



***Office of the Chief Data Officer***  
***Data Governance Board***  
***Charter***

***Version 2.0***

**August 2023**





## Version History

Version Number	Implemented By	Revision Date	Approved By	Approval Date	Description of Change
1.0	HUD OCDO Team	July 2022	Lydia Taghavi	7/28/2022	Original
1.1	HUD OCDO Team	September 2022	Lydia Taghavi	9/23/2022	Updated the DGSC and DGC members.
1.1	HUD OCDO Team	October 2022	Lydia Taghavi	10/5/2022	Removed Data Governance Board Members list from this document.
2.0	HUD OCDO Team	August 2023	Lydia Taghavi	7/28/2023	Updated document to reflect changes are the last year.



**Data Governance Board Charter  
Authorization Memorandum**

I have carefully assessed the Charter for the Office of the Chief Data Officer Data Governance Board. This document has been completed in accordance with the requirements of the Foundation for Evidence-Based Policymaking Act of 2018.

MANAGEMENT CERTIFICATION - Please check the appropriate statement.

- The document is accepted.
- The document is accepted pending the changes noted.
- The document is not accepted.

We fully accept the content within this charter and associated tasks.

\_\_\_\_\_  
Lydia Taghavi  
Chief Data Officer

\_\_\_\_\_  
DATE

\_\_\_\_\_  
Todd Richardson  
Data Program Sponsor

\_\_\_\_\_  
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## 1. Background

The Office of Management and Budget (OMB) issued memorandum M-19-23 that provides implementation guidance pertaining to the Foundations for Evidence-Based Policymaking Act (FEBP), newly enacted legislation mandating activities related to evidence-building, data management, data access, and information protection. The guidance requires all federal agencies to establish a Data Governance Board that will “set and enforce priorities for managing data as a strategic asset to support the agency in meeting its mission”. In addition to federal legislation, the 2019-2020 Federal Data Strategy (FDS) Action Plan states that all agencies will establish an “appropriately inclusive and empowered Data Governance Board to ensure that agency resources are aligned with agency priorities”.

The establishment of the Data Governance Board (DGB) fulfills HUD’s statutory requirement. Department of Housing and Urban Development (HUD) will be non-compliant with legislation if the DGB should dissolve in the future. Lastly, apart from federal legislation and guidance, HUD’s Data Governance Board charter specifies the creation of the DGB to provide necessary support and strategic direction to meet OMB statutory requirements in the FEBP.

## 2. Purpose

The Data Governance Board, herein referred to as the Data Governance Board (DGB), is responsible for the establishment of policies, procedures, processes, and roles to develop, manage and provide oversight of data management activities at HUD to address data issues and data-related infrastructure needs. The DGB is also responsible for creating a process to monitor compliance with laws, policies, and standards throughout the data lifecycle. The DGB ensures the Data Program aligns with the agency’s strategic goals and complies with all federal statutory requirements.

### 2.1 Mission, Vision, Value, and Objectives

**Mission** - Manage, govern, protect, and use data as a strategic asset to enhance data integrity, stability, and reporting capability of HUD data to comply with OMB Guidelines and other regulatory requirements.

**Vision** - Mature adaptable HUD data capabilities with the appropriate levels of security, consistency, accountability, and transparency to meet evolving Agency priorities.

**Value** -

- Manage our data as a strategic asset to support *safe* and *sound* operations and improved decision-making.
- Adhere to and deliver on our data program *and compliance* commitments.
- Utilize our data efficiently with *value* and *purpose*.
- Strive to make data *available* to meet business needs.
- Continue to *innovate* and use data as a *strategic asset*.
- Hold ourselves *accountable* for the *integrity* of our data.

- Make decisions that are *clear, transparent*, and demonstrate *the data value*.
- Take a *long-term view of impacts* when making *strategic* decisions.

### Key Objectives-

- **Accountability** - Define clear roles, responsibilities, and interaction points to promote transparency and accountability for data capabilities across HUD.
- **Standardization** – Implement standardized, common definitions and methodologies across program areas to establish a consistent data life cycle management capability baseline that is aligned with industry-leading practices and regulatory requirements.
- **Execution** - Define target state (business-as-usual) operations, as well as required transition states.
- **Risk Reduction** – Establish data integrity/quality that is aligned with regulatory and federal guidance to minimize information risk.

## 3. Authority

The DGB is established under the authority of the Foundations for Evidence-Based Policymaking Act of 2018. Functional oversight of the DGB is provided by the Secretary of HUD through the DGB senior executive on the Data Governance Steering Committee.

The Legislation and Directives below represent the authority for the Data Governance Board:

- The Foundations for Evidence-Based Policymaking Act of 2018
- The Information Quality Act of 2001
- OMB Memorandum M-19-23, Phase 1 Implementation for Evidence-Based Policymaking Act of 2018
- OMB Memorandum M-13-13, Open Data Policy—Managing Information as an Asset
- OMB Circular A-130, Managing Information as a Strategic Resource

## 4. Data Governance Overview

Data Governance establishes the policies, procedures, roles, standards, and metric that ensures the integrity, confidentiality, security, and availability of data collected, processed, and used in the organization to meet the agency’s strategic goal. Data Governance lays the foundation for using data as a strategic asset and ensures the accuracy, availability, and security of HUD’s data assets.

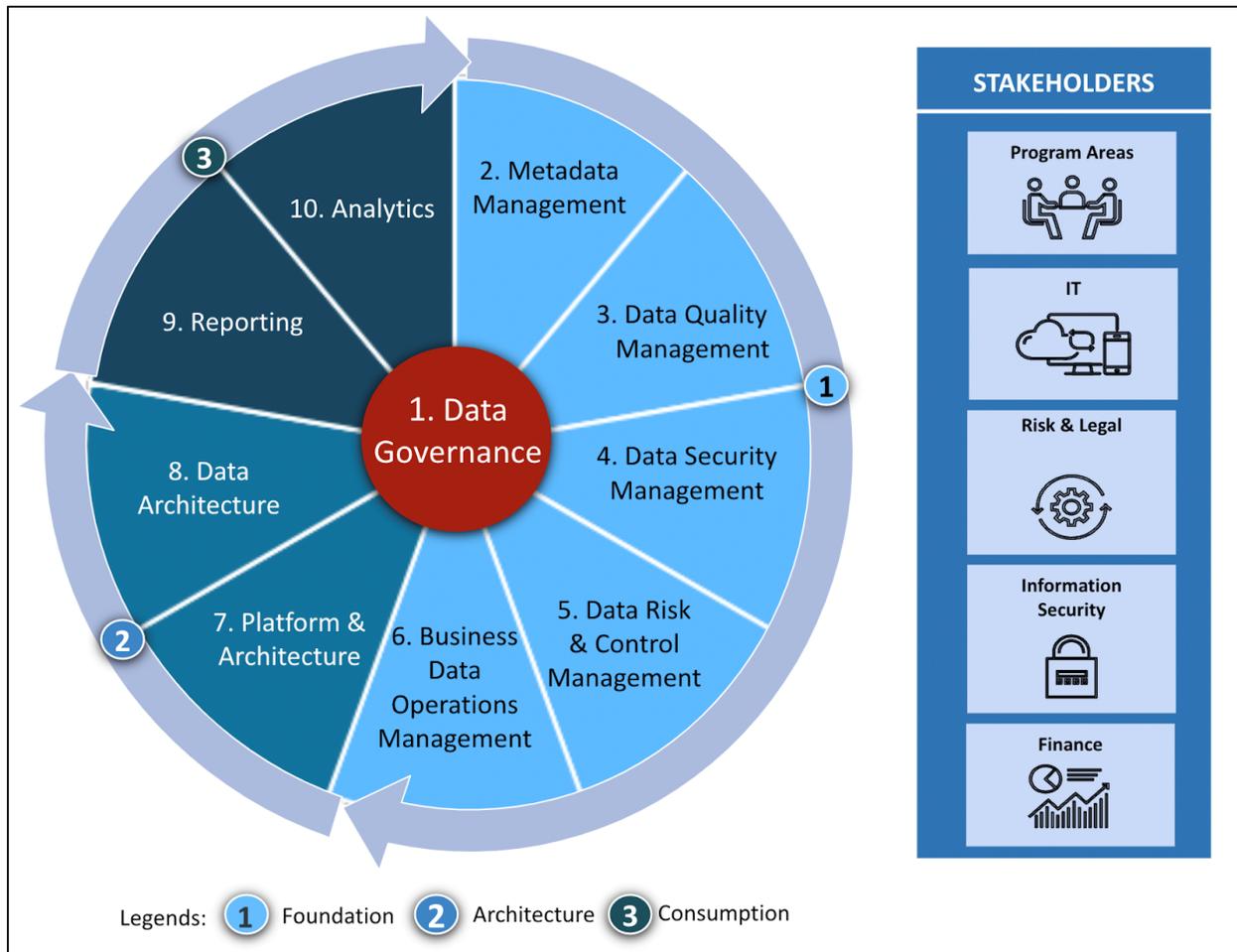
HUD’s data governance structure empowers business areas to influence strategic priorities for enterprise data and support services and, ensures that enterprise data align with mission area needs. The governance process instills the principles of transparency, integrity, accountability, and audibility in the management and oversight of data assets and supporting services. The governance structure ensures business area participation in the activities to improve the collection, access, and usage of data. Data Governance is a shared responsibility with other program offices that impact or conduct data-management activities to ensure data security, data privacy, data integrity, and data availability. The appropriate governance committee will coordinate activities with offices to assure activities are carried out efficiently and effectively to meet the agency’s strategic goals.

In order to prepare HUD to follow the industry’s best practices and advance data governance and data management maturity, this initiative requires consolidation of capabilities in a data office that

enables the establishment of foundational data activities and prioritizes data investment to meet future business objectives.

### 4.1 Data Governance Framework

The Data Governance Framework, depicted in Figure 4-1, outlines the scope of the Data Governance Program. The successful attainment of this framework necessitates active collaboration and engagement with data stakeholders across HUD offices of Chief Data Officer (CDO), Chief Information Officer (CIO) etc. to gather their valuable input on data policies, programs, and operations. By establishing community governance for enterprise data and fostering integrated collaboration across offices within the agency, HUD aims to exercise this framework to harness the power of data and foster an environment that thrives on evidence-based and data-driven decision-making practices. To create the type of governance required to best support HUD’s mission, the data governance body will apply a repeatable method, ensuring that increasingly sophisticated analysis can be achieved.



**Figure 4-1 Data Governance Framework**

By focusing on improving existing practices, HUD’s DGB will ensure it is able to focus on appropriate subsets of data management per industry best practices outlined in the framework, which can be extended in the future to include other capabilities on an as-needed basis. The

stakeholders from the groups, shown on the right in Figure 4-1, will have varying levels of responsibilities across each of these functions. Also, as depicted in the framework, the initial focus will be on enabling “Foundation” capabilities followed by enhancing “Architecture” and “Consumption” capabilities. This approach underscores the transformative role of data in driving progress toward HUD’s strategic objectives and desired outcomes.

The goals of this framework are:

- Establish and/or operationalize the data policies and standards required to use data as a strategic asset across the agency
- Establish and implement a role-based data literacy program that encompasses education, training, and ongoing skill development for data workers. The data literacy program will help foster and nurture a data-driven culture.
- Support compliance with security, privacy, and records management policies and other federal regulations & guidelines.
- Establish an effective and sustainable operating model, grounding HUD in a holistic and common view of the functions and data capabilities required to effectively manage and use data.
- Establish a sole source of truth through the development and consolidation of an enterprise data repository and solution.

## 5. Data Governance Board Structure

As shown in Figure 5-1, the Data Governance Board Structure comprises of the following four (4) distinct groups from various HUD program and business areas and includes staff across the organization from knowledge workers to the senior executive level.

- **Executive Operating Committee (EOC)** comprises the HUD’s senior leadership and is the highest decision-making authority for data and its related technology decisions within the Department. The EOC decides upon HUD’s strategic priorities, policies and, budgets related to data governance activities.
- **Data Governance Steering Committee (DGSC)** members serve as the senior entity among HUD’s data governance structure, providing strategic support and guidance to the Chief Data Officer and Data Governance Council. The committee is chaired by the Evaluation Officer and co-chaired by the Chief Data Officer and prioritizes activities and data-related issues based on input from the Data Governance Council, Data Steward working groups, and other stakeholders across the agency. The DGSC reports its findings, corrective actions, and recommendations to the EOC.
- **Data Governance Council (DGC)** members serves as program subject matter experts with decision-making authority for the collection and usage of business data and the establishment of program policies.
- **Data Stewards Working Group (DSWG)** members are responsible for daily operations and execution of programs policies, processes and procedures working with internal and external users defining, collecting, protecting, and providing access to data within their respective programs. The DGC and DSWG perform analyses and other responsibilities delegated to them from their respective program area leads and make recommendations to the DGSC on data program policies, priorities, and funding needs.

Data Governance drives collaborative decision making and how best to manage the data in support of the agency’s mission, priorities, and business objectives. . The HUD Office of the Chief Data Officer (OCDO), in collaboration with the Program Area data owners and subject matter experts, leads the agency’s data efforts. With a federated model and EOC leadership, the remit of OCDO is to establish and support the consistent use of standards, methodologies and provide continuous oversight that enables the Program Areas to focus on implementation of such standards. Program Area data owners and subject matter experts lead data efforts within their respective Program Areas including managing and sharing (as required) data assets, data quality, and usage. Working Groups comprised of cross-functional and cross-Program Area teams focus on building and operating specific data capabilities and project-based efforts.

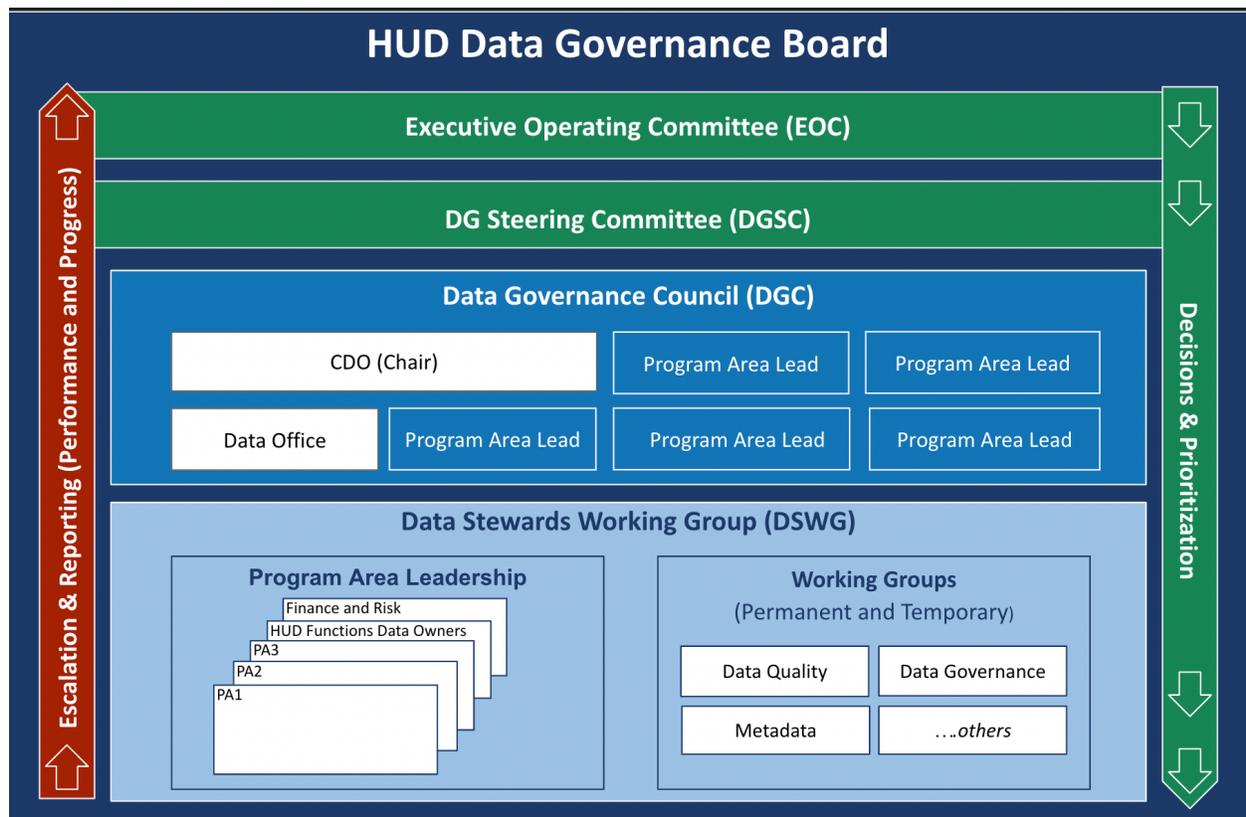


Figure 5-1 HUD Data Governance Board Structure

## 5.1 Membership Roles and Responsibilities

### 5.1.1 Executive Operating Committee

The Secretary and Deputy Secretary serves as the senior executives and holds the ultimate decision-making authority over the Data Governance Program.

#### 5.1.1.1 Responsibilities of the Executive Operating Committee

- Establish the agency’s strategic goals, priorities, and funding.
- Direct the adoption of enterprise Data Governance across the agency.

- Provide input on strategic direction as needed.
- Secure internal support, resources, and cooperation required to build and operate the program.
- Resolve problems and issues escalated by the Steering Committee.
- Empower the governance committee to perform tasks.

### **5.1.2 Data Governance Steering Committee**

The Steering Committee is a strategic committee of Senior Executive Service Personnel or the equivalent to oversee the Data Governance Program. This committee proposes data governance priorities, policies, and solutions to senior executives for review and communicates with internal and external stakeholders at the executive level. The Steering committee informs the implementation plans for agency policies.

#### **5.1.2.1 Responsibilities of the Steering Committee**

- Provide policy input and recommendations to the EOC.
- Serve as the advocate for the Data Governance Program across the agency.
- Ensure representation, attendance, and participation from each program office.
- Communicate the mission and strategic goals and priorities for the data governance program.
- Resolve issues escalated by the Data Governance Council.
- Escalate data-related issues to the EOC.
- Review and approve HUD Data Strategy.
- Review Data Program Annual Goals and provide recommendations.

### **5.1.3 Data Governance Council**

The Data Governance Council members are subject matter experts with institutional knowledge about the respective programs and associated data for the line of business they support. These members are data, program directors or subject matter experts from various program areas with decision-making authority about their respective program and program data. The Governance Council is responsible for defining, collecting, protecting, and providing access to data within their respective business applications and systems.

#### **5.1.3.1 Responsibilities of the Data Governance Council**

- Resolve issues escalated from the Data Steward workgroups.
- Escalate issues that cannot be resolved by the Council to the Steering Committee.
- Recommend data-related policies and inform the committee of program-level decisions.
- Propose enhancements and project prioritization.
- Review and approve recommendations and changes from the Data Steward workgroup, DGSC members, or program areas.
- Identify Data Stewards to participate in and contribute to the Workgroups.
- Communicate with internal and external stakeholders to ensure policies and procedures are enforced.

### 5.1.4 Data Stewards Working Group

Data Stewards are subject matter experts who work directly with the data in their program area. They are the most knowledgeable about program data and business processes that use the data and program-specific databases and systems. Data Stewards participate in workshops on an as-needed basis. Data Stewards are assigned by the Program Area members of the Data Governance Council as delegates for their program or business unit.

#### 5.1.4.1 Responsibilities of the Data Stewards

- Encourages a culture of learning and sharing knowledge and expertise in relation to data stewardship throughout the agency.
- Communicate new and changed data requirements and data security to the appropriate individuals or groups.
- Escalate issues to the Data Governance Council.
- Enforce data quality and data standards by complying with policies and procedures for the usage and sharing of agency data.
- Manage the production, accountability and, usage of program data to ensure it conforms to standards is secure and complies with federal laws and regulations for managing data as assets.

## 6. Operating Procedures

The DGB shall conduct standing meetings to address data and data governance issues. Annually, at the beginning of the fiscal year, the Data Governance Council shall provide input into data projects, initiatives, and activities developed by the various program offices. The council shall inform the Steering Committee of any competing initiatives or projects that will negatively impact the success of the DGP or respective program initiative. Agenda items shall be identified and disseminated two weeks prior to a meeting.

The requestor should identify the topic to be addressed and provide a brief description of the topic and objective for the discussion (decision, informational, or update). This should be done at least three weeks in advance of the desired date, to ensure any potential scheduling conflicts are addressed. The DGSC shall notify the requestor once the review has been scheduled and confirm the time, location, and participants. Read-ahead materials (inputs) shall be required for most proposed topics.

### 6.1 Meeting Frequency

**Executive Operating Committee** meetings are ad hoc and determined by the Cabinet Executive or their Chief of Staff.

**Data Governance Steering Committee** meets twice a year as scheduled by the Chair. The meeting is led by the Data Governance Program Sponsor. This committee also meets on an ad hoc basis as determined by the Data Governance Sponsor and the agency's needs.

**Data Governance Council** meets on the second Monday of every month. The meetings are led by the Chief Data Officer.

**Data Stewards Working Group** meets on an ad hoc basis. The meeting is led by the OCDO staff or the designated Program Area members of the Data Council for the respective line of business.

## 6.2 Decisions/Voting Procedures

Designated members are expected to attend scheduled meetings for their committee. Members shall notify the chair or lead of their inability to attend a scheduled meeting in advance of the meeting. Members may designate an alternate by informing the chair or lead prior to the meeting. Alternates shall have full representation and voting rights of the member to serve as an alternate.

The Data Governance Steering Committee is accountable to the EOC and is empowered to make and implement decisions pertaining to the oversight and management of data and governance issues. Rulings and decisions shall only be enforceable or actionable if, most of its members, or alternates, are present during its meetings. When this quorum is not reached, members may continue deliberation, but substantive voting decisions may not be made. At the earliest convenience, another meeting shall be scheduled where at least most of its voting members are able to attend.

The DGSC chair shall facilitate a vote for any decision made by the DGC and DGSC. The final decision (or recommendation) shall be based on a majority vote of the quorum.

## 6.3 Communicating Decisions and Recommendations

The DGSC upon completion of a meeting shall document minutes and decisions and disseminate them to all attendees and DGSC members. In addition, the DGSC shall communicate the results of any DGSC decisions to the DGC.

All recommendations for the EOC shall be communicated in the form of a summary document with supporting documentation as reference material. Depending on the recommendations made by the DGSC, the chair shall be available to participate in any resulting meetings requested by the EOC.

Decisions affecting the DGC shall be communicated in the form of a summary document with supporting documentation as reference material. Decisions may be in response to DGC and DSWG-provided recommendations or be in the form of tasking for either the council or working group.

## 6.4 Assumptions

- Continuous Executive Leadership support for collaborative decision-making and delivery.
- Clear definitions of roles and responsibilities for accountability on data-related decisions, processes, and controls are defined.
- Cross-functional accountability in terms of checks and balances between the groups and between the data owners, data workers, and data users exist.
- Identification and designation of data steward working group members for each program area are identified in a timely manner and available when needed.
- Designated members attend scheduled meetings for their committee or working group.
- Transparency and clarity of all data-related decisions and controls to all participants.

## **6.5 Constraints**

- Availability of participants to support the implementation of the data governance program.
- Identification and timely implementation of required data management technologies.
- Organization cultural readiness and adoption across all the program areas and lines of business.
- Skills, training, and experience of agency staff to support the data governance program.
- Effective communication management process and publication of data policies and standards to all the participants.