

State of Arkansas-Chief Data Officer

Category:	Emerging and Innovative Technologies
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Executive Summary

Act 1282 of 2015 established the Open Data and Transparency Task Force (ODTF) to determine the best practices to achieve the most efficient systems for maintaining and delivering the state's public records and data, and to make recommendations for legislation to achieve a comprehensive open data and transparency act.

The Open Data and Transparency Task Force prepared a report in December 31, 2016, with the following recommendation:

Create the position of chief data officer (CDO), housed within the Department of Information Systems (DIS), to lead the data warehouse program. The responsibilities of the CDO should include the management and facilitation of the multiple phases of this program. The initial focus of the CDO should be the completion of the feasibility and cost study as the remainder of the program may need to adjust based on the results of that study.

The recommendation to create the position of CDO was formalized with the passage of Act 912 of 2017. This legislation also created the position of chief privacy officer and a Panel on Data Transparency in which the CDO would serve as chairman.

Subsequently, the Arkansas Department of Information Systems (DIS) recommended to Governor Asa Hutchinson a partnership with Institute of Chief Data Officers (iCDO) at the University of Arkansas at Little Rock (UALR). Once approved by the governor, DIS and UALR's iCDO entered into a collaborative research contract from the state of Arkansas to iCDO and a chief data officer was selected to fulfill the requirements set forth in the legislation.

Concept

The concept of creating the position of CDO was to provide master data management by facilitating standardization, deduplication, sharing, and integration of critical data between systems and state agencies.

As part of the concept, the roles and responsibilities of the CDO are to establish and promote data architecture management by developing an integrated set of specifications and documents that define the blueprint for managing data resources; provide data quality management by applying data quality management concepts and practices that include:

- Policies
- Measurement
- Process improvement
- Education
- Leveraging data warehouse, business intelligence, and master data management solutions

Additionally, the CDO shall provide data governance by:

- Exercising authority, control, and decision-making over the management of data assets
- Introducing accountability for data asset management through formalized data stewardship
- Supporting open data exchanges based on standardized and published application programming interfaces that facilitate standardized access to data within, between, or outside systems or state agencies and establish a data catalog of data housed, maintained and utilized by each state agency.
- Utilize business intelligence that includes without limitation embedded business intelligence and advanced analytics that maximize the value of data in this state in order to facilitate access to and the analysis of data
- Direct and oversee the Data and Transparency Panel.

The concept of the state/UALR iCDO project involves extensive research conducted by faculty, project staff and graduate assistants, to include but not limited to research on data management in the state of Arkansas.

Significance

The significance of the state CDO/UALR iCDO partnership is the collaboration and unification of data management efforts resulting from the creation of the CDO position in the state of Arkansas.

The CDO has been able to engage key stakeholders in accomplishing several initial objectives.

1. Begin the discussion and exchange of ideas among key stakeholders to leverage state data resources to lower costs, increase revenues, drive economic development, and improve service to citizens.
2. Explore public/private partnerships whereby Arkansas can become a national example of an effective data-driven government to better address pressing public needs and create greater value for the taxpayer dollar through better allocation of existing data to meet the needs of Arkansans.
3. Generate ideas and opportunities for how initiatives can be translated to provide value in Arkansas.
4. Facilitate discussion among members of the Arkansas Panel on Data and Transparency regarding select data initiatives in Arkansas.

Impact

Beginning September 16, 2017, when the CDO was officially established, the CDO office met with specific state agencies within the executive branch to begin executing the tasks mandated in Act 912. The key accomplishments and impact from these efforts include:

- Coordinated and facilitated the execution of a Public Safety Interagency Data Exchange Agreement (Arkansas Community Correction (ACC), Arkansas Department of Correction (ADC), Arkansas Parole Board (APB), Arkansas Crime Information Center (ACIC), and Arkansas Department of Information Systems (DIS))
- Briefed the Joint Advanced Communication and Information Technology (ACIT) to introduce CDO office staff and share the CDO goals and objectives.
- Held an Inaugural state CDO Forum at state Capitol in which CDOs from other states were present to convey approaches providing value to their citizens so that Arkansas public sector leaders to learn about successful data initiatives in other parts of the country.

- Performed draft gap analysis of selected agencies.
- Performed draft data warehouse program feasibility and cost study.
- Completed level 1 of the creation of a statewide Data Catalog in which the focus was to identify and classify the data in each department into different data domains and business areas.
- Begun the creation of level 2 of the creation of a statewide Data Catalog which works to break down the data domains identified in level 1 into an inventory of departmental assets.
- Conceived framework for development of project plan toward data specifications and standards.
- Sponsored a co-innovation project around recidivism reduction and other public safety and criminal justice reinvestment priorities, leading to a diverse, cross-agency group to use transformative approaches like design thinking to develop new solutions to prioritized state needs.