



*NASCIO 2025 State IT Recognition Awards
Data Management, Analytics & Visualization*



Arizona Named a Founder and Participating Member of Data Excellence Program

Description: Arizona is Recognized for Exceptional Data Management by the EDM Council

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EXECUTIVE SUMMARY

Data governance strategies within the State of Arizona are developed and carried out by the State Data and Analytics Office, which is led by a Chief Data and Analytics Officer. The office manages the Statewide Data Management Program (SDMP), covering the full spectrum of data management, including governance and interagency data sharing. The initiatives of the office include:

- Developing and executing a statewide data management strategic plan that aligns with Arizona Strategic Enterprise Technology and the Arizona Department of Homeland Security.
- Developing and maintaining Arizona's agency performance management and operational maturity frameworks, datasets, and training resources.
- Collaborating with agencies to develop dashboard visualization products that inform policy development and decision-making.

Arizona has promoted several [statewide policies](#), including a Data Governance Organization Policy, a Documentation Policy, and a Data Quality Policy.

The SDMP and the Data Governance policies are based on the Data Management Capabilities Assessment Model (DCAM) published and supported by the Enterprise Data Management (EDM) Council. DCAM provides not only a widely recognized framework of data management best practices but also a capabilities assessment and measurement methodology.

Arizona's data governance policies are supported by a data stewardship training program via the state learning management system. Nearly 13,000 state employees have completed the training. Agencies also collaborate via a statewide Data Management Steering Committee.

Arizona has performed full Data Management Maturity Assessments at eight of its largest agencies, resulting in detailed reports with recommendations, projects, and an implementation roadmap.

Result

The State of Arizona's accomplishments in data management achieved formal recognition from the EDM Council, an internationally recognized Enterprise Data Management association. Arizona was one of 14 EDM Council members - and the only government entity - awarded Founder status in their Data Excellence Program (DEP) in February 2024.

IDEA

The EDM Council established the DEP to recognize organizations committed to data excellence and sustained improvement based on globally recognized best data management practices. It reflects the State of Arizona's commitment to data management as a strategic, ongoing program, building knowledgeable teams and achieving the greatest level of value.

IMPLEMENTATION

Arizona qualified for founder status based on the following accomplishments:

- Trained 24 state employees in the Data Management Capabilities Assessment Model (DCAM) data management framework, of whom 18 have been certified.
- Maintained an ongoing commitment to promoting data management culture in the state.
- Conducted data management maturity assessments at multiple agencies, notably a full DCAM assessment at the Arizona Lottery.

IMPACT

Arizona's Statewide Data Management Program (SDMP) has contributed to improved data management and governance processes across multiple state agencies. For example:

- The Arizona Health Care Cost Containment System, Department of Economic Security, Department of Water Resources, Department of Health Services, Department of Revenue, and Department of Administration now have formal data management programs headed up by a Chief Data Officer or equivalent.
- Eight state agencies have undergone full data management assessments and are implementing the recommendations to manage their data effectively.
- Arizona has implemented a large Project Data Management Readiness Assessment designed to measure an agency's capability to fulfill multi-million-dollar projects. The assessment exposes gaps and risks in an agency's data management capabilities and helps define a roadmap to reduce the risk of large projects.

REFERENCE

<https://edmcouncil.org/data-excellence-program/>