



# City Administrative Policy

## CAP 08

### Data Governance

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Title: Data Governance Policy  
Effective: July 21, 2020  
Revised: N/A  
Contact: Organizational Performance

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#### I. Overview

This policy outlines the duties and responsibilities relative to Data Governance within the City of Glendale. This policy defines activities and responsibilities for ensuring that the city is managing its Data as an asset and in a way that the city can fulfill its obligations regarding Resolution no. R17-51. For a more in-depth explanation of the goals of Data Governance and why certain requirements are in place refer to the *Data Governance Program* framework document.

#### II. Purpose

- a. To define the responsibilities of Departments and Data Stewards regarding Data Governance and Open Data in the City
- b. Establish methods for performing the tasks associated with Data Governance
- c. Define language around Data Governance for clearer communication

#### III. Scope

- a. This policy applies to any city department, office or employee that creates, maintains or acquires data on behalf of the City. The Data Governance policy applies to any data source as described in the definition section of this policy

#### IV. Definitions

- a. **Data:** includes narrative, textual, graphical, geospatial, tabular, legislative, statistical, factual, quantitative, or qualitative information that are created, maintained by or on behalf of the City if in the possession of a city department, office or employee
- b. **Data Dictionary:** Information about individual field definitions, validations, Primary and Foreign keys
- c. **Data Governance Executive Steering Committee:** The Executive body over Data Governance is responsible for oversight, support, funding and policy approval. Reviews and approves the work of the Oversight Committee
- d. **Data Governance Oversight Committee:** The body responsible for initiatives, metrics, issues, escalation, standards, policy, procedure and software review for the city as it pertains to Data Governance
- e. **Data Inventory:** A listing of the City's data assets that includes metadata and a data quality review. See the "*Data Inventory Process*" document for further details

- f. **Data Mart:** A subset of the data warehouse, usually oriented to a specific business line or team. The information in a data mart pertains to a single department. It is a more focused version of a data warehouse that reflects the regulations and process specifications of each business unit within an organization
- g. **Data Owner:** the owner of all city data is the City as a governing body, any secondary owners may be the citizens the City serves. Employees, Departments or Divisions are not Data Owners
- h. **Data Standards:** A set of requirements that the City requires its data to meet. See the “*Data Standards Guide*” for further details
- i. **Data Steward:** An individual or group of individuals assigned to ensure that the data generated from a software, process, or work function meets the City’s data standards and that all users of the software, data base or process are complying with all City data governance policies. Data Stewards also coordinate with the Oversight committee in their work of Data Governance
- j. **Data Steward Teams:** A group of Data Stewards and subject matter experts that work together on cross department or city-wide data projects
- k. **Data Warehouse:** A central repository of integrated data from one or more disparate sources. It stores current and historical data in one single place to be used for creating analytical reports throughout the City
- l. **Dataset:** A named collection of related records, with the collection containing Data organized or formatted in a specific or prescribed way, often in tabular form.
- m. **The City:** The City of Glendale
- n. **Internally Sharable Data:** Data which can be shared internally but is not able to be published externally due to protected or sensitive information contained in the data or dataset
- o. **Metadata:** Basic information about Data including, but not limited to, source, date created, and update schedule
- p. **Legal encumbrance:** Includes federal copyright protections and other, non-statutory legal limitations on how or under what conditions a dataset may be used, such as a terms of use agreement
- q. **Open Data:** Specific documents, data or datasets, which are not sensitive or protected and have been prepared for release to external users online, in an open format, with no legal encumbrances on use or reuse, and available for all to access and download in full without fees or a requirement of registration. See the “*Data Sharing Guide*” and “*Open Date Publication Process*” document for further details
- r. **Open Data Format:** Any widely accepted, nonproprietary, platform-independent, machine-readable method for formatting data, which permits automated processing of such data and facilitates analysis and search capabilities
- s. **Open Data Portal:** The City website dedicated to publishing Open Data
- t. **Protected Information:** Any dataset or portion thereof to which any agency may deny access pursuant to A.R.S. 39-121 or any other applicable law, rule, regulation, court order or as otherwise required
- u. **Sensitive Information:** Any data or datasets, which if published externally, violates privacy, confidentiality, or security policies implemented by the City or have the

potential to jeopardize public health, safety or welfare to an extent that is greater than the potential public benefit of publishing the data.

- v. **Special Use Data:** Data that is normally protected, sensitive or restricted to Internal use, but is shared with an outside entity through a special agreement or MOU. See the “Data Sharing Guide” for further details

## V. Policy

- a. Departments will:
  - i. Identify an individual user to be the Data Steward for each Data source a Department is Steward for
  - ii. Ensure Employees are aware of Data Governance and the rules and responsibilities surrounding it
  - iii. Foster a culture of Data Stewardship and Open Data within their Departments
  - iv. Provide access to systems and data for any individual authorized by the City Manager to perform business intelligence and data analytics functions; including data where security clearance is required, and will provide any appropriate training as needed.
  - v. Establish department policies and procedures to ensure that new software and newly captured data meets the City’s data standards
  - vi. Ensure best Data Practices and Software decisions are made by
    - 1. Soliciting the help of the Innovation and Technology Department, starting at the initial internal needs’ discussion, for all software acquisition or change process’ and including IT in all software demos. See the “*Technology Maintenance Fund Procedure*” for further information
    - 2. Ensuring that all new data sources can comply with the City’s data standards
    - 3. Ensuring that internally shareable data and Open Data from any new data source is channeled appropriately for other uses, users and stakeholders as part of the product implementation process
    - 4. Using best data practices in the setup and configuration of all data sources and systems
  - vii. Provide employees access to Data and Analysis classes and allocate resources to ensure up-to-date training is afforded to the department’s Data Steward, Analysts and others who would benefit from a greater understanding of Data.
- b. Departments assign the Data Stewards or other Department team to:
  - i. Inventory all data sources by
    - 1. Performing a Data Inventory that includes metadata and a data dictionary
      - a. See the “*Data Inventory Process*” Document for more information
    - 2. Updating the data Inventory on an annual basis
    - 3. Providing the data inventory and metadata to the Data Governance Oversight Committee.
  - ii. Improve the Quality of Department Data by
    - 1. Continually evaluating the data quality of all data sources

- a. See the “*Data Standards Guide*” for more information
  - 2. Continually correct current data that is incurred, of poor quality, or not in compliance with the City’s data standards
- iii. Share Data with Citizens, Internal City users, and other stakeholders by:
  - 1. Prioritizing datasets for Internal sharing and Open Data based on the needs of the external stakeholders, in coordination with the Data Governance Oversight Committee and the Department of Innovation and Technology
  - 2. Working with the Department of Innovation and Technology to separate out data that could be internally shareable and Open Data from sensitive and protected information.
  - 3. Providing Internally Sharable Data or refined dataset, in full, unsummarized, and raw format, with appropriate documentation to internal users
  - 4. Facilitating the Special Use Data Process when requested and if possible, given the requested Dataset
  - 5. Providing appropriate Datasets to the Data Governance Oversight Committee to publish on the Open Data site
- c. The Data Governance Oversight Committee will:
  - i. Remove the barriers to access for Internally Shareable Data
  - ii. Remove barriers to the publication of Open Data
  - iii. Forward the work of the creation of Data Mart’s and the establishment of other tools and procedures to enable the use of Internally Shareable Data outside the Data’s native department and location
  - iv. Review Data Inventories conducted and provide feedback to Data Stewards in relation to the City’s Data Standards
  - v. Prioritized Open Data Datasets for publication following the “*Data Standards Guide*” and the “*Open Data Publication Process*” and in compliance with Resolution no. R17-5<sup>1</sup>
  - vi. Approve Datasets for publication by completing the Open Data Publication Process, ensuring that Protected and Sensitive information is not published
  - vii. Ensure that approved Datasets are published to the Open Data Portal
  - viii. Provide Departments and Data Stewards information regarding datasets that are of interest to internal users, citizens, and other stakeholders
  - ix. Provide a yearly report on the status of the Open Data program to the City Manager
  - x. Hold training classes on data analytics, data in evidence, open data, data standards, and data governance or provide information about such classes taught by other entities
  - xi. Propose Data Standards to the Executive Steering Committee and work with Departments, Data Stewards and IT on establishing them
  - xii. Communicate city-wide the Data Governance Plan and updates to that program

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<sup>1</sup> This resolution states the city council’s intent behind open data. The Resolution can be viewed here: <https://glendale-az.legistar.com/LegislationDetail.aspx?ID=3086887&GUID=68D243FB-66A3-4381-B963-2176AC97CEE9>

- d. The Data Governance Executive Steering Committee will:
- i. Review the suggestions and actions of the Oversight Committee and provide approval, correction, guidance, direction and suggestions
  - ii. Enforce where necessary the compliance with the Data Governance Policy and its associated documents, processes and standards

  
Kevin R. Phelps, City Manager

7/21/20  
Date