like AI and ML being taken advantage of in the later releases.

Agenda Item 8: Member and Public Comment

Presenter: Marcus Thornton

Discussion: Mr. Thornton asked for public and member comments, but no members of the public were present, and no members wanted to comment.

Decision: N/A

Agenda Item 9: Closing Remarks

Presenter: Marcus Thornton

Discussion: Mr. Thornton thanked everyone for their attendance and participation.

Decision: N/A

Agenda Item 10: Adjourn

Presenter: Marcus Thornton

Discussion: The Data Governance Council adjourned at 3:00pm.

Decision: N/A

Data Governance Council

April 2025

Agenda

1:00 p.m.- Welcome and Opening Remarks
Marcus Thornton, Deputy Chief Data Officer

1:05 p.m.- Roll Call

1:15 p.m.- ODGA Announcements and Updates

1:40 p.m.- Agency Showcase: VDOT

2:05 p.m.- Break

2:10 p.m.- Agency Showcase: DBHDS

2:40 p.m.- Introduction to SUDA

2:45 p.m.-Member and Public Comment

2:50 p.m.- Closing Remarks

2:55 p.m.- Adjourn

Data Governance Council

Purpose

Advise the CDO on data technology, policy, and governance structure.

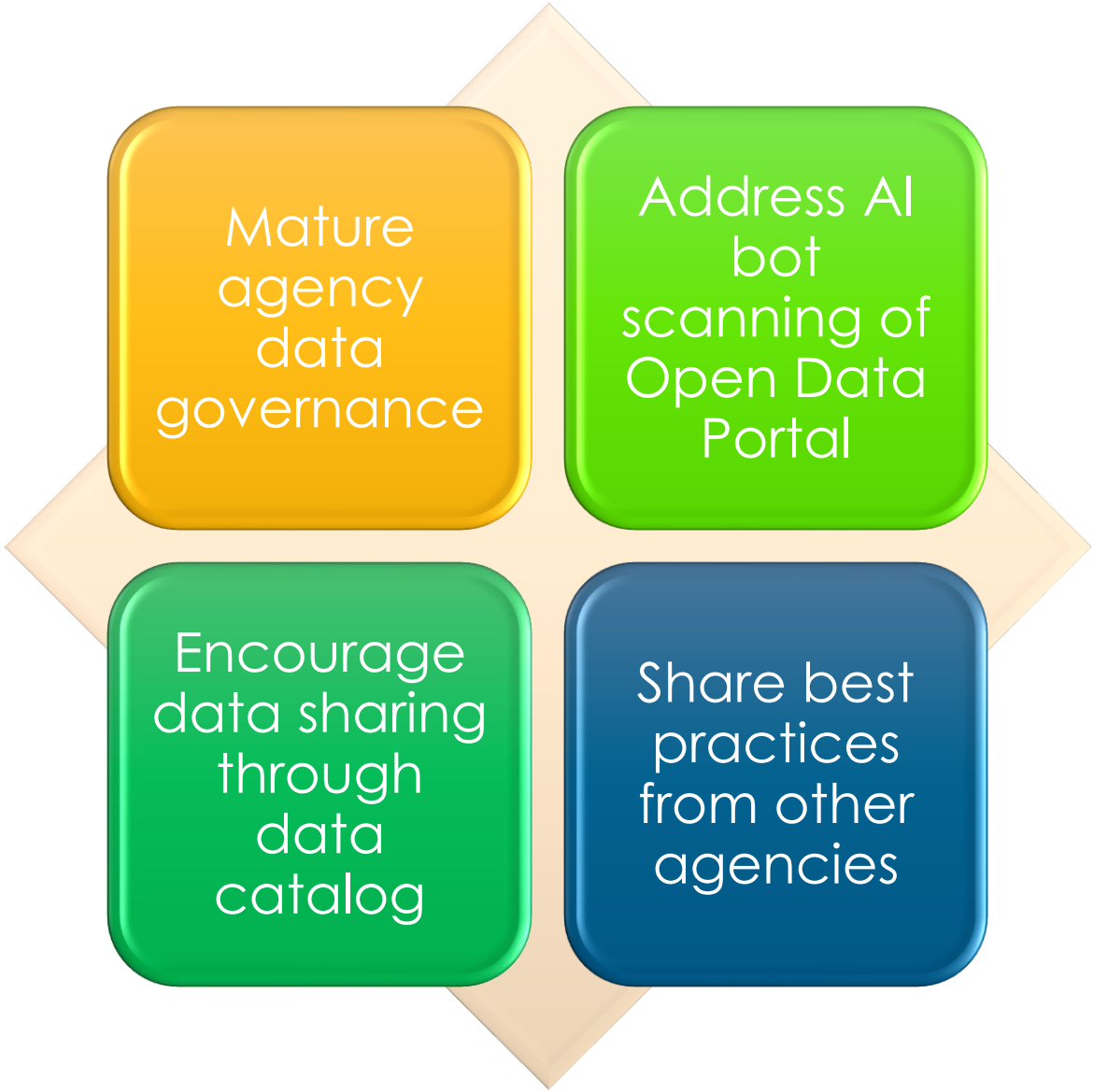
Administer data governance policies, standards, and best practices, as set by the Board.

Oversee data sharing and analytics projects.

- Liaise between state agency operations and the CDO
- Review open data assets prior to publication.
- Provide to the Board any reports on the Council's recommendations and work as required by the Board.
- Develop necessary privacy and ethical standards and policies for Commonwealth Data Trust resources.
- Monitor the sharing of Commonwealth Data Trust member-contributed data resources.
- Review and approve new Commonwealth Data Trust-managed data resources.
- Conduct any other business the CDO deems necessary for Commonwealth Data Trust governance.

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

Meeting Purpose



Order of Business

1. Approve Meeting Minutes

Next DGC Meeting: Vote Needed

- Thursday, August 7th 1:00-3:00 PM
- Thursday, August 14th 1:00-3:00 PM

Virginia Datathon: Leveraging Data for Smoother Transportation

- April 4-11, 2025
- 356+ Datasets
- 14 Team Submissions
- 72 Participants
- Winners from:
  - William and Mary
  - The City of Norfolk
  - Virginia Commonwealth University

Data Maturity Assessment Results

2024 RESPONSE RATE BREAKDOWN

Responses from 45

36

Agencies

2

Governor’s Office Organizations

3

Museums

2

Institutes of Higher Education

2

Other

2024 KEY RESULTS

Q16: Approach/Plan for Improving Data Quality

37.8% of agencies rated “1.” “Fix it and forget it” approach.

28.13% in 2023

Q12: Metadata Management

Overall Score = 2. Four agencies rated themselves a 0.

1.89 and eight respectively in 2023

Q30: Data Modeling

60% of agencies (27) have trouble with data modeling. 28% regard their data as being primarily in silos.

59% (28), 16% respectively in 2023

Q6: Use of Logs to Record Data Management Risks/Issues

33% of agencies rated “1” or lower

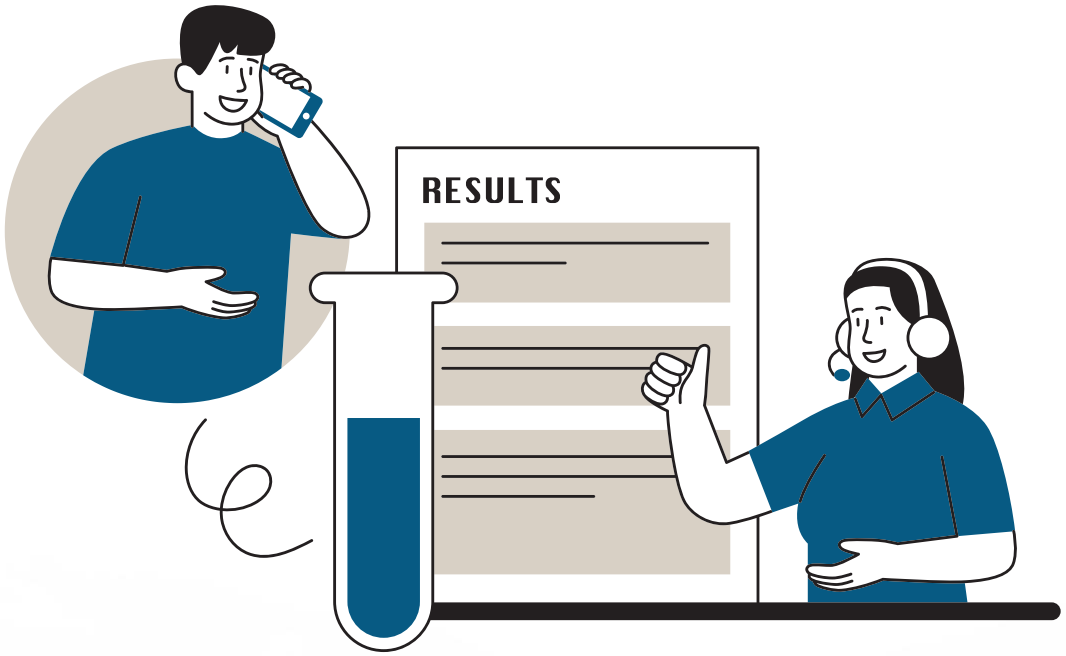
31% in 2023

2024 KEY RESULTS

Q4: Roles Exist for Data Activities

66.7% of agencies (30) have formal roles for data established, with data stewards and owners.

88% (56) in 2023



Q5: Management Support

Senior Management Sponsorship for data initiatives at agencies. Average Score = 3. Only two agencies rated themselves a “1.”

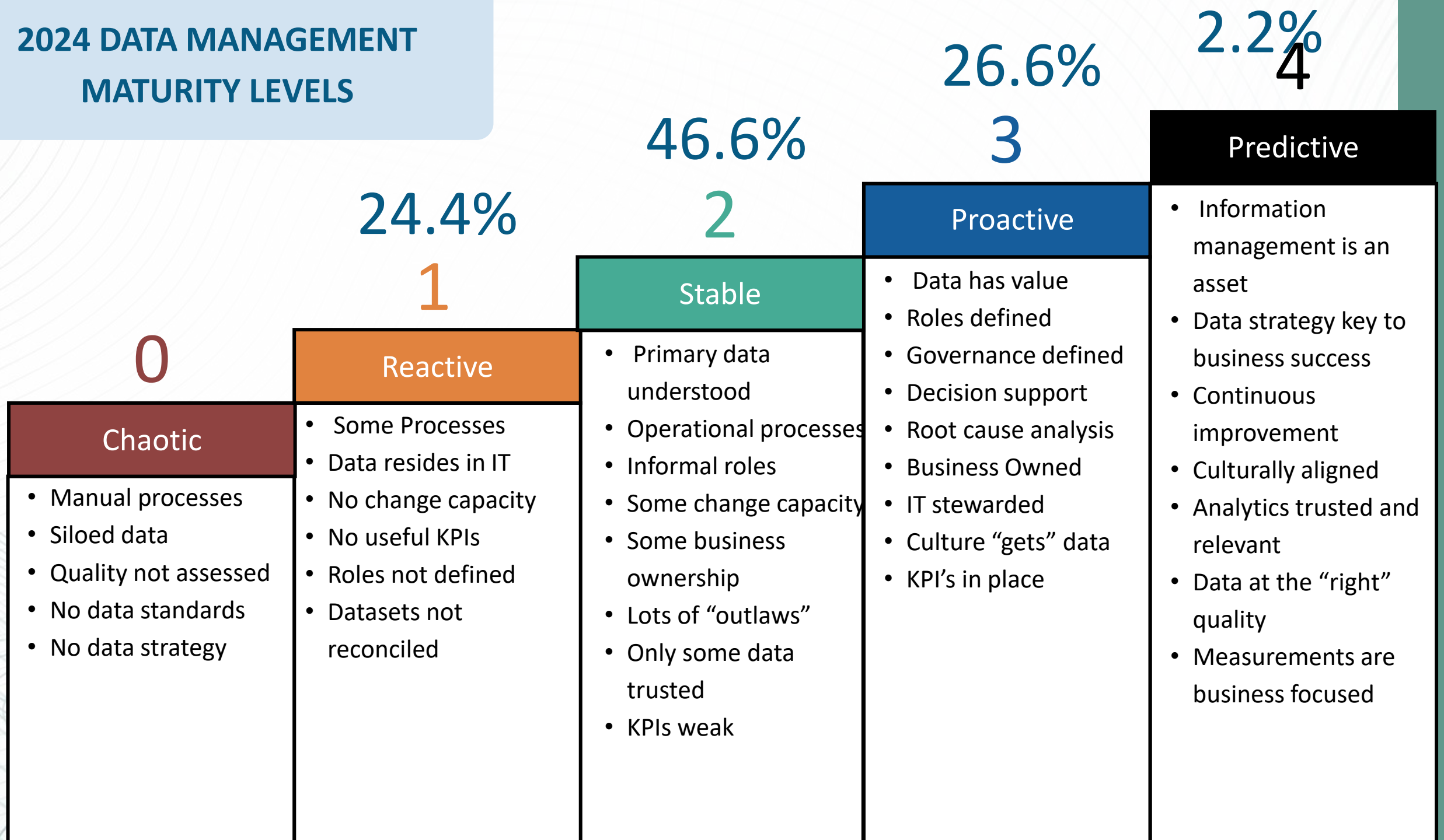
Average score = 3.09, one respectively in 2023

Q24: Lack of Metrics on Data Quality

24.4% of agencies rated “1” or lower

28% in 2023

2024 DATA MANAGEMENT MATURITY LEVELS



2023 VS 2024

2024: 24.4%	2024: 46.6%	2024: 26.6%
2023: 18.8%	**2023: 45.3%**	**2023: 35.9%**
1	2	3
Reactive	Stable	Proactive

2024 RESULTS CONT.

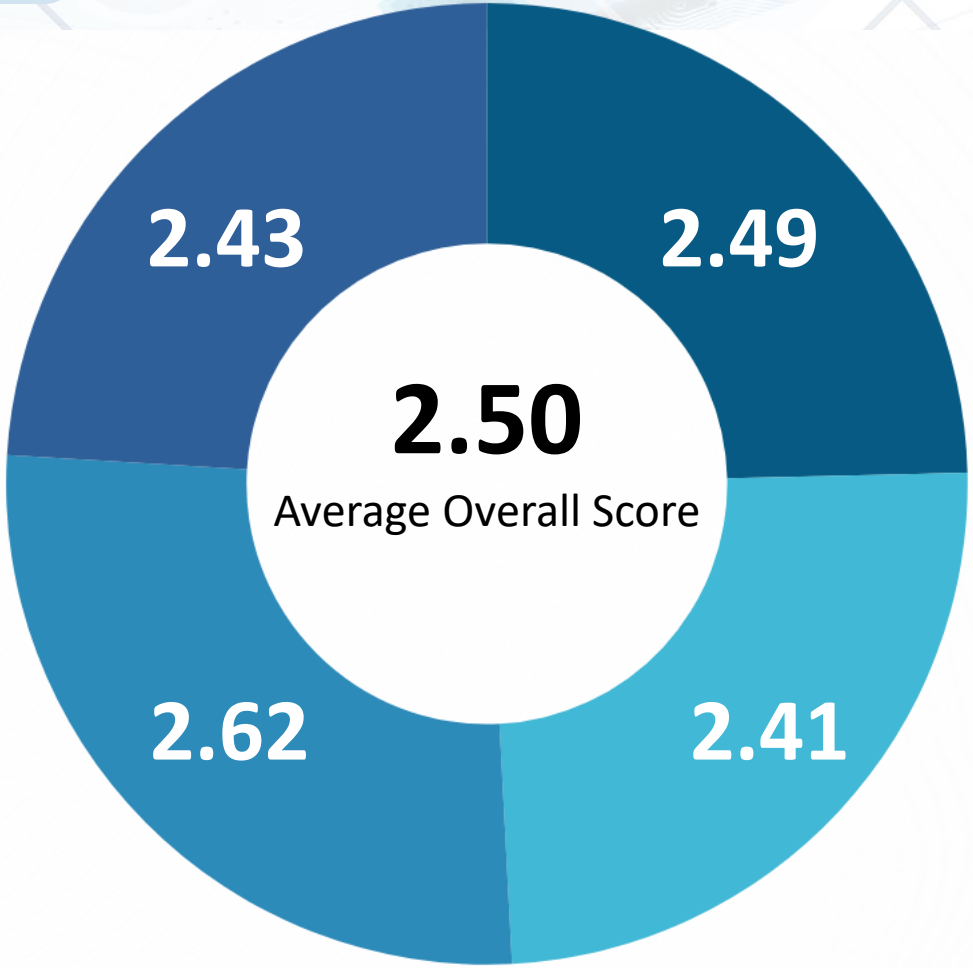
Median Score: 2.57

Business Process

Processes that interact with data for creating outcomes

People and Culture

The way data is understood, valued, and treated



Data Activities

The way data is managed and transacted for operational reasons

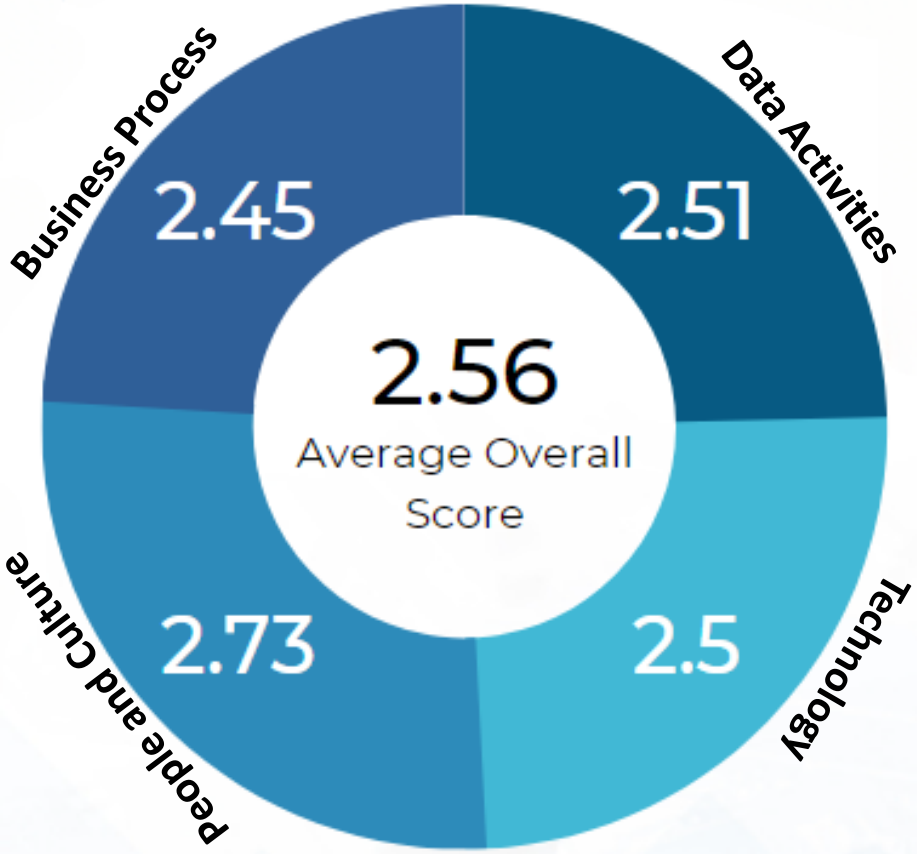
Technology

The support of data management capabilities through tools and applications

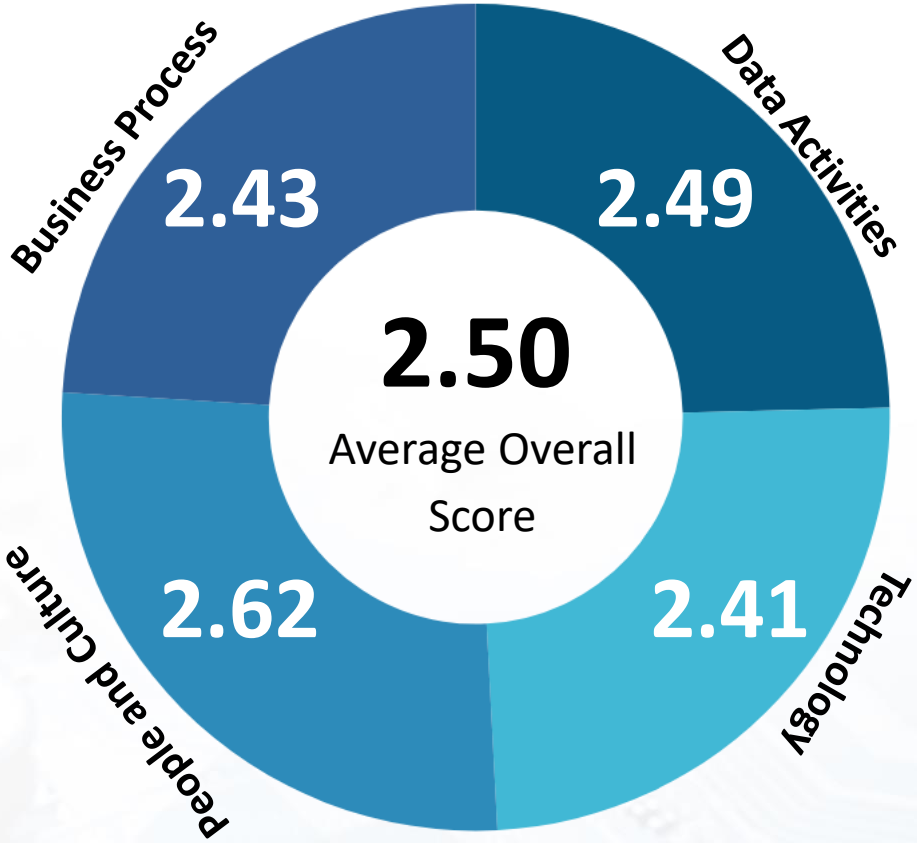
Highest Overall Score: 4.00

Lowest Overall Score: 1.12

2023 VS 2024



2023



2024

2024 NEXT STEPS

- **Select Agencies to Engage**
  - More mature programs tend to have data that can already attribute to outcomes. Less mature will benefit from implementing efficiencies in process or technology
- **Evaluate Data Plans**
  - Business Analysis. Determine alignment of Commonwealth data objectives with agencies' plans and preliminary outcomes
- **Determine Outcomes**
  - Evaluate business objectives, existing outcomes and processes for determination as a larger part of top 5 key outcomes
- **Determine Datasets**
  - Identify datasets and sources needed to facilitate objectives. Incorporate into Commonwealth Data Trust.

Governance Updates

Chris Burroughs

Data Catalog Demo

Chris Burroughs

Data Governance Awards

Improve your data governance practices and compete for recognition!

Contest begins: **May 15**

Submissions Due: **July 3**

Winners announced: **July 30**

Categories:

- Small agency (less than 100 employees)
- Medium agency (100-500 employees)
- Large agency (over 500 employees)

Open to Data Trust Members only

Data Governance Awards Checklist

	Criteria	Possible Points
Data Strategy	Y/N	3
Key policies	Per policy	5
Data Owner Training	Per # trained	5
Data Custodian Training	Per # trained	5
Data Steward Training	Per # trained	5
Submitted Data Catalog	Y/N	5
Purview scanned	Per database	10
Unstructured data scan	Per datasource type	3
Data quality baseline	% of databases scanned	10
Data in ODP	Y/N	3
# datasets with metadata	% of datasets with metadata	10
Data quality metrics	Y/N	5
Participate in Data Stewards group	Y/N	3
Up-to-date risk log	Y/N	3
Business glossary	Y/N	3
NIEM usage	% of datasets with NIEM defn	20
Data governance council - agency	Y/N	2
TOTAL POSSIBLE POINTS		100

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2024 Dataversity Contract Update

- 1000+ Classes Available
- **241** classes completed vs 132 in 2023 contract
- **79** classes started
- Top 5 Learner Agencies
  - DSS
  - VSP
  - VDEM
  - DEQ
  - Tie: VDH and DOE

Most Popular Classes

- What is Data Management? (15)
- DG1: Getting Started Governing Data – The Data Governance Framework (14)
- DG2: Creating a Data Governance Operating Model (10)
- What is Data Governance? (10)
- DG3: Data Governance Roles and Responsibilities (8)

Lunch and Learn Series

February

Class	Attendees	Agencies	External	Value Survey Results
Data Quality Tool	54	DBHDS, MRC, DOE, DEQ,VSP, TAX, VITA, VDEM, DMV, DHCD, SCHEV, DWR, DMAS, DCJS, VDH, DGS, DOA, VEC, VSDB	San Antonio, Dumfries, Arlington	85%
Data Catalog Demo	35	DMV, VITA, VIPC, DSS, VSP, VCA, TRS, DCJS, TAX, VDOT, VDH, VEC, DPOR, DEQ, DWR	Roanoke, Dumfries,	96%
Data Strategy	46	VDEM, SCB, VCCS, DMAS, DBVI, DHP, VSP, DBHDS, DEQ, TAX, VITA, DSS, VIPC, VSCC, DHCD, VCA, DWR, VDOT, ENERGY, DMV	Arlington, Roanoke	97%
Data Stewardship	29	TRRC, DCJS, VDEM, VSP, DBHDS, VDOT, ENERGY, TRS, DGS, DBVI,VARETIRE, VITA, VCSS	Virginia Beach, Fairfax County, San Antonio	100%
SQL Data Quality	32	VSP, TRRC, DMV, ENERGY, VITA, DBHDS, DEQ, DCJS, DGS, DBVI, VDOT, MRC	Virginia Beach, Fairfax	95%
Structure Data Scanning	16	VDOT, DBVI, VSP, VITA, ENERGY	None	100%

ODGA Data Governance Resources

Sample Policies

- NEW COV Data Retention Policy Template
- NEW COV Data Security Policy Template
- NEW COV Data Privacy Policy Template
- COV Data Quality Standards
- COV Data Quality Policy Template
- COV Metadata Policy Template
- COV Data Governance Policy
- COV Data Stewardship Policy

Sample Job Descriptions

- Data Analyst Job Description
- Data Curation Analyst Job Description
- Data Steward Job Description
- Data Governance Lead Job Description
- Data Engineer Job Description
- Data Scientist Job Description

Guidebooks

- ODGA at a Glance
- NEW Understanding PII Guidebook
- Data Modeling Guidebook
- Data Quality SQL Scripts
- AI Data Readiness Checklist
- Protecting Structured Data Guidebook
- BI Reporting Governance Guidebook
- Protecting Unstructured Data Guidebook
- Data Governance Council Guidebook
- Data Strategy Example
- Data Governance RACI Template
- Data Risk Register Template
- Risk Assessment Template
- Data Governance Guidebook
- Data Governance Balanced Scorecard
- Data Literacy Training Video Job Aid
- How to Host a Datathon

Training

- NEW Data Literacy: Master the Language of Data Visualizations, Part 1
- NEW Data Literacy: Misleading Charts, Part 2
- NEW Posters: The 6 Dimensions of Data Quality
- Data Governance Roles
- ASU Data Literacy Course
- Data Governance Role Posters
- Data Camp Data Storytelling Cheat Sheet
- Data Camp Data Quality Dimensions Cheat Sheet
- Data Camp Data Governance Cheat Sheet
- Data Camp Data Visualization Cheat Sheet
- What is NIEM

New Resource Page Content

Guidebooks

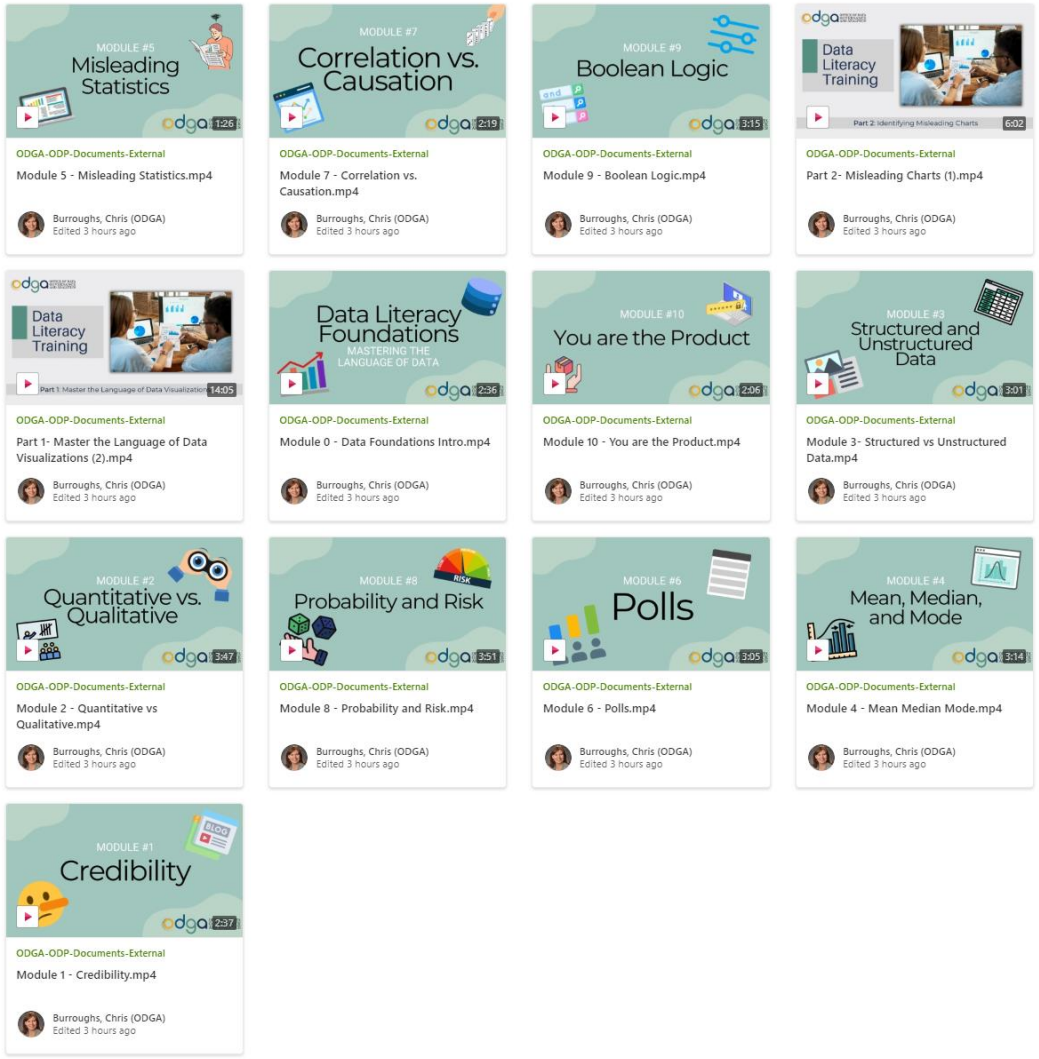
- Understanding PII
- Data Modeling
- AI Data Readiness Checklist

Other Resources

- Data Literacy Video Series

Data Literacy Update

Data Literacy



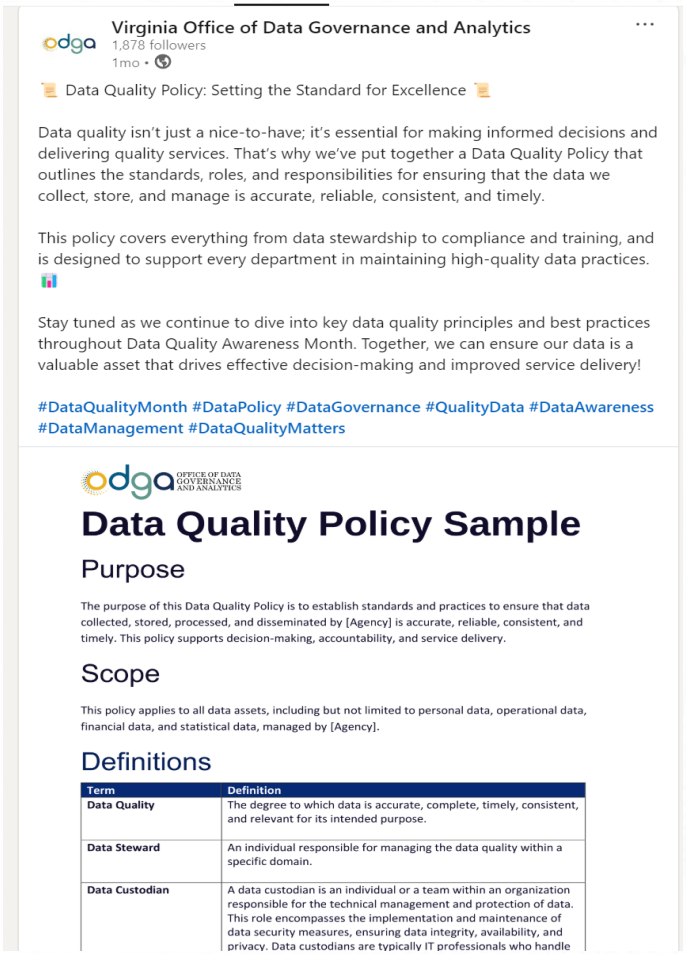
Future

- Gen AI Literacy
- Data Protection
- Data for Executives
- Intermediate Data Literacy

Data Quality Month Wrap Up

Most Popular Posts

1. Data Quality Policy Sample
2. Data Quality Standards Template
3. Pre-Written SQL Queries for Data Quality
4. Job Template for Data Governance Lead
5. Six Dimensions of Data Quality from DataCamp



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📜 Data Quality Policy: Setting the Standard for Excellence 📜

Data quality isn't just a nice-to-have; it's essential for making informed decisions and delivering quality services. That's why we've put together a Data Quality Policy that outlines the standards, roles, and responsibilities for ensuring that the data we collect, store, and manage is accurate, reliable, consistent, and timely.

This policy covers everything from data stewardship to compliance and training, and is designed to support every department in maintaining high-quality data practices. 📊

Stay tuned as we continue to dive into key data quality principles and best practices throughout Data Quality Awareness Month. Together, we can ensure our data is a valuable asset that drives effective decision-making and improved service delivery!

#DataQualityMonth #DataPolicy #DataGovernance #QualityData #DataAwareness #DataManagement #DataQualityMatters

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Data Quality Policy Sample

Purpose

The purpose of this Data Quality Policy is to establish standards and practices to ensure that data collected, stored, processed, and disseminated by [Agency] is accurate, reliable, consistent, and timely. This policy supports decision-making, accountability, and service delivery.

Scope

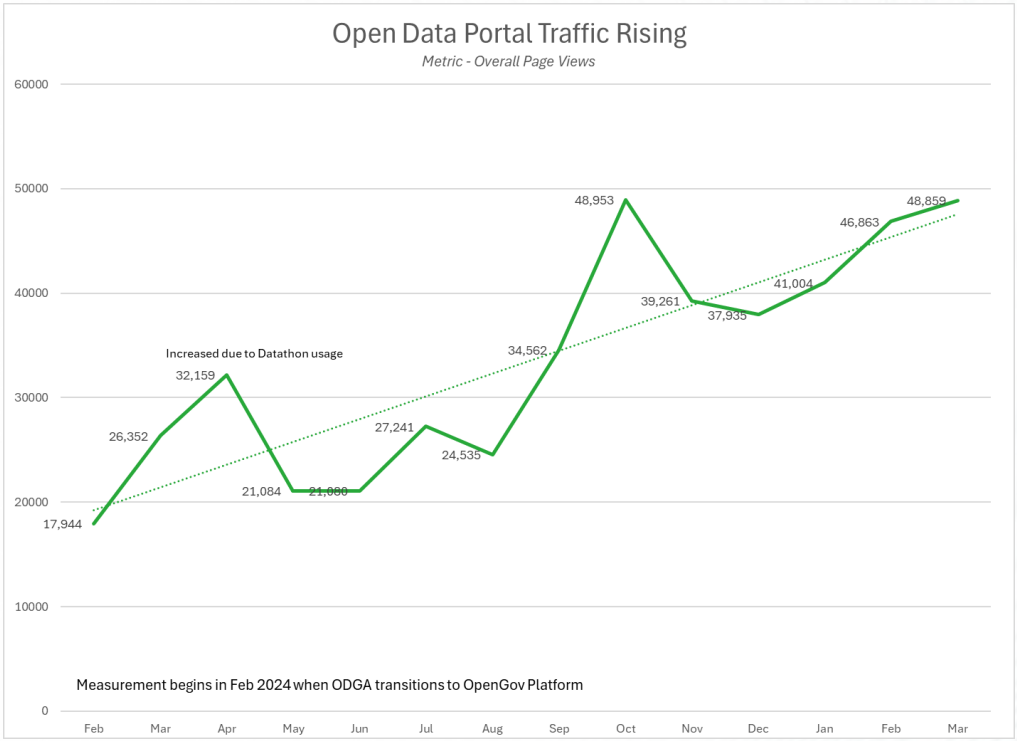
This policy applies to all data assets, including but not limited to personal data, operational data, financial data, and statistical data, managed by [Agency].

Definitions

Term	Definition
Data Quality	The degree to which data is accurate, complete, timely, consistent, and relevant for its intended purpose.
Data Steward	An individual responsible for managing the data quality within a specific domain.
Data Custodian	A data custodian is an individual or a team within an organization responsible for the technical management and protection of data. This role encompasses the implementation and maintenance of data security measures, ensuring data integrity, availability, and privacy. Data custodians are typically IT professionals who handle

Open Data Portal is Growing

- **14,410** in April 2025 vs 2,100 datasets in Aug 2024 (686% increase)
- **#1** Open Data Portal in US based on total datasets
- Outreach Efforts



Open Data Portal – Allow AI Bot Crawlers?

An AI bot crawler is a specialized web crawler designed to gather data from websites for the purpose of training and improving AI models, particularly large language models (LLMs).

Advantages	Disadvantages
• **Economic development** - Businesses and entrepreneurs could leverage AI-derived insights from public data to develop new products and services, potentially creating economic opportunities within Virginia. • **Research advancement** - Academic institutions could use AI tools to analyze Virginia's open data for research purposes, contributing to knowledge advancement in various fields. • **Increased transparency** - AI tools could make government data more accessible and understandable to the public through visualizations and simplified interfaces. • **Enhanced data discovery and utilization** - AI systems can process and analyze large datasets more efficiently than humans, potentially uncovering valuable insights or connections that might otherwise remain hidden. • **Predictive capabilities** - AI systems could help identify trends and make predictions that assist with planning and resource allocation.	• **Loss of control over data usage** - Once data is crawled and stored by external AI systems, the Commonwealth has limited ability to control how that information is used or repurposed. • **Data misinterpretation** - AI systems might misinterpret data without proper context, leading to flawed analyses or conclusions that could misinform decisions if not properly vetted. • **Privacy concerns** - Even with anonymized data, AI systems might be able to re-identify individuals through pattern recognition and data correlation, potentially compromising citizen privacy. • **Equity and bias issues** - If the underlying data contains biases, AI systems may amplify these biases in their analyses, potentially leading to unfair outcomes if such analyses inform decisions. • **Bandwidth and server load** - Frequent or aggressive crawling by multiple AI bots could strain our technical infrastructure, potentially impacting performance for other users.

Industry Overview

Most Open Data Portals Allow	Most Open Data Portals Block
• Limited crawling by search engines and academic research bots • API access with rate limiting and authentication • Structured data access through official channels • Crawling of metadata and catalog information	• High-frequency or aggressive crawling that could impact system performance • Unauthorized scraping that bypasses APIs or terms of service • Crawling of sensitive datasets, even if publicly available • Bulk downloads without registration or identification

- Mitigation Options:
  - Robots.txt files to specify crawling rules
  - Rate limiting to prevent server overload
  - API keys to track usage and enforce limits
  - Terms of service that specify permitted bot activities
- Data.gov (US) permit responsible bot access but implement technical guardrails through their terms of service and rate limiting (1,000 requests/hr).

Recommendation: Allow AI bots to crawl ODP but implement mitigation options above. Agencies can disallow specific URL crawling upon request.

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Agency Showcase

VDOT

Michael Ulrey

DATA MANAGEMENT AND GOVERNANCE OVERVIEW

The Journey Toward Making Appropriate Data Easily Accessible

Business Integrated Solutions Division

April 2025

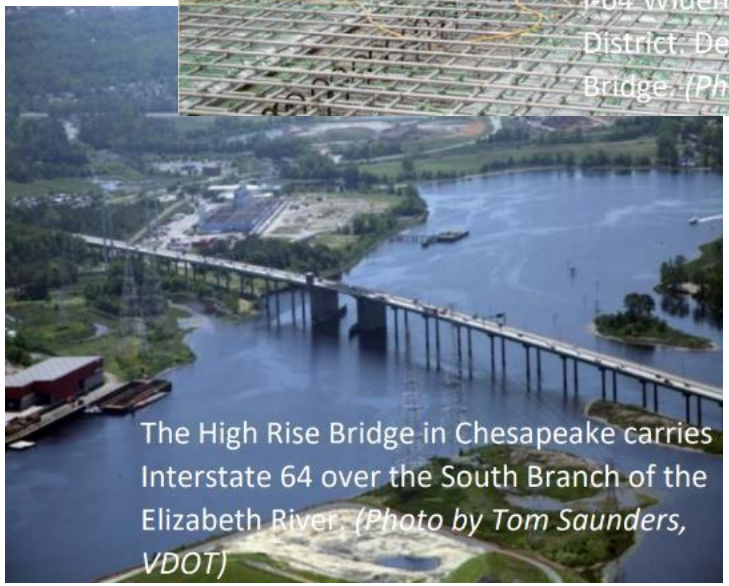
Agenda

1) Context
2) Current initiatives
3) Master Data Management
4) Data Stewardship
5) Data Governance Framework

About VDOT

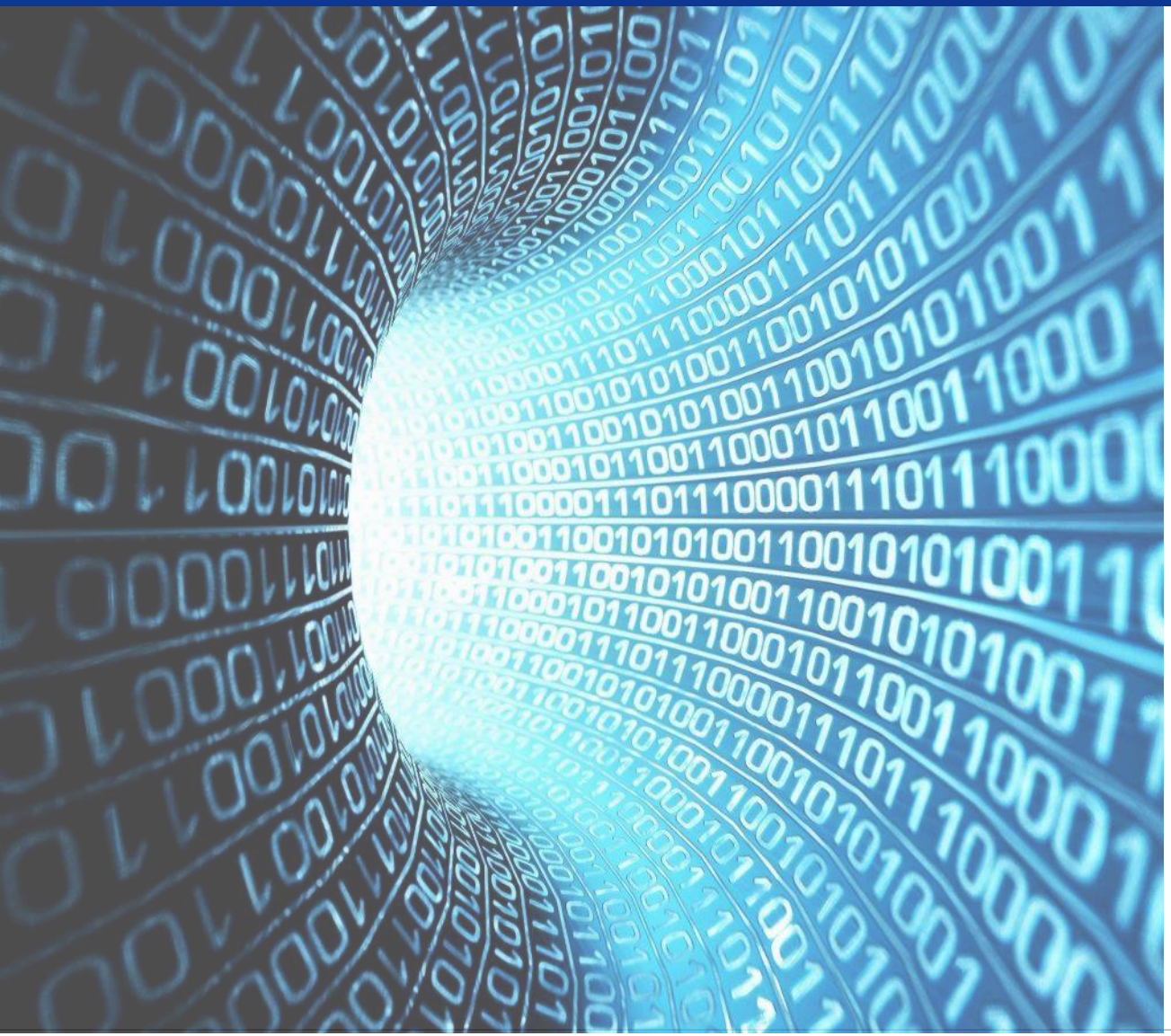
- Over 8,000 full-time staff
- 36 central office divisions, 9 districts, 31 residencies, 196 area headquarters
- 59,556 mile / 129,500 lane mile state-maintained system
- More than 11,900 bridges and 7,550 culverts
- 4 underwater crossings/tunnels
- 2 mountain tunnels
- 8 movable bridges
- 5 traffic operations centers
- 3 toll roads, 1 toll bridge
- 3 ferry services
- More than 100 commuter parking lots
- The Virginia Capital Trail

I-64 Widening Project, Segment 3, Hampton Roads District. Deck pour at the Queens Creek Bridge. *(Photo by Tom Saunders, VDOT)*



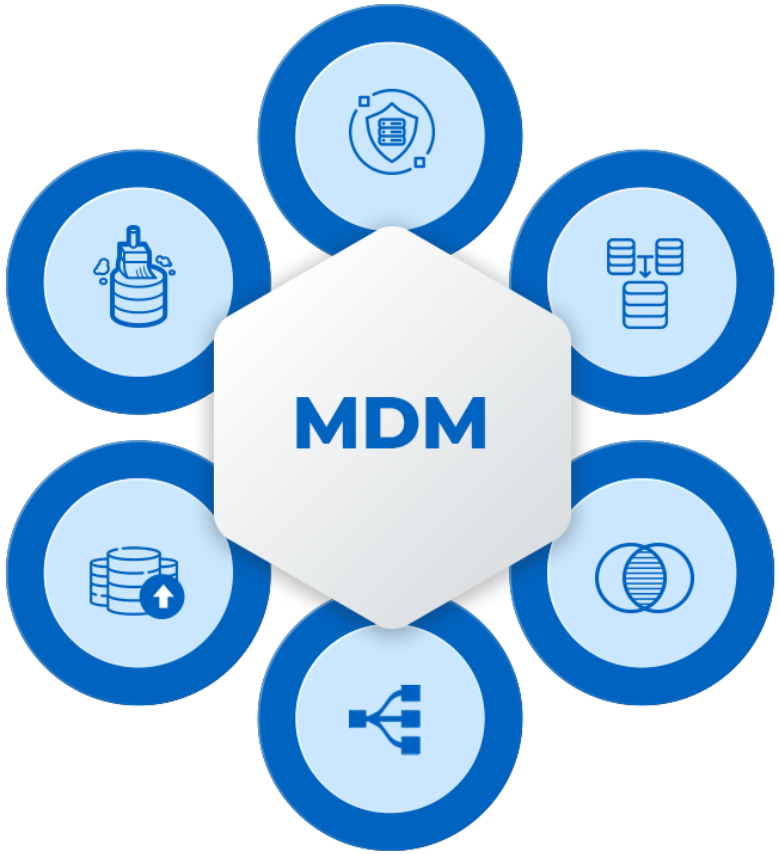
The High Rise Bridge in Chesapeake carries Interstate 64 over the South Branch of the Elizabeth River. *(Photo by Tom Saunders, VDOT)*

About VDOT



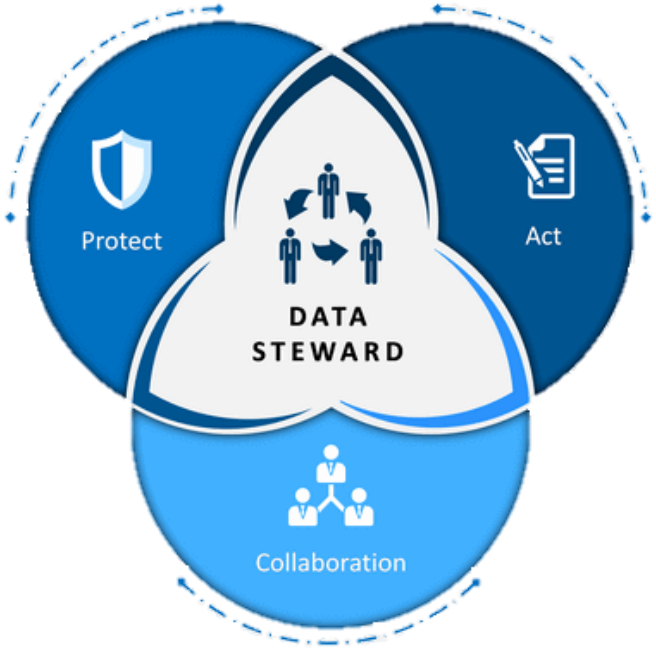
- **308** Information Technology Division supported production applications
- **195** Technology components
- **23** applications producing reports mandated by the Legislature
- **2** networks
- Increasing number of cloud vendors and solutions
- Multiple file repositories
- Increasing popularity and use of business (non-IT) developed and supported low code and/or no code applications

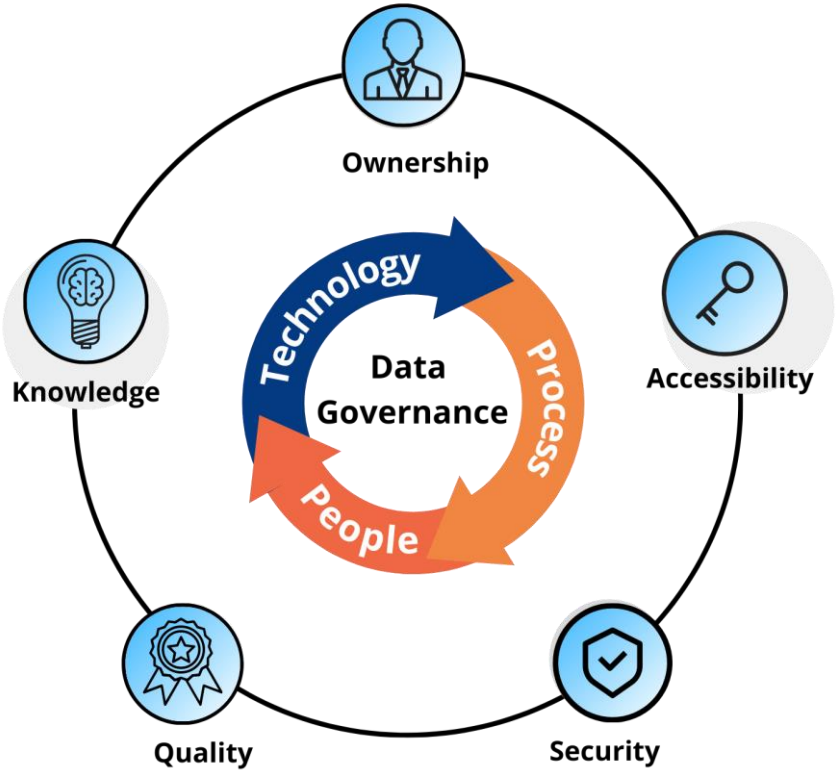
Current Data Initiatives



Master Data Management

Data Stewardship

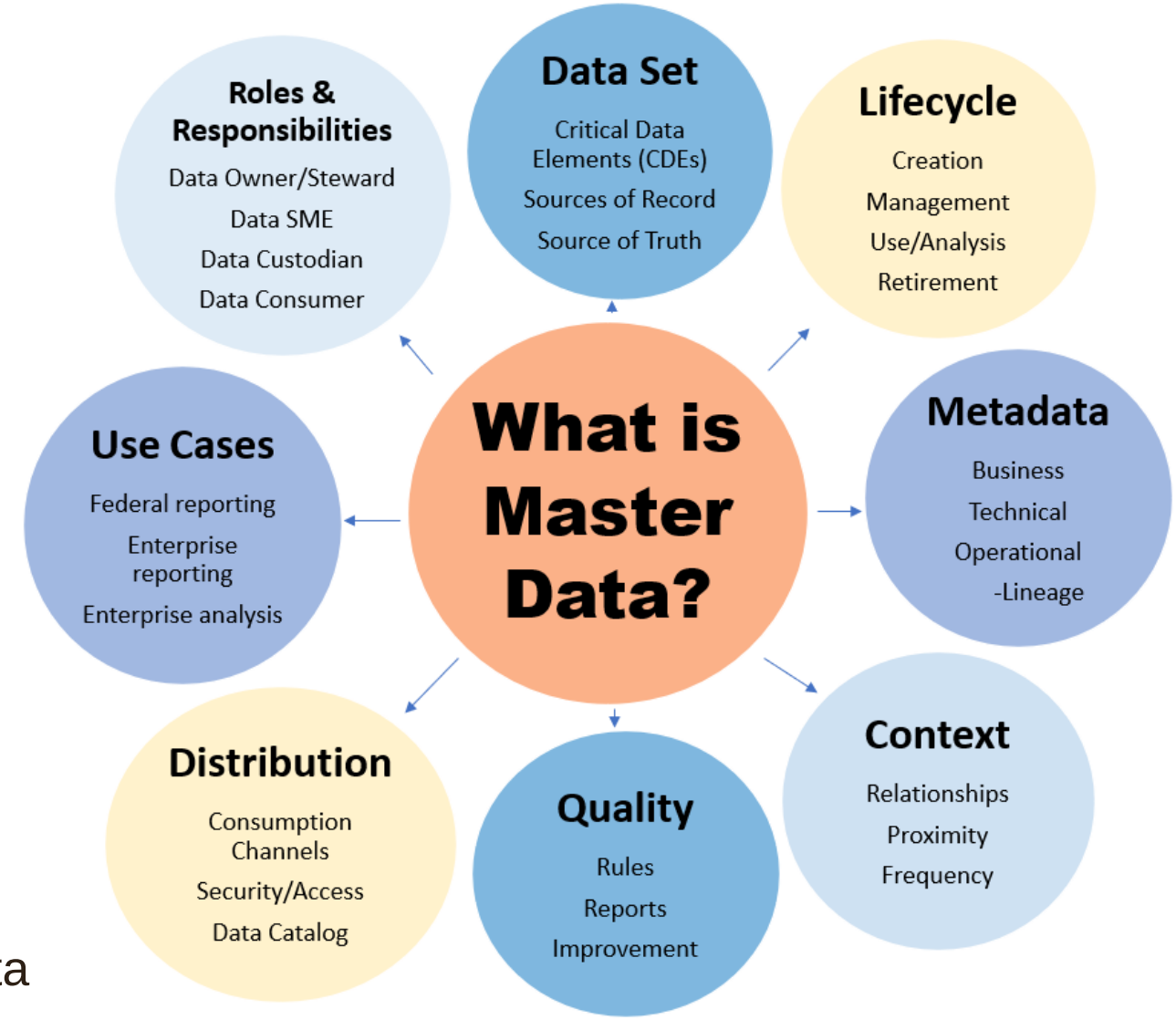




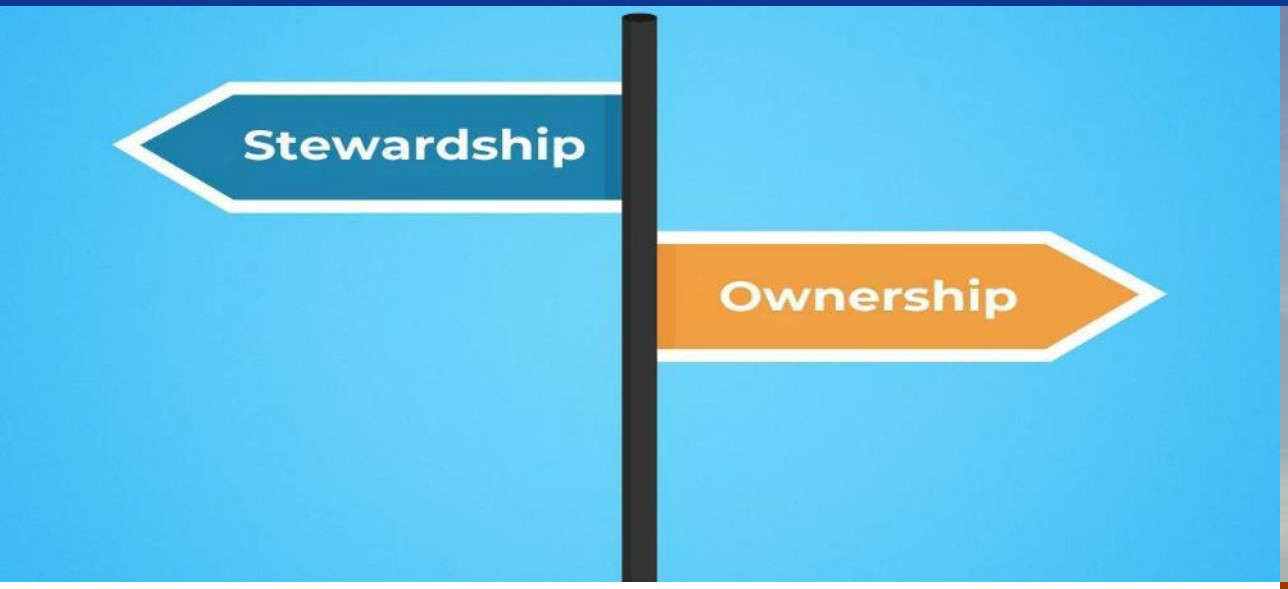
Data Governance

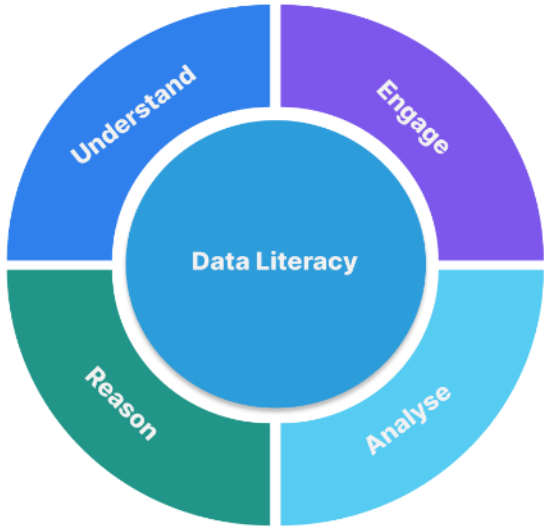
Master Data Management

1. Environment Data
2. Financial Data
3. Network Data
4. Operations, Safety and Emergency Management Data
5. Organization and Workforce Data
6. Planning, Programming, and Project Data
7. **Transportation Infrastructure and Facilities Data**
8. General Administrative and Support Data

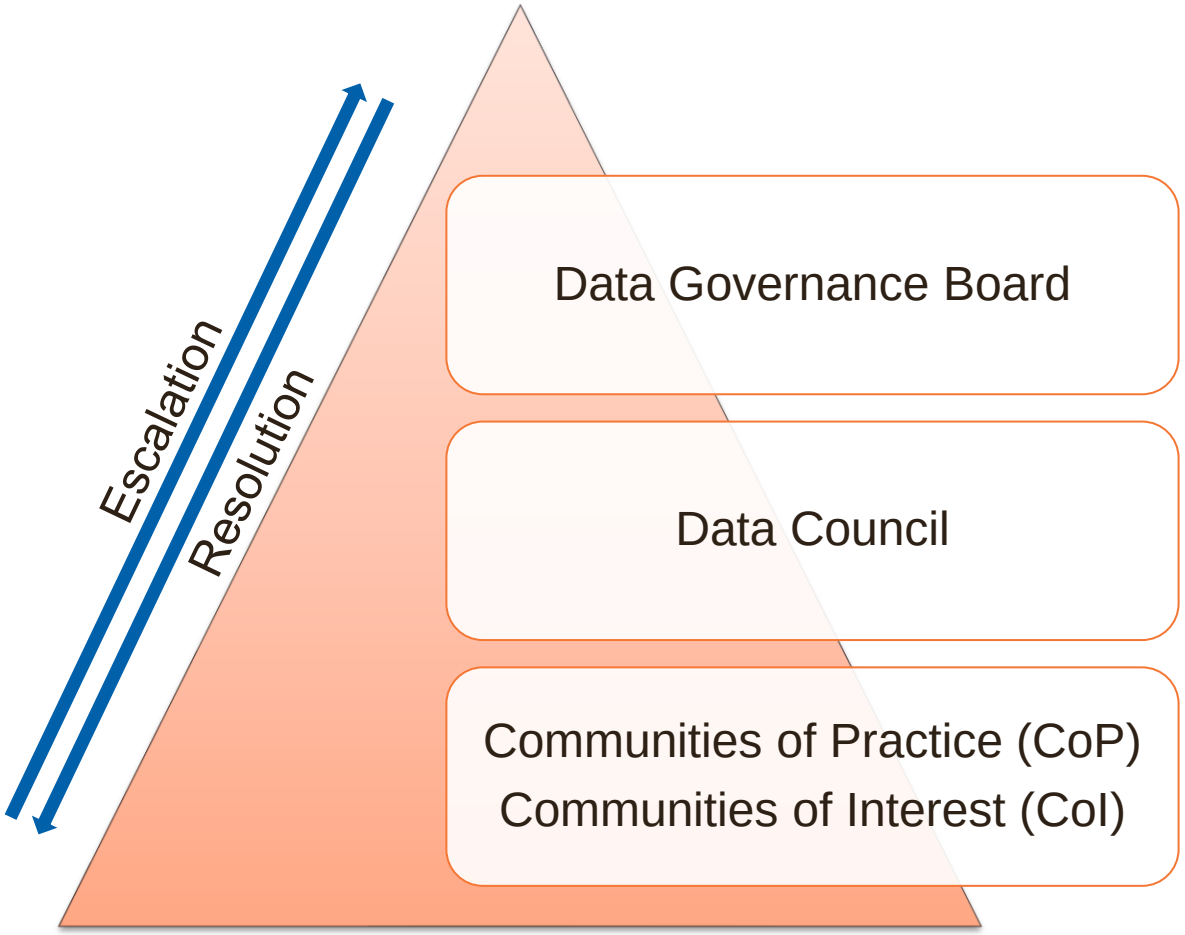


Data Stewardship





Data Governance Framework



Meets: Semi-annually
Chair: Deputy Commissioner
Members: Chiefs + DAC representative

Meets: Quarterly
Chair: BIS Division Administrator
Members: Key Division Stakeholders

Meets: Monthly
COI: Area-specific data stewards
COP: Related SME's & stakeholders

Closing

DBHDS

Paulose Poovathukaran

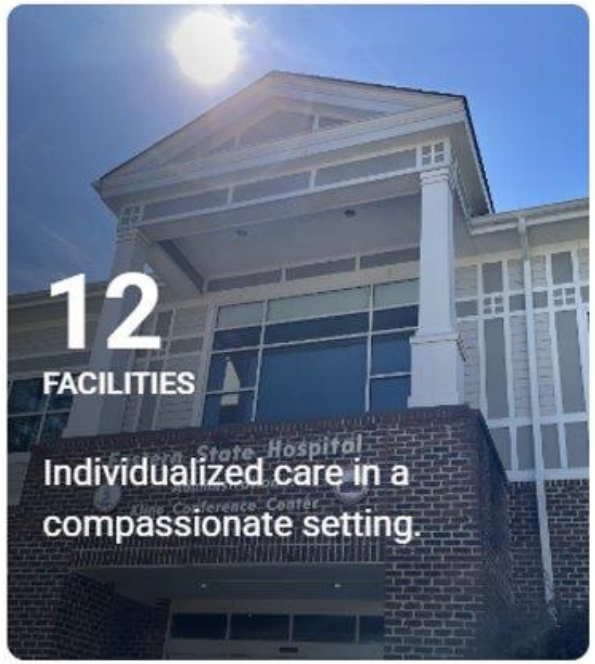
Data Governance Journey

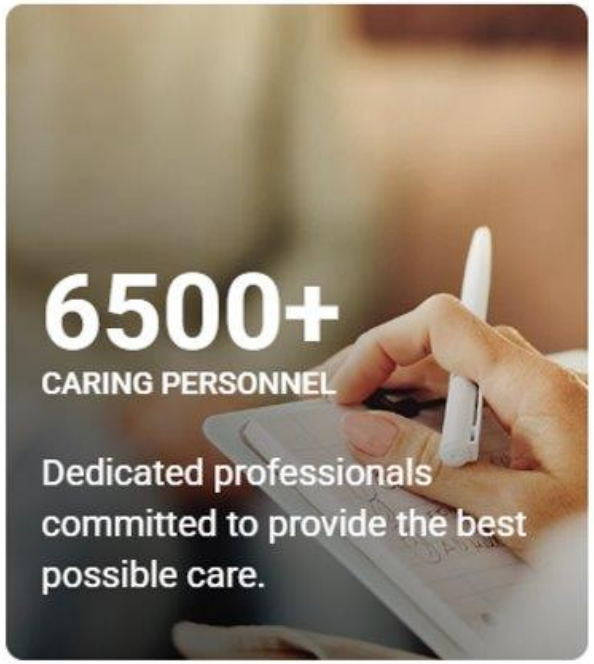
Department of Behavioral Health and Developmental Services

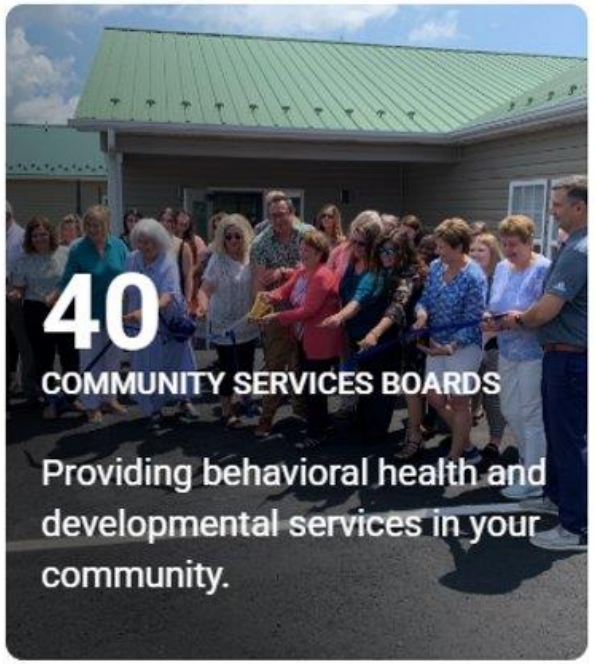
April 2025

Who Are We and What Do We Do

The Virginia Department of Behavioral Health and Developmental Services supports individuals by promoting recovery, self-determination, and wellness in all aspects of life.







Call to Action

Prior to 2023 focus on technology, not people

- Vendor driven solutions lack enablement
- Data management considered a technical task performed by IT
- Attempts at implementing data governance fail as it was not tied to a larger initiative

2022: "Right Help, Right Now" initiative highlighting need for data driven decisions for DBHDS

Strengthen the Behavioral Health Workforce | Improve Access to Care | Enhance Crisis Services
Promote Recovery and Support Services | Improve Coordination of Care | Expand Use of Technology

2023: Assessment developed to define DBHDS data governance strategy and roadmap efforts based on *learnings* from DBHDS' past attempts

Lack of data literacy | Reliance on tribal knowledge | Data silos
Barriers to access | Redundant data | Complex systems | Old technologies

Evaluate Challenges and Assess Maturity

DBHDS leadership and key stakeholders engaged resulting in:

Identification of Key Challenges → *Baseline Data Maturity*

Access & Availability

Inconsistent Data

Redundant Data Collection

Standardization

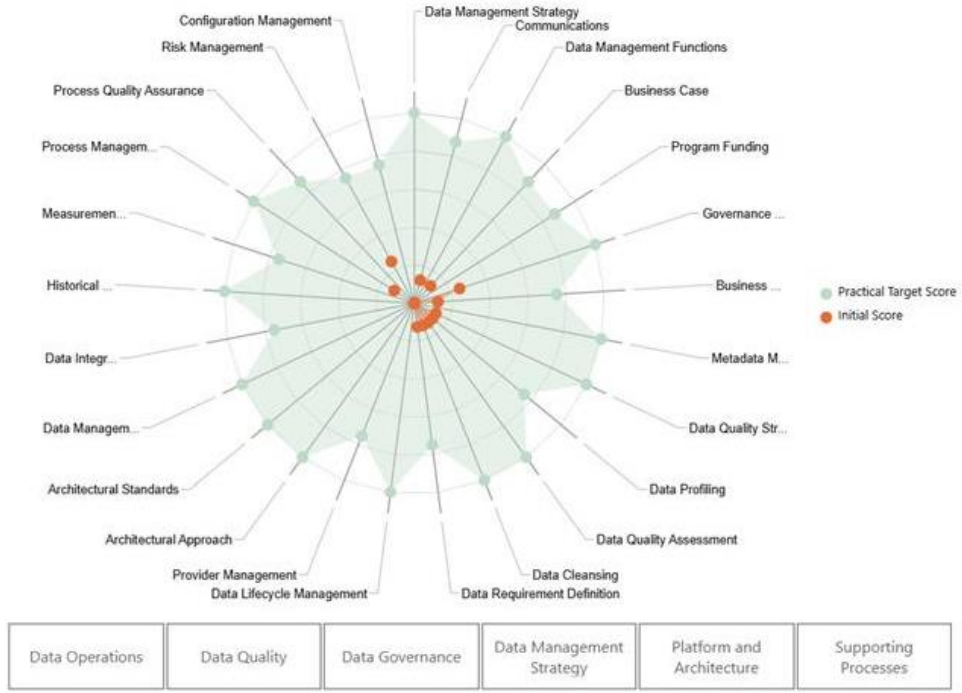
Data Silos

Valuable Data Identification

External Data Storage

Legacy Technologies

Unclear Data Relationships



Establish Program Objectives

Enable data driven decision making by standing up data governance team and structure

People

Increase data literacy and skills of DBHDS business and technology practitioners
Enable cross functional collaboration
Develop common language
Increase adoption of adherence to 17 new policies and data quality standards

Process

Establish decision making framework
Design procedures for 17 core polices
Define enterprise data standards
Assess existing business processes to enable conformance to standard

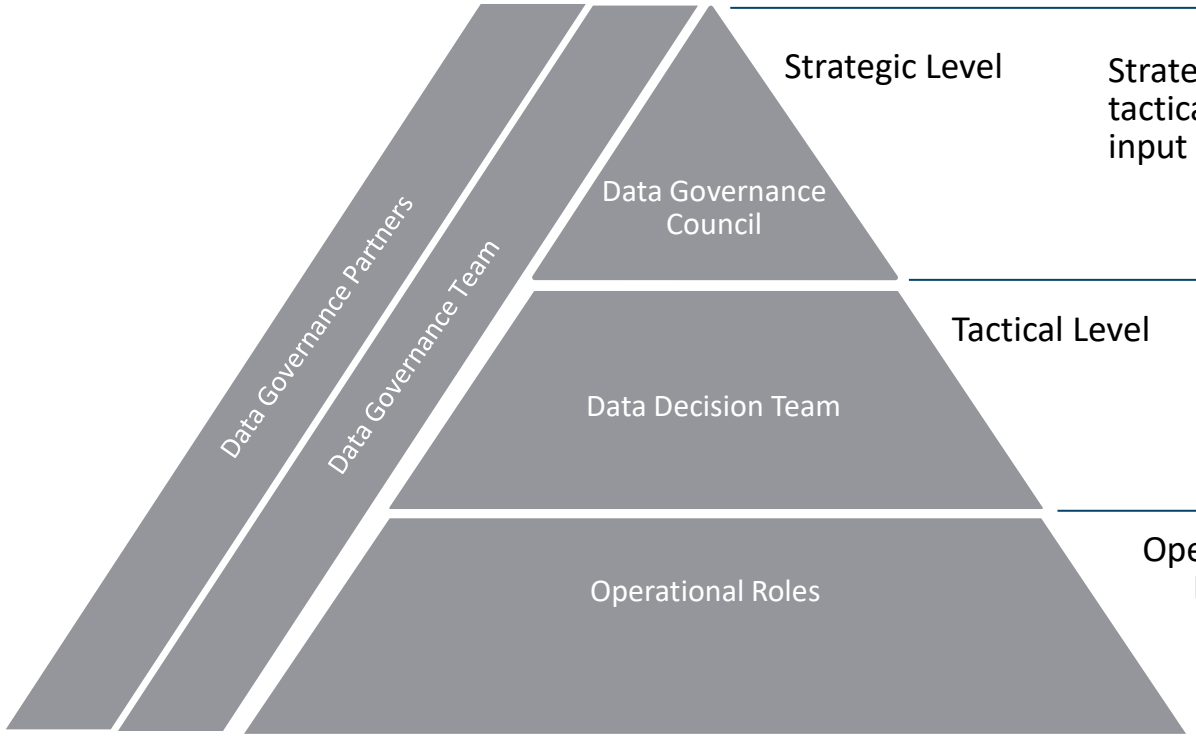
Key take away: Data governance is a shift in organizational mindset, not an IT project.

Technology

Inform tech requirements for Data Exchange Modernization Effort
Inform tech requirements for on-going data projects
Develop tech repository of single sources of truth for agency
Enforce rules and validate data quality is high, reliable, and can be confidently shared

Stand Up Data Governance Framework

Enable DBHDS staff to interface with leadership to identify and address critical data management challenges through an active legislative body



Strategic Level

Strategic decision-making when the tactical level stalls or requires executive input

Tactical Level

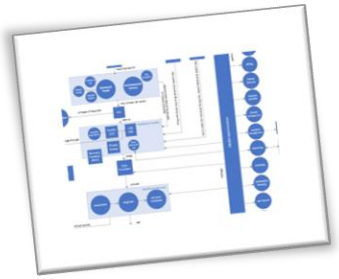
Responsible for managing data tactically across lines of business

Operational Level

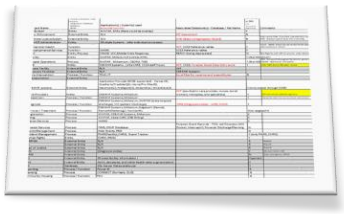
Stewards, Custodians, and other system or domain specific activities of data governance

Prioritize Data Critical To Care

1 **Patient Journey Map**
(DBHDS Process / Functional Map)



2 **Application Map**
(Functions to Applications Mapping)



3a **Data Map**
(Applications to Data Entities Mapping)

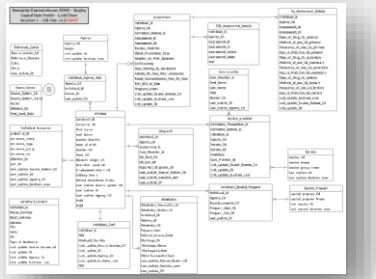
Key Data Entity/ Dataset →		Individuals - Registration, Demographic	Facilities	Referrals	Admissions	Discharge	Transfers	Leave of Absence	Billing - Insurance, Claims, Gurantors	Assessments	Diagnosis	Care - Services, Procedures & Outcome	Care Providers	Service Providers	Licensing	Credentials	Calls / Cases	Forensic / Criminal Justice	Forensic Assessments	Encounters (Forensic Admissions)	Incidents - Abuse, Complaints, Injuries	Programs / Grants	Waivers	Staff	Housing	Finance / Payments	Public Healthcare Data	Common - Geographic, Calendar
Applications ↓	Data Domains																										
Avatar	Facilities - Administration	x	x		x	x	x	x		x			x														
VCC	Crisis Service	x		x													x										
CSB - EHRs*	Adult Community BH	x	x		x	x				x	x	x	x														
Millenium	Facilities - Clinical	x	x		x	x	x	x	x	x	x	x	x					x			x						

3b **Source Application – Table and Columns Mapping**

Key Data Entity/ Dataset →		Individuals - Registration, Demographic	Facilities (Hospitals)	Agencies (CSB)	Referrals	Admissions	Discharge	Transfers
Applications ↓	Data Domains							
Avatar	Facilities - Administration	x	x			x	x	x
						Admissiondata	user add discharge info	history bed assignment
			table_facility_defaults			Admission data other	discharge data	history program transfer
		view episode summery admit				user admission info	discharge data other	
		Patient current demograpics				Episode History	view episode summary discharge	

3C **Reporting / KPI/ Metrics / Analytics Requirements**

EDW Data Model



INCEPTION | DEVELOPMENT | IMPLEMENTATION | IMPACT

Develop Policies to Meet Business Need

Administrative

- Vendor Data Governance ✓
- Data Stewardship
- Communication and Change Management
- Data Governance Policies and Procedures

Policies outlining operational guidance for the DBHDS data governance program.

Data Management

- Data Documentation ✓
- Data Quality and Integrity ✓
- Data Retention and Storage ✓
- Data Lineage ✓
- Metadata ✓
- Data Integration ✓
- Report Generation ✓
- Ethics

Policies regarding the collection, handling, and processing of data.

Information Security

- Data Use Agreement ✓
- Data Classification ✓
- User Access Management ✓
- Monitoring and Compliance
- Privacy
- Risk Management

Policies regarding the practice of safeguarding information throughout its life cycle to protect it from corruption, theft, or unauthorized access.

Guidance for selecting Policy

- Brainstorm gaps in Data Governance
- Consider impact/relevancy/feasibility
- Fulfill immediate needs of business

- 4 Draft
- 3 Socialize
- 11 Enact

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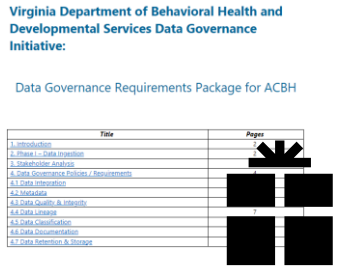
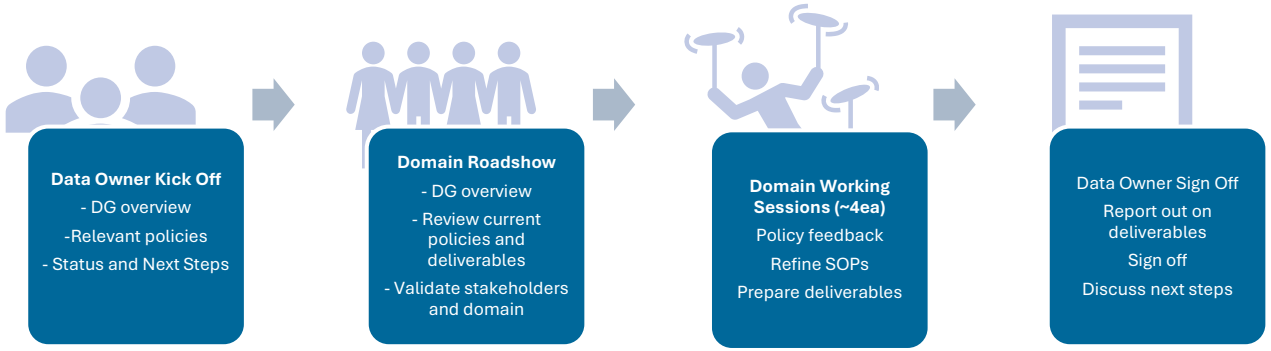
Implement Policies Through Engagement

Data Domain Team

Data Documentation | *Data Classification* | *Metadata* | *Data Quality and Integrity* | *Data Retention and Storage* | *Data Integration* | *Data Lineage*



DG Requirements Package



Data Owner

- Understands policy objectives
- Adopts responsibilities
- Ensures compliance

DBHDS

- Trusted data that can be ingested into new ecosystem
- Documented metadata

Project	Domain	Source System	Status
Enterprise Data Warehouse	Adult Community Behavioral Health	CCS3	Complete
	Facilities Admin	Avatar (AVPMLive)	Complete
	Crises Services	VCC	Complete
	Facilities Clinical	Millennium	Not Started
	Developmental Services	WAMS	In Progress
	Child and Family Services	Trac-It	Not Started
	Facilities Clinical	VHI	Not Started
	Finance	FMS	Not Started
Discharge Assistance Program	Facilities Clinical	Discharge	In Progress
Mart	Facilities Clinical		Not Started
Chris Data Clean Up	Human Rights	CHRIS	In Progress
Revenue Cycle	Finance	Netsmart	Not Started

- ☑ Data Dictionary
- ☑ Business Context
- ☑ Retention Schedule
- ☑ Domains and Roles
- ☑ Data element standards
- ☑ DQ Business rules
- ☑ Data quality strategy

Build Data Quality Framework

Implementation Strategy

Prioritize Data Quality Issues Critical to the Agency

Focus efforts on addressing data quality *issues essential to DBHDS* (workforce development, continuum of care, and system modernization)

Short-Term Data Quality Approach

Implement data quality management solutions *externally from the ecosystem while AWS capabilities are being built,* ensuring high-quality data during the transition.

Long-Term Approach (Data Governance Hub)

Build a capability to manage data quality and governance, leveraging AWS services like AWS Glue, Lake Formation, and AWS DataZone

Current Activity

- Establishing clear criteria
- Validating through Data Owner check-ins
- Engaging Domains

- Build team
- BA collecting requirements
- Data Team profiling data
  - Common data elements
  - Master business rules
- Business specific rules
- BA and Data Team present findings to Data Owner
- Data Owner/ Steward finalize business rules w/ BA and Data Team
- Data Team write scripts and dashboards

- Systematically capture key deliverables (Business Rules and Scripts)
- Align with Deloitte through Planning Sessions

Key Factors for Success

- Enterprise Standards for Interoperability
- Repeatable process for scalability and consistency
- Data Owner and Stewards engagement for sustainability
- Vendor Alignment

Inform Technical Solution

Data Governance Framework
Establish Policies and Standards for Consistency, Reliability, and Security

Users	Data Stewards* Data Custodians (IT)	Data Owners Data Stewards Data Analysts/Scientists	Data Analysts Data Users
Inputs	**Data Dictionary** **Classification** **Retention Schedule** **Business Rules**	Data Quality Dashboard **Business Context** **Business Glossary**	Business Data Catalog Permissions

Technical Users
- Ingest Data
- Ingest Data Dictionaries
  - Classify
  - Retention
- Codify Business Rules

Producers
- View Data Quality
- Curate
- Secure
- Publish

Consumers
- Find
- Access
- Analyze (Athena)
- Collaborate

Outputs	Technical Data Catalog Data Quality Dashboard Data Governance Parameters	Business Data Catalog Permissions	Insights Reporting

IT Administration
Manage tech infrastructure to ensure data quality, seamless integration and proper access controls

Build awareness, gain buy-in, and refine concept

- **Data Decision Team**: 1/28
- **Data Governance Council:** 2/4
- **Data Steward Community of Practice**: 2/25

amazon web services

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Develop Capability through Engagement

Strategy	Engagement	Action
 **Communicate Intent** Set a clear direction	**Awareness Building** • 30 Stakeholder Interviews • ELT & Sponsor Updates • Commissioner's Email • Monthly New Letters • Monthly Data Bytes	• Identify business pain points and facilities alignment to organizational objectives (Data Strategy) • Develop Data Decision Team proposals to address specific gaps for 17 policies with stakeholders • Develop User Stories for Data Governance Hub. (As a Data Owner I want to perform a specific action so that I can achieve a desired outcome)
 **Empower Leaders** Trust people to decide and adapt	**Knowledge Transfer** • Annual role-based training • Quarterly Data Steward Community of Practice • Quarterly Lunch and Learns **Decision Making** • Weekly / Monthly Working Groups • Monthly Data Decision Team • Monthly Data Governance Council • Escalation Process	• Assign clear roles and accountability (14 domains) • Share information across domains and knowledge areas (Data Management, Security, Privacy, OCQM, Facilities, Community, and Administration) • Facilitate problem solving and decision making (Working Groups. Roadshows, Data Owner Check-Ins) • Create feedback loops for continuous learning
 **Act on Opportunities** Move fast, learn, improve, repeat	**Implementation** • 80 Monthly Data Owner Check-Ins • Data Quality Implementation by Domain • Ingestion Roadshows by Domain • Weekly Office Hours	• Identify, research, prioritize, socialize and enact **10 policies** addressing specific pain points • Implement ingestion policies for **6 domains** • Implement data quality framework pilot and begin to **scale** • Develop **conceptual solution** for Data Governance Hub using AWS native services

Milestones achieved

Phase One

Program Kick-off
- Establish the structure
- Set the mission & vision
- Set norms
- Align leaders with common objectives

Baseline Activities
- Invest in governance technology
- Embark on documentation efforts
- Share initial guidance and outputs with the agency

- 1a *Validate and establish structure*
- 1b *Assign Roles & Responsibilities*
- 1c *Establish Core Engagement Processes*
- 1e *Develop Risk Register*
- 4b *Define Communication Channels*
- 2a *Procure Data Governance tools*
- 2b *Source System Documentation*
- 2d *Establish Enterprise Data Element Standards*
- 2e *Develop Data Governance Glossary*
- 3a *Establish Data Quality Procedure & Guidelines*
- 3b *Form High-Priority Working Groups*
- 3c *POC: Data Governance Hub - DataZone*

Phase Two

Deploy & Socialize
- Train users on outcomes from Phase One
- Add rigor and discipline to the program

Integrate
- Integrate with data management activities
- Define broader enterprise data strategies

- 4d *Develop Data Literacy & Training Plan*
- 4a *Establish Intranet Site*
- 3d *Develop SOPs for Populating Data*
- 5b *Establish Data Use and Sharing Agreements*
- 1d *Evaluate Policies for Implementation*
- 3c *Establish Format Reqs for Data Providers*
- 2c *Data Warehouse Documentation*
- 6b *Consider Centralized Reporting Structures*
- 5a *Evaluate User Access to Data*
- 3e *Explore Options for Universal Unique IDs*
- 6a *Establish Master Reference Data*
- 6c *Technology RFP Review Process*
- 3c *Journey map for key data governance roles*

Phase Three

Continuously Innovate
- Measure progress and determine current maturity
- Identify new target maturity and practical steps to achieve next tier

Assess Performance
- Continuously measure program performance and success against stated and inherent goals

- 6e *Review Maturity Assessment Progress*
- 5c *Assess Compliance to Library of Virginia Requirements*
- 4c *Utilize Surveys to Stay In-Touch with Users*
- 6d *Develop Program & Accountability Metrics*

1a

Ongoing communication and engagement with stakeholders

Activities Completed *Activities Underway* *Not Started*

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Impact on Data Management Capability

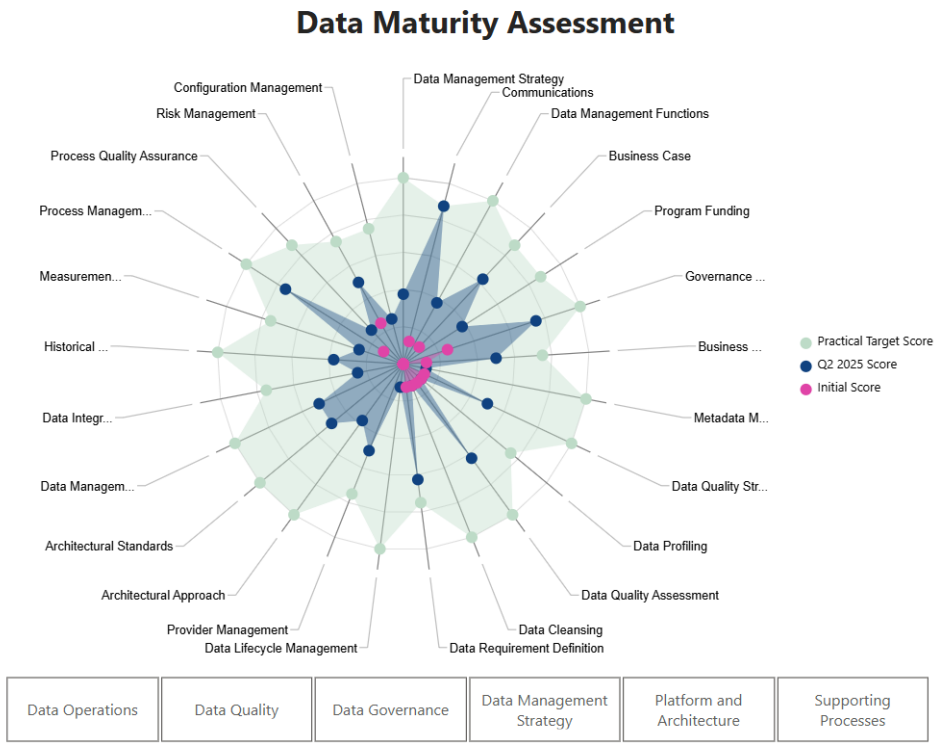
Strive for continuous improvement in Data Management practices by implementing and adhering to the standards outlined in the Data Management Maturity (DMM) model, with a focus in Data Governance, Data Architecture, and Data Exchange.

Objective	Goal	Progress	Current Score(Q2 25)	Growth(FY24 to date)	Practical Target Score
Data Operations	Establish processes that manage the data produced and consumed to satisfy business requirements across the supply chain.	50.00%	5.00	45.00% ↑	10.00
Data Governance	Establish organizational structure to manage corporate data as a critical asset and implemented in an effective and sustainable manner.	50.00%	5.50	36.36% ↑	
Data Management Startegy	Define the DBHDS vision and overall strategy for its data management function approved and adopted by stakeholders.	56.76%	10.50	51.35% ↑	
Data Quality	Define organization wide strategy to achieve and maintain the level of data quality required to support the business goals and objectives.	36.67%	5.50	23.33% ↑	
Supporting Processes	Define business processes required for implementation effectiveness and assessment of data management in all of the above process areas.	48.48%	8.00	39.39% ↑	
Platform and Architecture	Create an optimal data layer that enables acquisition, production, storage, and delivery of data to meet business and technical objectives.	42.11%	8.00	42.11% ↑	

23 of **45** milestones complete within 6 DMM Objectives and 25 sub components.

This table describes the main data management objectives and goals for DBHDS within the framework of the Data Management Maturity Model (DMM

Current scores are assessed as of January 2025 against a projected target score. Drill into each objective for more information.
(Data Source: DBHDS Analysis)



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Q&A

SUDA

Jeff Scheich and Chris Burroughs

odga

ODGA Events

Recent

- 2025 Virginia Datathon
- Lunch and Learns: Data Protection Workshop, Unstructured Data Scanning Demo, Data Strategy Workshop, Data Steward Training

Upcoming

- Ken Pfiel/Marcus Thornton Speaking Engagement at CDAO Summit June 18
- Upcoming Lunch and Learns: Metadata Management/Business Glossaries, Data Quality Tool Demo, Power BI Basics Workshop, Virginia Open Data Portal Workshop
- Data Stewards Group Meeting: May 15th

odga

Questions?