



City and County of San Francisco

JUSTIS Data Governance Charter Version 0.5 Final Draft Version

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6/24/2022	0.1	Siegel	Updates to sample charter
7/1/2022	0.2	Okumu	Updates to sample charter
7/11/2022	0.3	Siegel	Additional updates
7/22/2022	0.4	Siegel	Updates post 7/13/2022 meeting
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Table of Contents

Introduction	4
Purpose and Mandates	5
Scope and Critical Success Factor	
Membership	Error! Bookmark not defined.

Introduction

This document presents the charter for Data Governance for the City and County of San Francisco Justice Tracking Information System (JUSTIS) program. This charter communicates the purpose, scope, agenda, mandates and organization for JUSTIS Data Governance.

Data Governance will evaluate data quality, common data definitions, data consumption, data availability and decision-making purposes. The Data Governance will bring JUSTIS stakeholders together to make informed decisions on matters important to JUSTIS.

In order to accomplish this charter, JUSTIS Data Governance will establish a set of Capabilities (Data Ownership, Data Stewardship, Data Analysis, Remediation, and Organizational Readiness). It will also establish a Data Stewards Community to facilitate the build out and execution of JUSTIS Data Governance.

This Data Governance charter:

- Outlines the principles of data governance and the steps that need to be taken to ensure data is fit for purpose.
 - a. The purpose and mandates of the DGC
 - b. The Data Governance agenda
 - c. The scope and critical success factors
 - d. The membership for Data Governance participants
- Defines the concepts of Executive Sponsorship, Ownership and Stewardship, as well as the responsibilities that these roles entail.

It is incumbent upon the JUSTIS Executive Council and the Data and Architecture advisory committee to ensure that all employees are aware of policies and processes related to data governance adopted by the charter. The JUSTIS Executive Council and Data and Architecture advisory committee will also oversee the implementation of processes and controls to meet all the business requirements and principles. As part of mobilization activities, the effective execution of a communication plan will be a key enabler for the success of JUSTIS Data Governance.

Purpose and Mandates

The overarching goal and objective of Data Governance is to ensure that the highest quality data is available to JUSTIS reporting and analytical capabilities. These goals and objectives will be accomplished by:

a) Goals

- Ensuring holistic understanding of JUSTIS data and how it is used
- Understanding how JUSTIS data provides value to City stakeholders
- Building trust and confidence in JUSTIS data
- Promoting & moving towards a single version of the truth, where data is stored in a consistent and non-redundant form

b) Objectives

- Identifying and assigning authoritative data sources, owners, access and support services for JUSTIS data
- Establishing an on-going data quality and integrity of the Data Governance
- Monitoring and measuring data quality
- Tracking data quality issues to resolution
- Improving the time expectation for the accessibility of data.
- Establishing policies & standards to enhance data quality
- Establishing clear and timely communication method for issues remediation
- Escalating data quality issues to leadership when strategic decisions are needed
- Establishing and maintaining a centralized Data Glossary

Guiding Principles

The City needs reliable, accurate and complete data to support City and department level leadership policy direction and applicable statutes and regulations. These imperatives, the JUSTIS Program Charter and the JUSTIS 5-Year Roadmap establish the requirements and define stakeholders for organization-wide Data Governance essential to supporting JUSTIS reporting capabilities.

a) Guiding Principles

The following are the guiding principles for JUSTIS Data Governance:

1. Data assets must have Data Owners assigned, who will make decisions through the governance structures defined in this charter.
2. Users must be assigned minimal access to data in accordance with their needs (create, read, update, delete), in accordance with the existing department policies.
3. Audit trails of changes and transformations performed on the data must be available.
4. The exchange of data with must be consistently used across JUSTIS agencies unless there is an accepted business justification for doing otherwise.
5. Data definitions and taxonomy must be managed in a common metadata repository.
6. Metadata must be utilized to establish relationships between data elements and provide for data lineage and data transformation trails. Data Lineage will be tracked in the Data Dictionary.

7. Data Governance is a long-term initiative which must be planned and sponsored by JUSTIS leadership.
8. Data Governance is not an Information Technology (IT) function – it is owned by the functional business units of the City and supported by the Department of Technology (DT) and agency level Information Technology.
9. Data Governance must have authority and the ability to resolve data related issues, and initiate projects to maintain the quality and standard of data assets within JUSTIS.
10. It is recommended that a single set of data policies, standards, and procedures are developed to ensure the integrity, consistency, and sharing of the organization's data resources across JUSTIS. The information should be compiled and documented in a central location and aligned with City IT enterprise policies, standards, and procedures.
11. JUSTIS Data Governance applies to shared data within JUSTIS; JUSTIS data governance does not supplant intra-agency governance (e.g., agencies are responsible for governing data within their agency and for assuring the quality of data provided to JUSTIS)
12. JUSTIS Data Governance shall comply with all applicable statutes and regulations

Data Governance mandates apply to the following stakeholders:

- Official Data Governance roles as defined in this charter (e.g., Data and Architecture Committee, Data Stewards, etc.).
- Executive management to assigned specific data ownership responsibilities.
- Executive management responsible for business processes that create or use JUSTIS data.
- All JUSTIS business professionals and other business staff not previously listed, who are responsible for originating, processing, storing, accessing, and/or retiring data in JUSTIS including but not limited to Application Managers, Enterprise Architects, Network & Infrastructure Managers, DBAs, Data Architects.

Agenda

The agenda of a typical Data Governance segment of the Data and Architecture Advisory committee meeting will include the following items:

1. Review major data governance projects in progress (e.g., process, technology, and organizational) and discuss status, risks, and issues.
2. Review and set disposition for new data governance proposals (i.e., approve, decline, or defer).
3. Review any changes in data governance strategies and policies.
4. Review the data governance project priority list to consider adjustments.

Mobilizing the Data Governance Implementation

Data Governance will be implemented in phases by supporting specific initiatives. The kick-off of the Data Governance implementation will have multiple check points and feedback loops to ensure the success. The key activities required to mobilize the Data Governance implementation are as follows:

1. Establishment of executive level mandate by the approval of this charter.
2. Identification of individuals for defined roles in the data governance organization.
3. Development of a Data Governance Communication Plan.
4. Development of a Data Governance Training Plan.
5. Development of a Data Governance Change Management Plan.
6. Organizational realignment plan for structure and roles.
7. Execution of a kick-off of the Implementation of Data Governance.

Data Governance Evolution

- JUSTIS Data Governance will evolve as required to support implementation of the JUSTIS 5-Year Roadmap
- JUSTIS Data Governance will evolve as required to support on-going modernization and replacement of departmental systems and business processes.

Scope and Critical Success Factors

The scope of this charter applies to all data within JUSTIS environment and the data feeds in and out of JUSTIS required to perform its business function and reporting within JUSTIS. This document is in accordance with and does not supersede any of JUSTIS organization-wide policies or standards but is meant to enhance and work in concert with said policies.

Scope

Responsibilities of the JUSTIS Data Governance Scope shall include:

- Managing of Memoranda of Understandings (MOU) between departments relative to JUSTIS data and JUSTIS data access and use
- Defining and monitoring process(es) for JUSTIS data requests including prioritization and assuring approval of data owner agency
- Establishing Change Management and Configuration processes
- Providing budget input to the DT JUSTIS team for data related items (e.g., data analysis tools, Data Center of Excellence resources, etc.)
- Approving the Data Center of Excellence charter
- Monitoring ongoing Data Center of Excellence operations
- Overseeing and approving creation of the JUSTIS data taxonomy

Critical Success Factors

Success of Data Governance is achieved by the following:

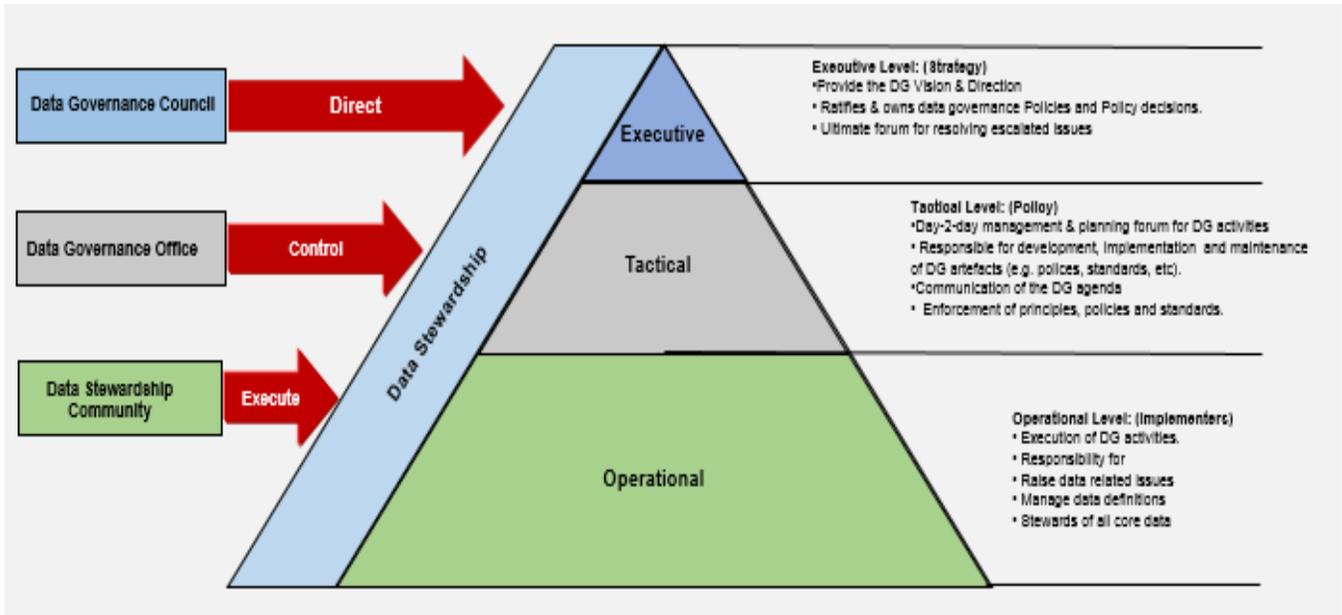
- Executive buy-in and sponsorship from JUSTIS Stakeholders
- Clear and documented process to resolve disputes
- Change management activities to ensure effective adoption of JUSTIS Data Governance
- Training to ensure that involved stakeholders understand how to perform their data governance related activities.
- Clearly defined metrics and ability to measure data quality and effectiveness of other data governance activities.
- Availability of key resources

Membership

a) Data Governance Organizational Structure

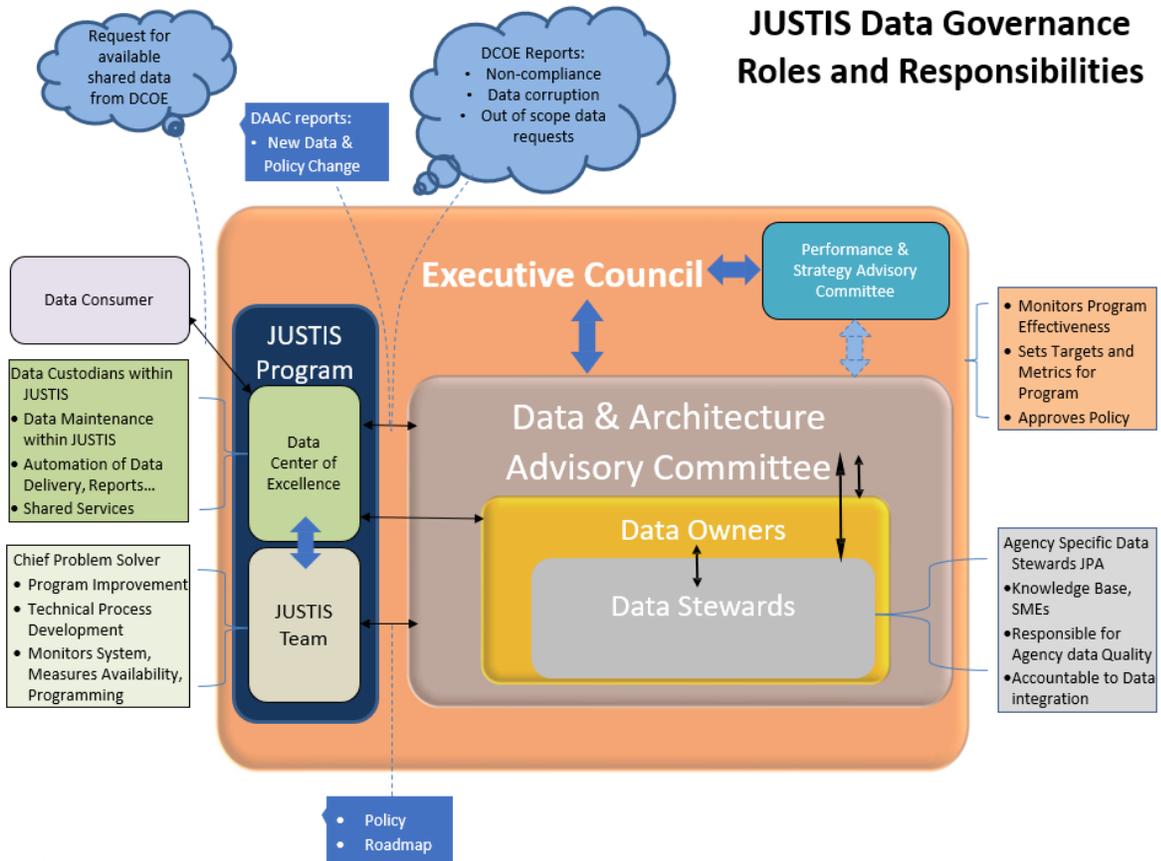
The data governance organizational structure below requires collaboration and managed dependencies to establish quality, awareness, reporting, control, and remediation. The structure will provide visibility across JUSTIS stakeholders. Data stewardship will be distributed across the departments in a way that provides centralized direction while maintaining local autonomy for intra-departmental functions.

- **Executive Level** - acts as an oversight body and is the highest escalation point
- **Tactical Level** - small, dedicated team responsible for the main governance domains
- **Operational Level** - wider governance / stewardship community – set of responsibilities, consisting largely of formalisation of activities which are already being carried out on an informal basis



Data Governance Organization

The Data Governance Organization diagram shows the relationships between the groups involved in JUSTIS Data Governance.



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JUSTIS Data Governance Roles and Responsibilities

JUSTIS Executive Council – Created by the Board of Supervisors comprised of representatives of all participating criminal justice agencies in the City & County of San Francisco, or agencies that operate programs integrally related to the criminal justice system, to establish policy related to implementation and ongoing operation of JUSTIS. Responsible for setting priorities and approving direction for project development and enhancements; reviewing, approving, and submitting annual and supplemental appropriation requests; and approving vendor contracts. SF Admin. Code Section 2A.85. Steered by the executive leaders of the JPA to provide direction, vision, oversight, and approves various recommendations and standards per DAAC.

JUSTIS Partner Agencies (JPA) – Agencies providing criminal justice data through integrations into the JUSTIS platform per the conditions set forth in the JUSTIS MOU. The CLETS Coordinator for each JUSTIS Partner Agencies (JPA) must also provide Criminal Justice Information System or California Law Enforcement Communications System (CJIS/CLETS) recommendations to ensure compliance with the JUSTIS MOU.

Data and Architecture Advisory Committee (DAAC) – Comprises business representatives across the JUSTIS Program. The DAAC creates, maintains, implements, and monitors policies, processes, and standards to ensure data reliability and sustainability as it relates to the JUSTIS data exchange platform. The DAAC is chartered in the broader JUSTIS Governance Charter.

Data Owners – Owners of business unit data elements, define and set terms of use to meet business requirements, and control access to types of data. Data owners are responsible for data element accuracy, integrity, timeliness, and availability.

Data Stewards – Act as the conduit between JUSTIS partner agency (JPA) and the JUSTIS team and are accountable for data and data management process definition and data quality as defined by the Data Owners. Each agency should appoint an individual(s) to serve in the role of Data Steward(s) to ensure data quality and accuracy.

Data Center of Excellence (DCOE) – Comprised of business intelligence staff with key capabilities necessary for integration and acts independently as the gatekeeper of data governance best practices across the JPA and the JUSTIS team. Work with JPAs to drive the development and ownership of the data governance roadmap. Provides access and availability to data based on MOU, CJIS/CLETS regulations and compliance requirements.

JUSTIS Team – Comprised of DT employees who are staff to JUSTIS responsible for development, programming, receiving, processing, storing, accessing and/or retiring data in the JUSTIS platform.

CLETS/CJIS Policy Governance – As sponsor of the JUSTIS hub, the office of the Sheriff shall ensure compliance with all CLETS/CJIS policy related matters per CA DOJ in coordination with Agency CLETS Coordinators.

Data Consumer – Comprised of partner agency employees, other City employees and external entities who request access to JUSTIS data where approval for such access is subject to existing regulations and statutes, as well as data governance policies and processes referenced in this charter.

Performance & Strategy Advisory Committee (PSAC) - Comprises business representatives across the JUSTIS Program. The PSAC establishes key performance indicators and standards for criminal justice data. The PSAC works in close coordination and communication with the DAAC The PSAC is chartered in the broader JUSTIS Governance Charter.

b) Data Governance meetings will occur as segments of the Data and Architecture Advisory Committee.

The objective and associated agenda of for the Data Governance segment will be to:

- Arrive at decisions on escalated issues
- Provide access and availability to resources specifically for cross-organizational data initiatives
- Approve policy & standards for data management
- Review current progress in the implementation of best practices for data management as reported by Data Governance Office to include:
 - Data Issues
 - Data Definitions
 - Data Integrity
 - Standards/Guidelines
- Update members on best practices and data management focus areas (e.g., Data Lineage, Data Quality etc.)

c) Data Stewards Community

The **Operational Level** (termed the Data Stewards Community) will be responsible for the day-to-day execution of data governance related activities.

Members of the Data Stewards Community are business and technical staff who already work with data. The Data Steward will serve as a caretaker of JUSTIS data assets provided by their functional business unit. The Data Steward will have day-to-day ownership of data management operations, processes and data quality within their assigned data domain(s). The Data Stewards ensure that the data is understood, used, and shared effectively throughout the organization. The Data Stewards wear both business and technical hats. These resources are much more aligned to source systems than to single functional business units.

Role	Responsibilities
Data Quality Coordinator/Lead Data Steward	<ul style="list-style-type: none"> ▪ Act as point of escalation for data quality/management matters in terms of data steward related matters ▪ Establish and maintain a data quality issues repository and ensures that it is implemented according to JUSTIS standards ▪ Ensure that all stewards and Departmental management have the correct access to the data quality issues repository

Role	Responsibilities
	<ul style="list-style-type: none"> ▪ Maintains a Data Stewards lists by recording each change in steward assignment ▪ Ensure that data stewards are replaced when existing stewards leave their present positions ▪ Convenes data quality issues meetings within the Data Stewards Community as required
Data Stewards	<ul style="list-style-type: none"> ▪ Manage critical data elements and apply analytical abilities to oversee data fields, inputs, and output information for identified critical data across systems ▪ Responsible for maintenance and updating the information exchanged with JUSTIS from the steward’s respective agency system (e.g., Superior Court CMS, Sheriff JMS, District Attorney CMS, Public Defender CMS, Adult Probation CMS, etc.) ▪ Responsible for communicating data quality issues to the responsible Data Owner ▪ Works with and supports Data Owners to ensure owners have a practical understanding of front line entry and usage ▪ The Data Steward will become an expert on Data Governance policies and standards and will be responsible for implementing them in their assigned agency. Data Stewards will serve as a resource for others in their agency who have data questions and/or concerns that arise ▪ Identifies issues with data in their specific domain: e.g., carrying out data quality assessments ▪ Escalates data related risks and issues to Data Owners and others as necessary ▪ Ensures data is managed in accordance with current JUSTIS data principles, policies and standards ▪ Supports business process improvements in data collection activities ▪ Supports projects to define data definitions and data security and access control requirements ▪ Advocates for data process consistency as new projects or established in their agency ▪ Ensures that each assigned data element: <ul style="list-style-type: none"> ○ Has a clear and unambiguous data element definition

Role	Responsibilities
	<ul style="list-style-type: none">○ Does not conflict with other data elements in the metadata registry (removes duplicates, overlap etc.)○ Has clear enumerated value definitions where applicable○ Is still being used (remove unused data elements)○ Is being used consistently across various systems

Reference Documents:

- JUSTIS Governance and Program Bylaws, Version 8, December 2020
- JUSTIS 5-Year Roadmap
- JUSTIS Data Sharing Memorandum of Understanding