

**SUBJECT: DATA GOVERNANCE**

Background: The onset of new technologies over the last several decades created significant efficiencies in cities' ability to gather information and automate processes to streamline internal operations and enhance external service provision. Subsequent growth in the amount of data needing to be properly managed requires a standard set of policies and procedures to ensure the integrity of data available to aid in the decision making process. The elements of this Administrative Procedure Memorandum (APM) are essential to establishing the foundation for a data informed culture of inquiry that can be applied in the decision making process, to ensure high-quality, informed, and equitable decisions that are aligned with the outcomes residents want to see most in the City of Madison.

Purpose: The City of Madison's data APM defines and differentiates the development, oversight, and execution of policies, procedures, roles, and responsibilities for the collection, maintenance, and use of data across the City of Madison. By doing so, this APM provides the accountability framework to oversee the overall management of the availability, usability, integrity, and transparency of data across our organization. As City employees, we gather data in public trust – both in the quality of data we gather and the integrity of the processes in which we use this data. We must ensure high quality information exists to inform analysis and decision making by the Mayor, Council, and city leadership on behalf of our community, our partners, and all City of Madison employees.

Scope: Through the Data Governance APM, the Mayor's Office seeks to ensure organizational accountability for:

- Providing expert advice and support across the organization on all matters related to Data Governance (e.g. data privacy and confidentiality, data sharing, data inventorying, data use, etc.);
- Promoting a culture of data stewardship to ensure the availability of high quality information for decision making in all agencies that is championed by Department Heads, Division Heads, and all middle management;
- Ensuring transparency and accessibility of information through the ongoing publication of open data;
- And, establishing a baseline assessment of the organization that will be monitored over time.

Definitions:

"Data Governance" is the means by which an organization makes decisions about its information assets. It systematically establishes and enforces policies, procedures, roles, and responsibilities for the collection, maintenance, and use of data with the intent to organize program staff to collaboratively and continuously improve data quality throughout the organization. See below for specific City of Madison Data Governance policies.

"Data Management" is the implementation of practices to ensure the overall management of the availability, usability, integrity, and transparency of data across the City of Madison.

"Data Analytics" is the use of data analysis methods to describe, predict, and improve organization performance or solve problems.


"Data Stewardship" is the practice of ensuring that organizational data assets and Data Management practices adhere to policies and procedures established by Data Governance.

"Data Stewards" are designated individuals leading Data Stewardship functions within their department or division.

Policies:

- Data is considered a record and all use, publication, and sharing of data must comply with records laws and retention schedules.
  - Reference [APM 3-6 Records Management Program](#)
- All City of Madison employees who present or analyze and report data on behalf of the organization must properly cite the source(s) and limitation(s) of the datasets used to inform the presentation. This must include a disclaimer on any known factors impacting the accuracy of the data.
- All City of Madison employees who deal with the collection, maintenance, reporting, and/or other use of data will document their procedure(s) to ensure continuity of operations through a replicable process.
- All city contracts that deal with the collection of data on behalf of the City of Madison must include language that clearly addresses data ownership.
- A representative from each City of Madison agency, as designated by the Department or Division Head, will be responsible for serving as the agency's Data Steward. Data Stewards will implement Data Governance and Data Management best practices, and annual dataset inventory updates to be published to the open data portal to ensure data is more discoverable and accessible to the public.
- A charter that guides work planning and implementation of Data Governance and Data Management practices across the City of Madison will be approved by the Executive Sponsor. The Charter will be updated on an annual basis.
- The attached Data Management Guide (Appendix A) creates Data Management best practices to guide City employees in their use of data, including data lifecycle management, City data standards, and equity considerations.

Authority: The Finance Director and their designated employee(s) shall maintain and interpret this APM.



Satya Rhodes-Conway  
Mayor

APM No. 3-21  
August 2, 2023

Appendix B - Future Considerations:

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| <p>Inventory existing laws, ordinances, resolutions, APMs, and departmental policies that govern the use of city data, cross reference within this APM, and establish a gap analysis based on organizational needs. Current policies include but are not limited to:</p> <ul style="list-style-type: none"><li>• HIPAA</li><li>• Personally identifiable information</li><li>• Open records</li><li>• Records retention</li><li>• Data security</li><li>• Surveillance</li><li>• Manage risk of data breach, loss, or unauthorized manipulation</li></ul> |
| <p>Cross reference compliance of data practices with open records laws and records retention schedules.</p>   |
| <p>Create standard language for inclusion in contracts and Requests for Proposal (RFP) that at a minimum ensures clarity in raw data ownership.</p>   |
| <p>Create policies with guidance regarding data privacy and confidentiality.</p>  |
| <p>Establish roles and responsibilities for the execution of Data Management and Data Analytics work.</p>   |
| <p>Establish a policy calling for the use of civic data standards to ensure data can be easily compared across jurisdictions using shared standards. The Data Guide will outline the specific standards and procedures for applying in appropriate use cases.</p>   |
| <p>Create data sharing agreement templates and user-friendly process to expedite the sharing of data both cross-departmentally within the City of Madison and with trusted outside partners.</p>  |
| <p>Define open data workflows, roles, and responsibilities.</p>   |
| <p>Document policies and/or practices aimed at harnessing the benefits of artificial intelligence (AI) while reducing associated risks.</p>   |
| <p>Create a policy that establishes required training(s) related to the Data APM and Data Guide to ensure all employees obtain a general understanding of the policies and procedures outlined herein and to ensure the proper implementation of data management practices.</p>   |