



# Albany County Data Management and Analytics Platform Project

## Building a Framework for Cross-Boundary Data Sharing in Albany County: Phase 1 Scope of Work

### **Background**

County level governments, like Albany County, serve as a bridge between state governments and local municipalities. Key responsibilities of county governments include delivering essential services, including law enforcement and public safety, managing regional infrastructure, public health and welfare programs, the administration of elections, and ensuring the well-being of residents across both urban and rural areas. To make informed decisions about these services, county governments need numerous types, sources, and volumes of data, which coupled with powerful analytical and computational tools, could help them, among others, understand residents' needs, evaluate services' effectiveness, predict future trends, and optimize resource allocation. Further, better delivery of county-wide service to residents often requires data sharing and integration, which enables having a holistic view of residents' needs (that is, seeing the full picture of a resident's interactions across departments) and streamlining service delivery. In addition, data sharing and integration across departments may help with compliance and reporting, ensuring accurate and timely submissions.

On the technological front, data sharing and integration platforms as well as data analytics and AI tools are becoming simultaneously more sophisticated, easier to use, and increasingly available. However, while important considerations remain around suitability, cost, usability, and tool selection, the growing availability of innovative technologies presents exciting opportunities to enhance capabilities and drive more effective outcomes. On the data front, innovations in data collection, analysis, synthesis, and dissemination are changing the type, amount, and quality of relevant data available to governments. But are these data fit for the many types of uses for which a county wants to use them?

Currently in Albany County, there exists no solution that allows the County government to combine and integrate data from multiple County departments into a singular unified system as well as to get useful and accurate answers to important questions, informing decision and policy making. To provide the County government with such integrated model and analytical



capabilities, a mix of technology and customized policies, processes, and governance mechanisms are needed.

## Overall Project Objective

The Center for Technology in Government at the University at Albany (CTG UAlbany) envisions a **multi-phase approach** to helping Albany County develop a **platform that will enable departments throughout the County to share, manage, and use their data for informed decision making and improved service delivery**. This platform will allow Albany County to better target specific programs at appropriate recipients, better understanding the impact and “return on investment” of different programs, designing innovative higher-intensity programs for residents who need additional support and who are currently high-utilizers of County programming for long periods of time, and improving coordination for several functions and services among County agencies.

We envision this multi-phase project to include the following **four phases**:

- 1) **Phase 1: Governance framework and data inventory (1 year)**: During the first phase, we will conduct an overall diagnosis that will result in the proposal of a data sharing and integration model as well as a data inventory. We will also start identifying potential use cases for the following phase.
- 2) ~~**Phase 2: Data platform architecture and pilot project (2 years)**~~: ~~During the second phase, we will prototype appropriate data sharing and integration tools, methodologies, and technologies based on specific use cases. The use cases will include examples of value and purpose driven reasons for sharing data within and across departments. Use cases will represent several types of data sharing to include indicators and reporting; analytics, research and evaluation; and operations and service delivery. During this phase, we will also work with the County government’s leadership as well as with those involved in the use cases in the identification of concerns and challenges that may hinder the implementation and successful use of the data sharing and integration platform, and we will propose change management strategies to address them.~~
- 3) ~~**Phase 3: Data analytics and AI exploration (1 year)**~~: ~~During the third phase, we will prototype appropriate data analytics tools, methodologies, and technologies, which will add to the data sharing and integration platform. We will also explore different types of AI applications, such as machine learning for predictive analytics and agentic AI, which will support decision making processes in the County government.~~
- 4) ~~**Phase 4: Scaling across departments and partners (1 year)**~~: ~~During the fourth phase, we will expand the proposed solution to the rest of the County’s departments and partners, with the goal of standardizing tools and processes within the County, therefore~~



~~improving data sharing, integration, and analytics and boosting efficiency. During this phase, we will keep working with the County government’s leadership as well as the leaders of the different departments to implement successful change management strategies that include information delivery, training, and government officials’ participation.~~

In this SoW, we are providing details of phase 1, governance framework and data inventory, which will take place during the first year of the project.

## **Phase 1 Objective**

The objective of phase 1 is to propose a county-wide data sharing and integration model, which will include actionable recommendations for the necessary policies, processes, and governance practices to guide cross-sector data sharing and integration across Albany County departments. This phase will start with the development of an inventory of county-wide data, which will help identify what data is collected, stored, and shared across departments.

The data sharing and integration model and data inventory will be used in the next phases of the project, which will focus on prototyping a data sharing and management platform to include tools, methodologies, and technologies appropriate for a set of use cases.

## **Project Activities**

### **County Data Inventory**

- Using a brief survey, develop a comprehensive inventory of key datasets created, used, and stored across Albany County departments.
- Categorize data by department, type, format, frequency of use, and sensitivity.
- Identify gaps, redundancies, and opportunities for data sharing and integration.

### **Stakeholder Interviews**

- Develop interview protocol to capture insights on current data, technology, and policy practices, challenges, and opportunities for data sharing and integration and to complement the information gathered through the survey for data inventory.
- Conduct interviews with up to **50 county employees** representing a diverse cross-section of Albany County departments.
- Analyze findings to identify common themes and department-specific needs.



## Review of Current Practices

- Research and document successful cross-boundary data sharing models from other counties and similar organizations.
- Identify best practices, governance structures, and implementation strategies that can be adapted for Albany County.
- Conduct comparative analysis to highlight relevant lessons learned.

## Deliverables

### County-Wide Data Inventory

- Structured inventory of datasets across departments.
- Metadata documentation (e.g., data owner, format, frequency, access level).

### Final Report

- Summary of stakeholder interview findings.
- Analysis of current practices from other jurisdictions.
- Recommendations for a county-wide data sharing and integration model, including:
  - Technology solutions
  - Governance framework
  - Implementation roadmap (business processes)

## Key Assumptions

- County departments will provide access to relevant key documentation, personnel, and data sources.
- Interviews will be scheduled and completed within the designated timeframe.
- External models will be selected based on relevance and availability of documentation.
- CTG UAlbany will meet regularly with Albany County for requests for information, follow-ups, and project updates. We expect these meetings to take place once a month.

## Timeline

### Month 1–2

Project kickoff, planning, stakeholder identification, and development of survey and interview protocol

### Month 3

Administer survey for data inventory and analyze results

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Month 3–5

Conduct stakeholder interviews and analyze findings

Month 5–6

Research and review of current practices from other counties and organizations

Month 7–8

Conduct comparative analysis and begin drafting governance framework

Month 9–10

Using information from the survey and the interviews, develop county-wide data inventory and categorize datasets

Month 11

Draft final report including interview findings, current practices, and recommendations

Month 12

Finalize report, present findings, and hand off deliverables

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