Data & Business Strategy –
Finding Data Direction at the Virginia Department of Elections

DAMA – CV
2/15/18
Overview

• Virginia Department of Elections - Background
• Project Approach
• Findings
  – Actors
  – Core Practice Areas
• Strategy – Data Centric Approach
• Departmental Strategy
• Data Strategy
  – Supporting the Departmental Strategy
• Recommended Actions
  – Supporting the Data Strategy
Virginia Department of Elections - Background

• Operations
  – Voter Registration
  – Election Administration
  – Data Provider

• Data Systems
  – 1 Primary Operational System
  – Several Auxiliary Data Systems

• Pain Points
  – Slow Reporting
  – Siloed Data and Process Knowledge
  – Political Environment
Approach (1 of 2)

- **Assessment – Current State**
  - Systems Review
  - Light Data Profiling

- **Assessment – Mission & Vision**
  - Data Requirements
  - Interviews
    - Department – IT
    - Department – non-IT
    - General Registrars
    - Outside Data Organizations
Approach (2 of 2)

- Departmental Strategy
- Data Strategy
  - Support of Departmental Strategy
- Recommendations (Future State)
Findings – Actors

• The Public
  – Registration
  – Website
• Voters (Voting)
• Virginia Board of Elections (oversight)
• Information Services (internal I.T.)
• Election Services (internal)
• General Registrars (1 per locality)
  – Registration Processes
  – Election Processes
• Data Providers and Partners
  – Virginia Public Access Project
  – Google
• Voter Advocacy and Registration Groups
Findings – 3 Core Practices

• Voter Registration

• Election Services and Administration

• Data Provider
Findings – Core Practice – Voter Registration
Findings – Core Practice – Election Services
Findings – Core Practice – Data Provider
Strategy – Data Centric Approach

1. Organizational Strategy
   - Supports the organization’s mission.

2. Goals/Objectives
   - In support of strategy, organizations develop goals & objectives.

3. Data/Information
   - The goals and objectives drive the development of specific data & information assets with an eye to organization-wide usage.

4. Network/Infrastructure
   - Network & infrastructure components are developed to support organization-wide use of data.

5. Systems/Applications
   - Development of systems & applications is derived from the data & networks architecture.
Departmental Strategy

- Efficiency
- Effectiveness
- Improved Customer Access
- Increased Data Security
- Improved Customer Support
- Leader in Elections
# Departmental Strategy – Strategy Articulation Map

**Purpose**

**Mission:** The Department of Elections promotes and supports accurate, fair, open and secure elections for the citizens of the Commonwealth.

**Vision:** The Department of Elections envisions a highly modern, efficient and professional electoral process that is trustworthy and accountable at all levels and engages Virginia’s diverse citizenry in the most fundamental right in a democratic society: the right to vote.

**Citizen: Voter**

- Customer Access: Provide citizens and voters with systems and tools to easily access information pertaining to their registration, locality information, and election information.
  - Improve access to online information (online reports and data)
  - Provide way for citizens to interact more directly with Departmental systems
  - Improve address verification and locality assignment

**Candidate**

- Improved Customer Support: Provide candidates with proper tools and support for candidate filings, campaign finance, and pertinent legal information.
  - Improve access to online information

**Processes**

**Efficiency:** Maintain agency processes to increase efficiency across all Mission Essential Functions and Primary Business Functions.

- Achieve greater process efficiency
- Increase speed of data access
- Increase training efficiency

**Effectiveness:** Maintain agency processes to increase effectiveness across all Mission Essential Functions and Primary Business Functions.

- Achieve greater process effectiveness
- Reduce operational costs
- Create/ enhance ability to archive and retain historical data
- Establish a process to answer historical questions on district, election results, etc.

**Increased Data Security:** Maintain systems and security processes and procedures to protect all necessary data.

- Improve protections of PHI data
- Ensure data is being properly secured

**Organizational Learning & Growth**

**Improved Customer Support:** Improve and maintain systems, tools, and processes to support all customers including partner organizations and any data customers.

- Enhance the effectiveness and efficiency of election officials
- Store documents for easier access
- Add ability for ad hoc reporting

**Leader in Elections:** Collaborate with fellow state departments to improve and maintain status as a leader in election administration.

- Improve and extend election administration goals
- Modernize electoral processes
- Create standards for systems, data, and processes
- Promote security policies within the election community

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*version 3 – 8/18/17*
Departmental & Data Strategy –
Data Enabled Strategy Articulation Map

(DESAM)

Purpose

Mission: The Department of Elections promotes and supports accurate, fair, open, and secure elections for the citizens of the Commonwealth.

Vision: The Department of Elections envisions a highly modern, efficient, and professional electoral process that is trustworthy and accountable at all levels and engages Virginia’s diverse citizenry in the most fundamental right in a democratic society: the right to vote.

Citizen: Voter

Customer Access: Provide citizens and voters with systems and tools to easily access information pertaining to their registration, locality information, and election information.

- Improve access to online information (voter reports and data)
- Provide access for citizens to interact more directly with Departmental systems

Candidate

Improved Customer Support: Provide candidates with proper tools and support for candidate filings, campaign finance, and pertinent legal information.

- Improve access to online information

Processes

Efficiency: Maintain agency processes to increase efficiency across all Mission Essential Functions and Primary Business Functions.

- Achieve greater process efficiency
- Increase speed of inquiries
- Increase training efficiencies

Effectiveness: Maintain agency processes to increase effectiveness across all Mission Essential Functions and Primary Business Functions.

- Achieve greater process effectiveness
- Increase operational costs
- Establish means to assess historical data

Increased Data Security: Maintain systems and security processes and procedures to protect all necessary data.

- Improve protection of PII data
- Ensure data is being properly secured

Data & Technology

Manage and maintain all elections’ data and supporting systems strategically with equal consideration for people, process, and technologies.

Data Accessibility

- Build Reporting/BI System w/ DW
- Build data marts on Reporting System
- Create system for ad hoc reporting
- Create document management system

Data Knowledge

- Create a Report Dictionary

Process Knowledge

- Develop internal processes
- Log reports for usefulness assessment
- Enhance election admin measures tracking

Partner Data Integration

- Provide PDF delivery option
- Provide CSV format for all reports
- Institute NIST data standards

Efficiency

- Performance improvement for registered voter search

Security

- Run data security and encryption audit
- Test/Training environments – utilize 2FA

Durability

- Ensure data archiving / retention
- Update registration data online
- Reporting with GIS
- Track all mailings
- Fix street segment / USPS problem

Consultancy

- Data governance program
- Test/Training environments – reduce size
- Test/Training environments – data sets
- Prevent duplicate registration data

Data Effectiveness

- Comprehensive historical data
- Update registration data online
- Reporting with GIS
- Track all mailings
- Fix street segment / USPS problem

Organizational Learning & Growth

Improved Customer Support: Improve and maintain systems, tools, and processes to support all customers including partner organizations and any data customers.

- Enhance the effectiveness and professionalism of election officials
- Store documents for easier access
- Add ability for ad hoc reporting

Leader in Elections: Collaborate with fellow state departments to improve and maintain status as a leader in election administration.

- Improve and standard election administered goals
- Modernize electoral processes
- Create standards for online, data, and processes

- Incorporate NIST data standards
- Promote Virginia as a national leader in elections data innovation
- Promote security issues within the electorate community

Version 3 – 10/18/12
Creating a Data Strategy

- Data Accessibility
- Data Knowledge
- Process Knowledge
- Partner Data Integration
- Efficiency
- Security
- Durability
- Consistency
- Effectiveness
# Strategy Integration Matrix

<table>
<thead>
<tr>
<th>Data Strategy</th>
<th>Efficiency</th>
<th>Effectiveness</th>
<th>Improved Customer Access</th>
<th>Increased Data Security</th>
<th>Improved Customer Support</th>
<th>Leader in Elections</th>
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The table above illustrates the integration of data strategy with various department strategies. Each cell indicates whether a particular strategy aligns with the department goal or not.
Recommendations

• Build Reporting/BI System w/ Data Warehouse
• Reporting Catalog and Report Logging
• Implement NIST Data Standards
• Create Data Governance Program
• Initiate Data Archiving Storage
• Fix Street Segment Systems
# Recommendations / Data Strategy Matrix

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Questions?

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