

# Milwaukee County Data Governance Program Charter

## Program Sponsors:

Name	Title	Role	Contact (Email)
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## 1. Vision Statement

*Milwaukee County is committed to implementing and maintaining a data governance program that fosters a framework for creating, managing, and monitoring the organization's data to empower effective decision-making with timely and credible data.*

## 2. Mission Statement

*Through interdepartmental collaboration, the data governance program will help Milwaukee County establish trusted data sources with defined ownership by successfully managing and maintaining data resources and ensuring the integrity, reliability, availability, and compliance of organizational data and information.*

## 3. Main Purpose

*To help Milwaukee County achieve its vision and strategy, leveraging the vast amount of data available is critical. This data governance program will help accomplish the following also detailed in the Goals & Objectives section:*

- *Define data ownership, protection, management, access, and standardization*
- *Engage the county departments in governance and ownership of data*
- *Properly resource data initiatives to enable data-driven decision-making*

## 4. Goals and Objectives

Goals & Objectives
1. Establish departmental ownership to enhance data quality.
2. Create a standard set of policies, procedures, and standards.
3. Construct data governance committees and assign responsibilities accordingly.
4. Enable better decision-making based on quality data.
5. Better align data management processes with business need.
6. Increase understanding of the value of data across the organization.
7. Ensure adequate data management capabilities and business involvement in data management.
8. Increase staffing resources to support data-driven decision-making and quality of data.

## 5. Risks and Mitigation Strategies

Items highlighted in blue are identified as the top risks to data governance at Milwaukee County that need organization-wide efforts to mitigate.

Risk	Mitigation Steps
Lack of commitment, urgency, and priority across the organization in becoming a data-driven culture, including top-down sponsorship	<ul style="list-style-type: none"> <li>- Engage the early adopters and the others will participate later.</li> <li>- Continued education and data literacy training for Milwaukee County leadership and staff.</li> <li>- Create culture of learning.</li> <li>- Executive level sponsorship.</li> <li>- Demonstrate quick wins and what the organization can gain.</li> <li>- Continued development of Strategy Dashboard.</li> <li>- Regular communications from the County Executive and Board of Supervisors requiring departmental participation and proper allocation of financial and people resources.</li> </ul>
Low organization-wide buy-in and budget constraints: Lack of participation, push back on proposed data governance organizational structure changes and new roles, lack of adherence to new policies and procedures, and conflicting interests and priorities	<ul style="list-style-type: none"> <li>- Right-size the data governance program in accordance with resourcing.</li> <li>- Obtain proper funding from leadership.</li> <li>- Clearly communicate the services and capabilities that cannot be delivered without the engagement and funding needed.</li> </ul>
Lack of knowledge about data and data literacy, including experience with evidence-based decision-making	<ul style="list-style-type: none"> <li>- Continued education and data literacy training for Milwaukee County leadership and staff.</li> <li>- Create a culture of learning through executive-level sponsorship.</li> </ul>
Conflicting interests/priorities across the organization	<ul style="list-style-type: none"> <li>- Need to have a governance committee with a balance of conformance and performance interests.</li> <li>- Engage with continuous improvement team to identify processes requiring refinement.</li> </ul>
Lack of clearly defined/understood organizational drivers for data governance	<ul style="list-style-type: none"> <li>- Gain understanding during readiness assessment.</li> <li>- Continued education and data literacy training for Milwaukee County leadership and staff.</li> <li>- Engage the early adopters.</li> </ul>
Regularly changing leadership	<ul style="list-style-type: none"> <li>- Board of Supervisors resolution to require a data governance program.</li> <li>- Leverage the recent data governance audit.</li> <li>- Promote the idea of continuity of data governance.</li> </ul>

## 6. Program Charter Team

The team identified developed the initial charter. As activities are executed to plan the launch and implement the Data Governance Program, workgroups will be initiated that foster inclusion and representation reflecting county demographics.

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## 7. Stakeholders and RACI for Launch of Data Governance

Refer to Appendix A for role and activity definitions.

Activity	Business Exec Sponsor	Data Stewards	Data Owner	Data Governance Lead	IT Director/ Manager
Assess Readiness for a DG Program	A	C	I	R	C
Structure the DG Program	A	I	I	R	C
Identify Business Requirements	A	I	C	R	C
Assess Solution Initiatives	C	I	I	R	A
Create Data Governance Roadmap	C	C	C	R	A
Complete Communication Plan	R	I	I	A	C
Execute Data Governance Rollout	A	I	C	R	C

R=Responsible, A=Accountable, C=Consulted, I=Informed

## 8. Approximate Timeline to Launch Data Governance

Key Activities	Start Date	End Date	Resource(s)
Assess Readiness	8/1/2023	10/1/2023	Info-tech
Create Program Charter	7/1/2023	9/30/2023	Program charter team
Identify roles, responsibilities, and staff needs	7/1/2023	9/30/2023	Program charter team
Structure the Program	11/1/2023	5/1/2024	Executive Sponsor, Data Governance Lead, Steering Committee
Identify Business Requirements	10/15/2023	12/15/2023	Business Development Analysts, Business Stakeholders, Data Owners/Stewards
Assess Solution Initiatives	11/15/2023	1/15/2024	Enterprise Data Services, Applications Team, IMSD Leadership
Prioritize Solutions	1/15/2023	2/1/2024	Data Governance Lead, Executive Sponsor, Business Stakeholders, IT Manager

Key Activities	Start Date	End Date	Resource(s)
Complete Roadmap	TBD	8/1/2024	Steering Committee, Info-Tech Technical Counselor
Create Communication Plan	1/31/2024	3/15/2024	Executive Sponsor, Data Governance Lead
Implement and Roll Out Data Governance	--	10/1/2024	Executive Sponsor, Data Governance Lead, Steering Committee

## 9. Resources Needed for Data Governance Implementation

**People Resources** – Of the roles listed below, some may be executed by existing full-time employees, while others may be determined as new FTEs.

Role	Quantity	Organization Level	Responsibilities
Business Executive Sponsor	1	Business/Department	Accountable for the strategic direction and funding of the program (See Appendix A)
Data Governance Lead	1	Business/Department	Leadership and ownership of the Data Governance Program at the business-level as well as for strategy & planning, communicating, and implementing the program. (See Appendix A)
Data Governance Coordinator	1-2	Business/Department	Tactical-level administrative work including meeting minutes and communication of decisions, follow-up with data stewards and data owners on implementation of decisions, ensuring compliance with data governance policies, and measurement of success. (See Appendix A)
Data Stewards	Many	Business/Department	Larger departments may need to create new roles to fulfill this responsibility while smaller departments may allocate an existing staff member. Key implementer and enforcer of decisions made by the steering committee at the data set level. Oversees all data activities at the operational level (See Appendix A)
Data Owners	Many	Business/Department	Larger departments may need to create new roles to fulfill this responsibility while smaller departments may allocate an existing staff member. Accountable for all data assets under their purview and implementation of decisions made by the steering committee at the data domain and data set level. (See Appendix A)
Corporation Counsel Representation	1	Business/Department	Advises on legal matters pertaining to data privacy
Office of Equity Representation	1	Business/Department	Advises decision-making on the steering committee according to overall county strategy level and ensures data governance activities enable and support county initiatives that advance the vision
County Leadership Representation	1-2	Business/Department	Advises decision-making on the steering committee according to overall county strategy level and ensures data governance activities enable and support county initiatives that advance the vision
Information Security Representation	1	IT	Advises on the practice and technical application of information security

Role	Quantity	Organization Level	Responsibilities
Data & Analytics Leadership Representation	1	IT	Advises according to the enterprise data strategy and is accountable for the activities of the data custodians (See Appendix A)
Data Custodian	7-10	IT	Responsible for the safe custody, transport, storage of the enterprise data, and implementation of business rules required by the data governance steering committee. Puts policy and guidelines into practice at the enterprise data asset level

## Tools/Technology Resources

Type	Description
Data Catalog	A detailed inventory of all enterprise data assets in an organization designed to help data professionals quickly find the most appropriate data for any analytical or business purpose.
Data Lifecycle Management	The handling of data throughout its lifecycle from data entry to data destruction.
Data Quality Management	The handling of data quality issues in the enterprise data sets.
E-Discovery	Software that enables the review of electronic documents and information.
SaaS Extract/Load Application	Facilitates the extraction, transformation, and loading of data from various sources.
APIs	Allows ease of access to data for analytical or business purposes.
Data Profiling	Activity conducted by data stewards to yield a high-level overview which aids in the discovery of data quality issues, risks, and overall trends. Specific tools can be implemented to execute this activity
Data Dashboarding	Licenses for data stewards/analysts across the organization for analytical or business purposes

## 10. Program Launch Success Metrics

The launch of the program will be critical in setting the stage for a healthy, organization-wide Data Governance Program. Initial metrics will measure the health of the right-sized program with the departments that are participating in the first year. Potential initial participants include OEM, DHHS, HR, Comptroller's Office, and Sheriff's Office.

Metric	Target	Accountability for Tracking	Accountability for Performance
<i>Steering Committee Meeting Attendance Rate (1<sup>st</sup> year)</i>	80%	Data Governance Lead	Executive Sponsor
<i>Current data domains identified and analyzed by participating departments</i>	50%	Data Governance Lead	Executive Sponsor
<i>Current data sets identified and analyzed by participating departments</i>	50%	Data Governance Lead	Executive Sponsor
<i>Current data classifications identified and defined</i>	75%	Data Governance Lead	Executive Sponsor
<i>Implementation of policies and standards communicated from Steering Committee</i>	50%	Data Governance Lead	Executive Sponsor
<i>Milwaukee County employees that complete at least one available data literacy course</i>	10%	Learning and Development	Executive Sponsor

## 11. Review and Approval Process of Program Charter

Review and approval will be conducted by the program charter team with final sign-off by the business executive sponsor. This serves as an initial plan. All workgroups identified as a result of approval of the charter will strive towards diversity and representation that reflect the demographic make-up of Milwaukee County.

## Program Sign-Off

This program has been approved with the following conditions:

Implementation of this charter and launch of the Data Governance Program is contingent on strong leadership support, proper engagement from Milwaukee County departments, identified resource needs being provided (both people and tools/technology), and appropriate mitigation strategies being implemented to address risks to data governance. Milwaukee County's Data Governance program will continue to be right-sized to the organization and the resources allocated.

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Jaci Bobo  
Date  
Chief Information Officer  
Milwaukee County  
Department of Administrative Services  
Information Management Services Division

## Appendix A

### Data Governance Role Descriptions Related to RACI Matrix in Section # 7

#### Business Executive Sponsor -

- Accountable for the strategic direction, improvement initiatives, and their funding.
- Aligns Data Governance Roadmap with organizational strategies and goals.
- Supports top-down approach to data governance and helps formalize data governance accountabilities and responsibilities.

#### Data Governance Lead/Coordinator - Accountable for and/or executes assigned work to the **Data Governance Steering Committee**:

- Cross-functional body responsible for creating operational plans related to data governance implementation.
- Designs Data Governance Program roadmap and ensures resource allocation.
- Defines and prioritizes data governance improvement initiatives based on their feasibility evaluation and recommendations from the operational management.
- Coordinates formation, prioritization, and execution of data governance improvement initiatives across all teams and departments via formation of dedicated working groups.
- Ensures effective collaboration across all stakeholders involved in data governance improvement initiatives.
- Identifies the need to create or update policies, procedures, standards, or guidelines required for effective data management and governance and ensures completion of such work via corresponding working groups.
- Assigns Data Owners.
- Acts as the governing body regarding organizational data processes, policies, and standards used throughout the organization.
- Defines the authoritative data sources.
- Defines the rules for effective data sharing, including publishing County data for public consumption.
- Ensures compliance of data management practices with applicable regulations.
- Ensures adequate protection and security of the County's data assets.
- Evaluates feasibility of programs by comparing business data needs against technological capabilities and constraints.
- Monitors and guides data management initiatives and makes recommendations on improvement-oriented initiatives.
- Defines and oversees data management lifecycle.
- Forms working groups, plans their activities, and coordinates task execution.
- Assigns subject matter experts.
- Oversees, directs, and controls comprehensive data cataloging, including business glossary definitions, dataset technical metadata, and business metadata.
- Coordinates information security enforcement and data sharing activities.

#### Data Owner –

- Organizational leader accountable for all aspects of the data assets under their purview including (but not limited to) their availability, security, quality, and currency, as well as effectiveness and efficiency of the data asset management processes.
- Oversees definitions for data quality controls and ensures enforcement of such controls.
- Defines the rules for use, protection, and retention of the data assets under their purview.
- Reviews permissions of user groups to the data assets under their purview.
- Makes recommendations to the Steering Committee on the authoritative data sources and rules for preserving authenticity of data.
- Assigns Data Stewards.

#### Data Steward –

- Key implementer and enforcer of data policies, processes, procedures, and standards established by the Steering Committee.
- Serves on an operational level addressing issues related to adherence to standards/procedures, monitoring data quality, raising issues identified, etc.

- Monitors and coordinates activities on data related policies, standards, and guidelines updates.
- Responsible for cataloging (providing metadata about) datasets under their purview.
- Responsible for the design and monitoring of data quality controls, escalating data quality issues, etc.
- Responsible for monitoring data access rules.
- Makes recommendations about improvements of data assets management to their Data Owner.

#### IT Director/ Manager – Current Enterprise Data & Analytics Manager

- Accountable for the enterprise data strategy.
- Accountable for the data custodian activities tied to data governance policies and standards.
- Consults on data governance activities as they relate to enterprise data strategy.

### **Data Governance Planning and Launch Activities Definitions Related to RACI Matrix in Section # 7**

#### Assess Readiness for a Data Governance Program

- Understand the key components of data governance.
- Gauge your organization's current data culture.

#### Structure the Data Governance Program

- Identify critical roles and responsibilities for data governance (steering committee, working groups, data owners/stewards, data custodians, etc.)
- Right-size data governance organizational structure.
- Define operating model.

#### Identify Business Requirements

- Substantiate business drivers.
- Identify and categorize business capabilities and develop strategy map tied to data governance.
- Define organization's value streams.

#### Assess Solution Initiatives

- Build high-value use cases for data governance.

#### Create Data Governance Road Map

- Create a plan with milestones that is right-sized to the organization and identifies target-state comprising of prioritized initiatives.

#### Complete Communication Plan

- Identify the methods of communication that creates awareness of the data governance program and transfers knowledge to get as many people on board as possible.

#### Execute Data Governance Rollout

- Implementation of all the previous planning to launch program.