



DANIEL P. MCCOY
COUNTY EXECUTIVE

M. DAVID REILLY
COMMISSIONER

COUNTY OF ALBANY
DEPARTMENT OF MANAGEMENT AND BUDGET
DIVISION OF INFORMATION SERVICES
112 STATE STREET, ROOM 500
ALBANY, NEW YORK 12207
PHONE: (518) 447-7200 FAX: (518) 447-3000
www.albanycountyny.gov

PATRICK ALDERSON
CHIEF INFORMATION OFFICER

DAVID S. BERKUN
DEPUTY CHIEF INFORMATION OFFICER

February 5, 2026

Honorable Joanne Cunningham, Chair
Albany County Legislature
112 State Street, Room 710
Albany, New York 12207

Dear Chair Cunningham,

The Division of Information Services is requesting authorization to enter into a contract with the University at Albany's Center for Technology in Government to conduct Phase 1 of a multi-phase initiative aimed at modernizing how Albany County manages, shares, and uses data across Departments and programs. County Departments collect and manage large amounts of data to deliver services to residents, meet regulatory obligations, and support decision-making. Today, that data is often siloed across Departments, managed under differing policies and standards, and difficult to share securely and consistently. As a result, Albany County lacks a unified, enterprise-wide view of its information. The long-term goal of this initiative is to create a "single source of truth"—a shared, trusted information model that allows data from multiple County departments to be combined, integrated, and used responsibly to better serve Albany County residents.

Phase 1 will deliver an enterprise-wide data inventory and a model for Countywide data governance & integration. Importantly, it does not commit Albany County to later phases, but it will equip County leadership with the information needed to make informed decisions before any technology investments are considered. Phase 1 is for an amount not to exceed \$325,000, and while we anticipate this work to be completed in 12 months, we're requesting a term through 12/31/2027. If you have any questions about this project, please contact the Division of Information Services.

Sincerely,

Patrick Alderson

Patrick Alderson
Chief Information Officer

cc: Hon. Dennis A. Feeney, Majority Leader
Hon. Frank A. Mauriello, Minority Leader
Rebekah Kennedy, Majority Counsel
James Curran, Minority Counsel



County of Albany

Harold L. Joyce
Albany County Office
Building
112 State Street - Albany,
NY 12207

Legislation Text

File #: TMP-7148, **Version:** 1

REQUEST FOR LEGISLATIVE ACTION

Description (e.g., Contract Authorization for Information Services):

Contract Authorization for Information Services to Partner with the State University of New York at Albany’s Center for Technology in Government for an Enterprise-wide Data Inventory

Date: 1/2/2026
Department: Information Services
Attending Meeting: Patrick Alderson
Submitted By: Patrick Alderson
Title: Chief Information Officer
Phone: 518-447-7200

Purpose of Request: Contract Authorization Professional services for data inventory

CONTRACT TERMS/CONDITIONS:

Party Names and Addresses:
State University of New York at Albany
Center for Technology in Government
UAB 120, 1215 Western Ave., Albany, NY 12203

Term: (Start/end date or duration) 3/1/2026-12/31/2027
Amount/Raise Schedule/Fee: \$325,000

BUDGET INFORMATION:

Is there a Fiscal Impact: Yes No
 Anticipated in Budget: Yes No Yes
 Spreadsheet attached: No

Source of Funding - (Percentages)

Federal: Enter text. County: 100%
State: Enter text. Local: Enter text.

County Budget Accounts:

Revenue Account and Line: Enter text.
Revenue Amount: Enter text.
Appropriation Account and Line: A91680.44046.10000
Appropriation Amount: \$325,000

ADDITIONAL INFORMATION:

Mandated Program/Service: Yes No
If Mandated, Cite Authority: Enter text.
Request for Bids / Proposals:
 Competitive Bidding Exempt: Yes No
 # of Response(s): Enter text.
 # of MWBE: Enter text.
 # of Veteran Business: Enter text.
Bond Resolution No.: Enter text.
Apprenticeship Program Yes No

Previous requests for Identical or Similar Action:
Resolution/Law Number and Date: Enter text.

DESCRIPTION OF REQUEST: (state briefly why legislative action is requested)

The Division of Information Services is seeking approval to enter into a contract with the University at Albany’s Center for Technology in Government to conduct Phase 1 of a multi-phase initiative aimed at modernizing how Albany County manages, shares, and uses data across Departments and programs. County Departments collect and manage large amounts of data to deliver services to residents, meet regulatory obligations, and support decision-making. Today, that data is often siloed across Departments, managed under differing policies and standards, and difficult to share securely and consistently. As a result, Albany County lacks a unified, enterprise-wide view of its information. This limits efficiency, increases risk, and makes it harder to deliver coordinated, data-driven services to residents. The long-term goal of this initiative is to create a “single source of truth”-a shared, trusted information model that allows data from multiple County departments to be combined, integrated, and used responsibly to better serve Albany County residents. Phase 1 is planning and governance focused. It does not involve building systems or moving data. Instead, it establishes the foundation required to do that work responsibly in later phases. Phase 1 will deliver an enterprise-wide data inventory (identifying what data the County collects, stores, and share; documenting where data lives, how it is used, and who owns it; and highlighting overlaps, gaps, and opportunities for consolidation) and a model for Countywide data governance & integration (proposing a framework for how data should be governed, shared, and integrated; recommending policies, roles, and processes to support secure and compliant data sharing ; and establishing guiding principles for privacy, security, and accountability). Partnering with a higher education research institution will allow Albany County to leverage independent, research-based expertise; benefit from best practices developed in other governments and public-sector settings; and receive neutral, policy-driven recommendations rather than vendor-driven solutions. Furthermore, Phase 1 does not commit Albany County to later phases, but it will equip County leadership with the information needed to make informed decisions before any technology investments are considered. Phase 1 is for an amount not to exceed \$325,000, and while we anticipate this work to be completed in 12 months, we’re requesting a term through 12/31/2027.



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

DRAFT – FOR DISCUSSION PURPOSES ONLY WITH ALBANY COUNTY



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



CENTER FOR
**TECHNOLOGY
IN GOVERNMENT**
UNIVERSITY AT ALBANY
STATE UNIVERSITY OF NEW YORK



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Center for Technology in Government and Albany County

August 2025

Agenda

- Introductions
- Background and Current State
- Vision and Mission for Centralized Data Platform
- Lessons from Other Models
- Proposed Platform Capabilities
- Partnership Opportunities with CTG
- AI Opportunities
- Alignment and Next Steps



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Background

- COVID-19
- County Executive Charge
- HSG Project
- Today
 - Current challenges in County data sharing and management
 - Compliance and governance landscape (HIPAA, CJIS, FERPA, etc.)
 - Fragmentation and silos among departments
 - Fear of unknown



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Vision

- Seeking to restructure the underlying data infrastructure across various departments and programs in order to best serve residents
- Development of a “single source of truth” information model to combine and integrate data from multiple County departments into a singular unified system
- Creation of an embedded data analytics arm of County government to inform the delivery of County services
- Key objectives are to:
 - Provide leadership with better business intelligence regarding the populations being served by the County’s programs;
 - Better target specific programs at appropriate recipients;
 - Better understand the impact and “return on investment” of programs; and
 - Enable the County to innovate higher-intensity programming for residents who need additional support who are currently high-utilizers of county programming for long periods of time.
 - Improve care coordination among County agencies.

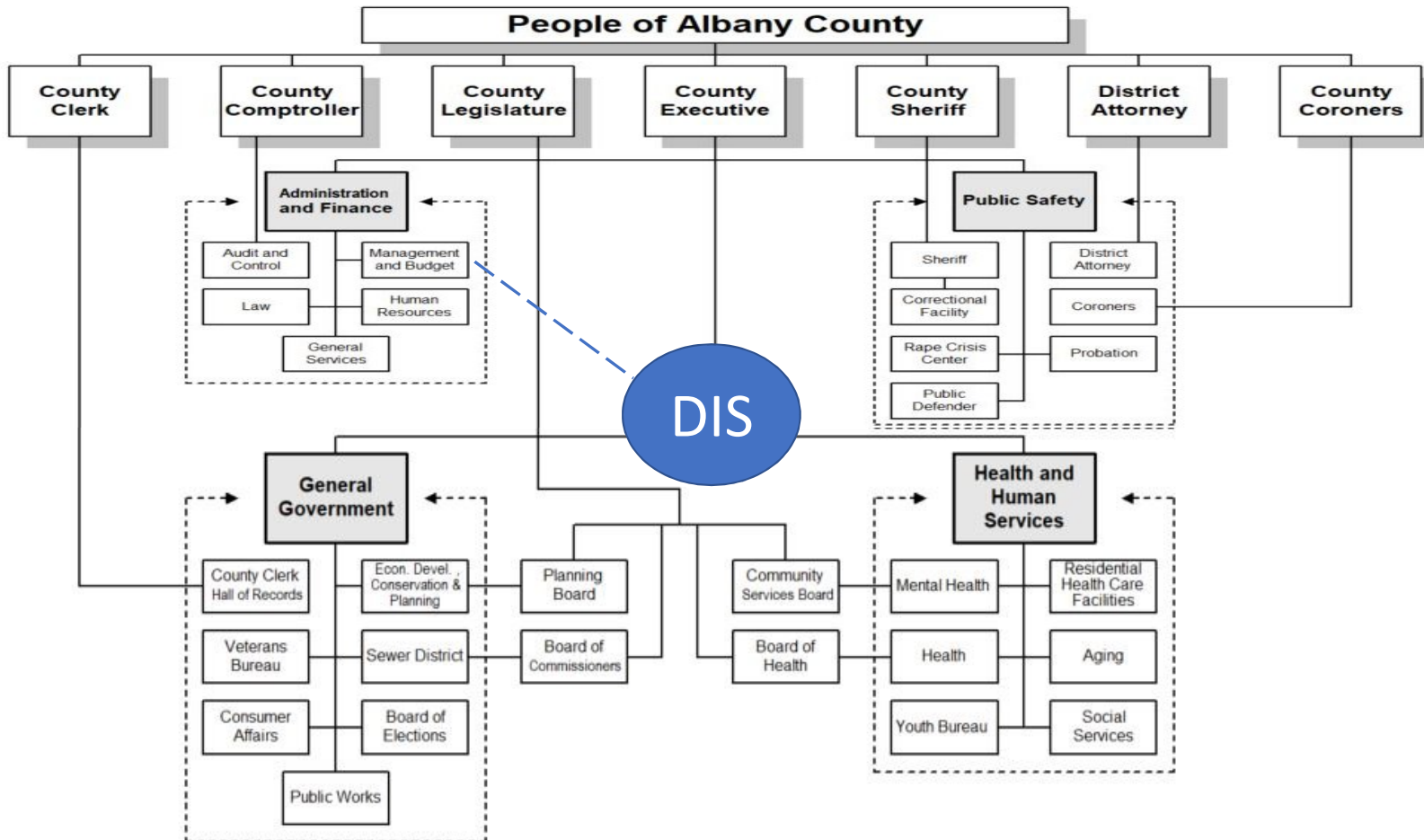


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Structure of Albany County Gov't



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Lessons from Other Models

- Allegheny County Human Services Data Warehouse as a case study
- What worked (central governance, cross-agency data sharing)
- What gaps still exist and how to improve on them



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HUMAN SERVICES

Sustained and Coordinated Efforts Could Facilitate Data Sharing While Protecting Privacy



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**FIGURE 1. Internal DHS Data Sources (not inclusive)
External Data Sources (not inclusive)**



Source: Kitzmiller, 2014.

Proposed Platform Capabilities

- Purpose built for data governance & compliance - HIPAA, FERPA, CJIS, 42 CFR Part 2, state/local rules
 - Framework for privacy and deidentification
 - Clear data ownership and stewardship model
- Secure ingestion of department and partner data
- Deidentification/anonymization processes???
- Data access controls by role/department
- Analytics and visualization tools
- Foundation for AI modeling and anomaly detection

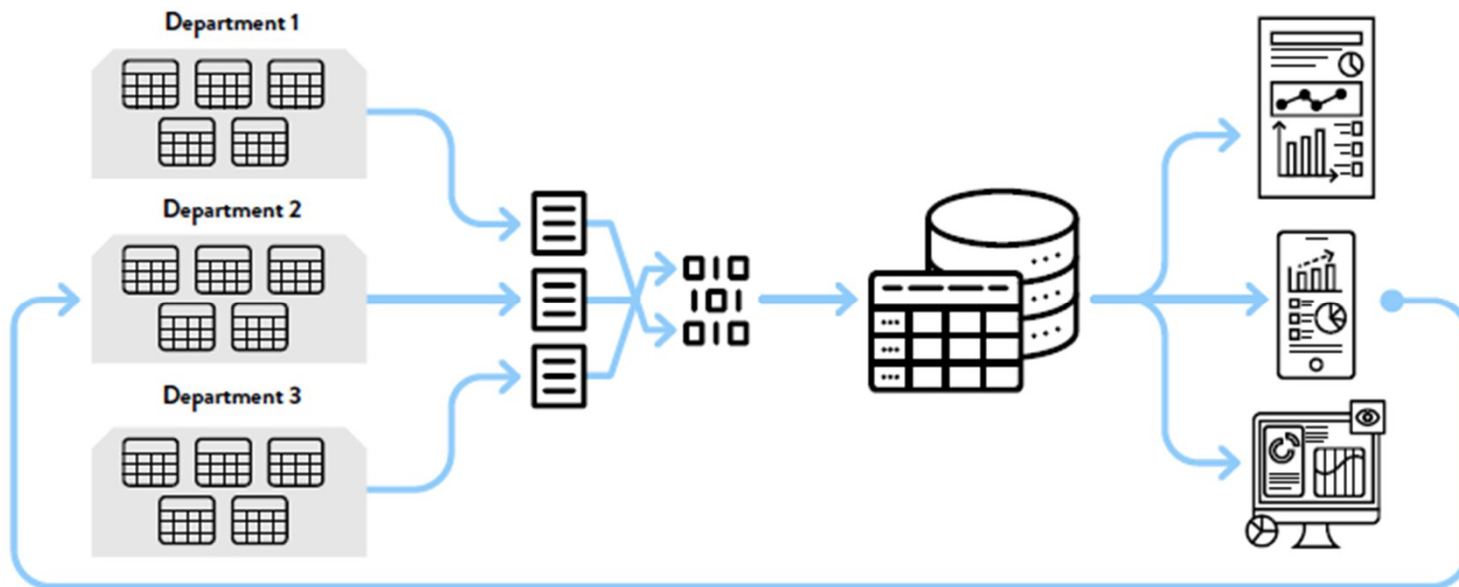


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County Data Pipeline v1



Retrieval + Organization → Submission → Aggregation + Transformation → Storage + Auditing → Visualization + Use

Partnership

- Albany County needs a consistent, independent strategic advisor
- Interest to Higher Ed
 - Research collaborations: trend analysis, predictive analytics, AI models
 - Student engagement: internships, practicums, fellowships
 - Innovation labs: piloting responsible use of AI in public service
- Training: data literacy for County staff



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AI Opportunities

- Predictive modeling (e.g., risk stratification, resource allocation)
- Trend analysis (housing, health, criminal justice, education)
- Anomaly detection (early warnings for system stress, fraud, or unmet needs)
- Always tied to improving human outcomes



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Proposed Phases

- Phase 1: Governance framework + data inventory (year 1)
- Phase 2: Data platform architecture & pilot project (year 2 & 3)
- Phase 3: Analytics + AI agent prototyping (year 3+, or pilot sooner)
- Phase 4: Scaling across departments and partners (year 3-5+)



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Next Steps

- Working group for planning
- Funding
- Action Items
- Timeline



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