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# TRB Webinar: Data Governance in State DOTs—Insights and Practitioner Perspectives

*May 8, 2026*

*2:00 – 3:30 PM*



# PDH Certification Information

1.5 Professional Development Hours (PDH) – see follow-up email

You must attend the entire webinar.

Questions? Contact Andie Pitchford at [TRBwebinar@nas.edu](mailto:TRBwebinar@nas.edu)

*The Transportation Research Board has met the standards and requirements of the Registered Continuing Education Program. Credit earned on completion of this program will be reported to RCEP at RCEP.net. A certificate of completion will be issued to each participant. As such, it does not include content that may be deemed or construed to be an approval or endorsement by the RCEP.*



# AICP Credit Information

1.5 American Institute of Certified Planners Certification  
Maintenance Credits

You must attend the entire webinar

Log into the American Planning Association website to claim your  
credits

Contact AICP, not TRB, with questions

# Purpose Statement

This webinar will highlight insights from NCHRP Project 20-44(48) Peer Exchanges on Data Management and Governance Practices, which convened DOT leaders nationwide to explore strategies for establishing and sustaining robust data governance programs. The session will also examine key issues identified during the peer exchanges and their implications for advancing data governance across agencies.

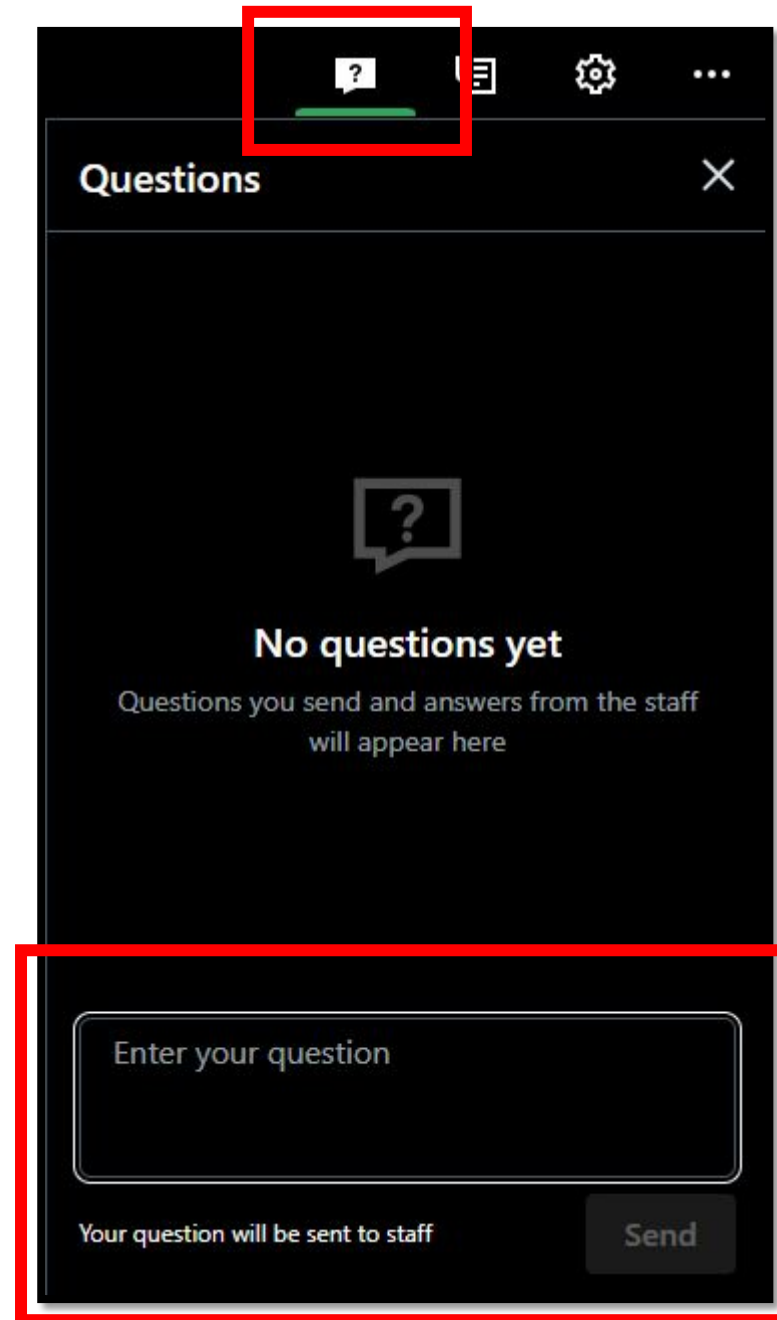
# Learning Objectives

At the end of this webinar, you will be able to:

- Identify core components and maturity levels of effective data governance programs in state DOTs
- Evaluate practical strategies for improving data quality, integration, and stewardship across diverse systems
- Establish approaches to measure, communicate, and sustain the value of data governance initiatives over time

# Questions and Answers

- Please type your questions into your webinar control panel
- We will read your questions out loud, and answer as many as time allows



# Today's Presenters



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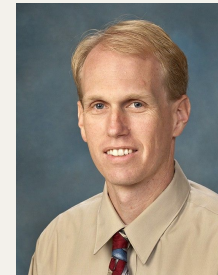
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TRANSPORTATION RESEARCH BOARD

# **Data Governance in State DOTs —Insights and Practitioner Perspectives**

**Results and Follow on Discussion from:**

***NCHRP 20-44(48)***

***Peer Exchanges on Data Management and Governance Practices***

# TRB Webinar Agenda

- Introductions
- NCHRP 20-44(48)
  - Overview
  - Results
- Pannel session peer exchange
- Audience chat questions

# Project Team

**University of Wisconsin-Milwaukee  
The Institute for Physical Infrastructure  
and Transportation (IPIT)**



**Dr. Andrew Graettinger**  
Associate Dean for Research  
Principal Investigator (PI)

**University of  
Wisconsin-Madison  
Traffic Operations and  
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**Dr. Yang Li**  
Research Scientist



**Dr. Steven Parker**  
Managing Director of  
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**Center for Digital Government  
(e.Republic LLC)**



**Ms. Teri Takai**  
Chief Programs Officer



**Mr. Steve Towns**  
Vice President of Content Strategy

# Overview of NCHRP 20-44(48)

- *What's **NEW** related to **DATA** since NCHRP Report 508 and/or other instructive documents?*
- Objectives of the Peer Exchange
  - Knowledge Sharing: Exchange information on successful and challenging data governance practices.
  - Problem-Solving: Identify common challenges and collaboratively discuss solutions.
  - Networking: Build connections with colleagues facing similar data governance issues.
  - Documenting: Compile and disseminate lessons learned through the NCHRP publication process.

# Overview of NCHRP 20-44(48)

- National survey on data governance/management
- Conduct three peer exchanges & several video interviews
  - Discuss latest DOT data governance practice
  - Document and synthesize peer exchange
  - Disseminate and promote best practices

## Peer Exchanges

- February 25-26<sup>th</sup> 2025, San Diego, CA – Caltrans District 11
- January 8<sup>th</sup>, Washington D.C., – 2025 TRB
- September 20<sup>th</sup>, 2024, St. Louis, MO – AASHTO Committee on Data Management and Analytics (CDMA) Annual Conference

Improve data governance at DOTs and achieve better outcomes

*Share their stories and learn!!!*

# Survey Design

Who is responsible for DOT data governance program?

Who oversees/implements DOT data governance initiatives?

What's included in DOT data governance policies?

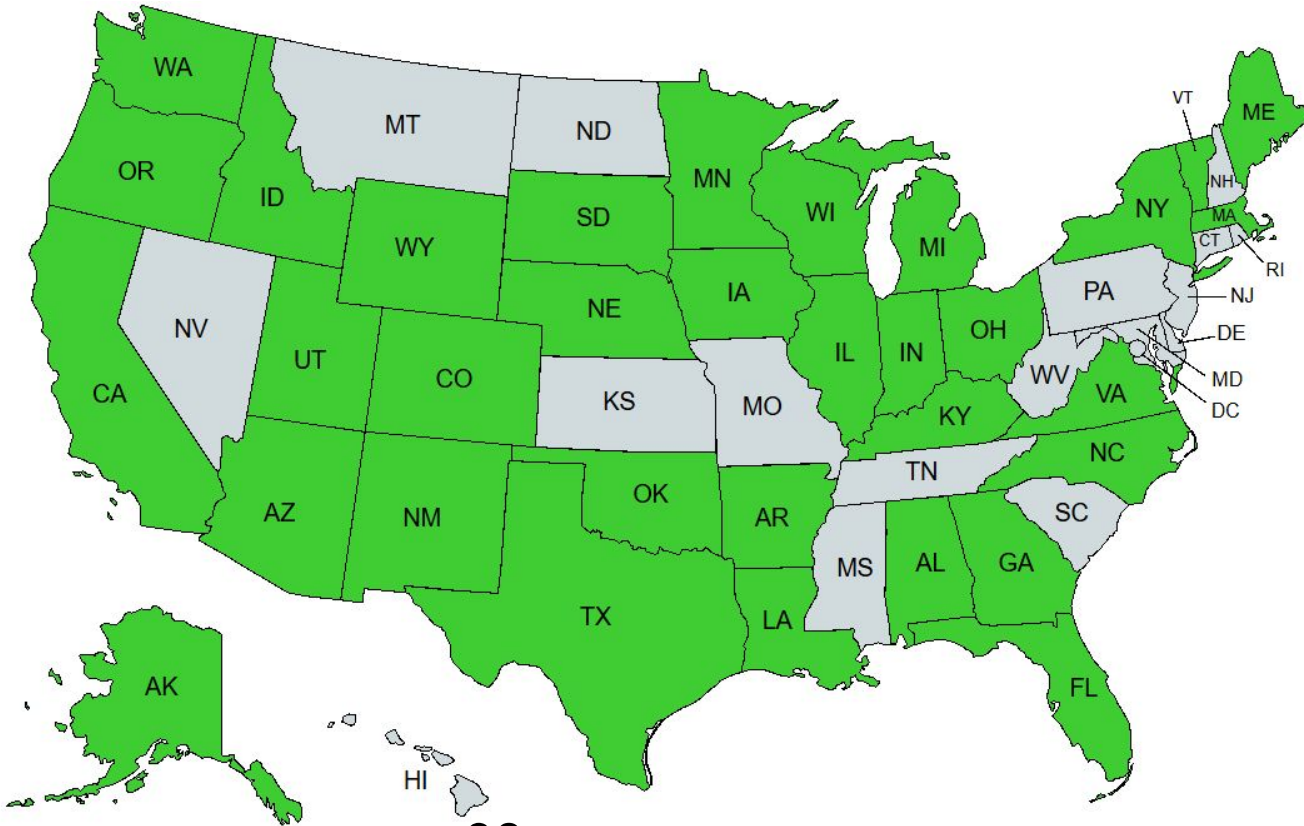
What data governance issues are DOT's prioritizing in the next 12-24 months?

What aspects of data governance are most difficult for DOT to implement?

What resources are most valuable to you when implementing your department's data governance program?

## Key Questions Asked in the Survey

# Survey Highlights

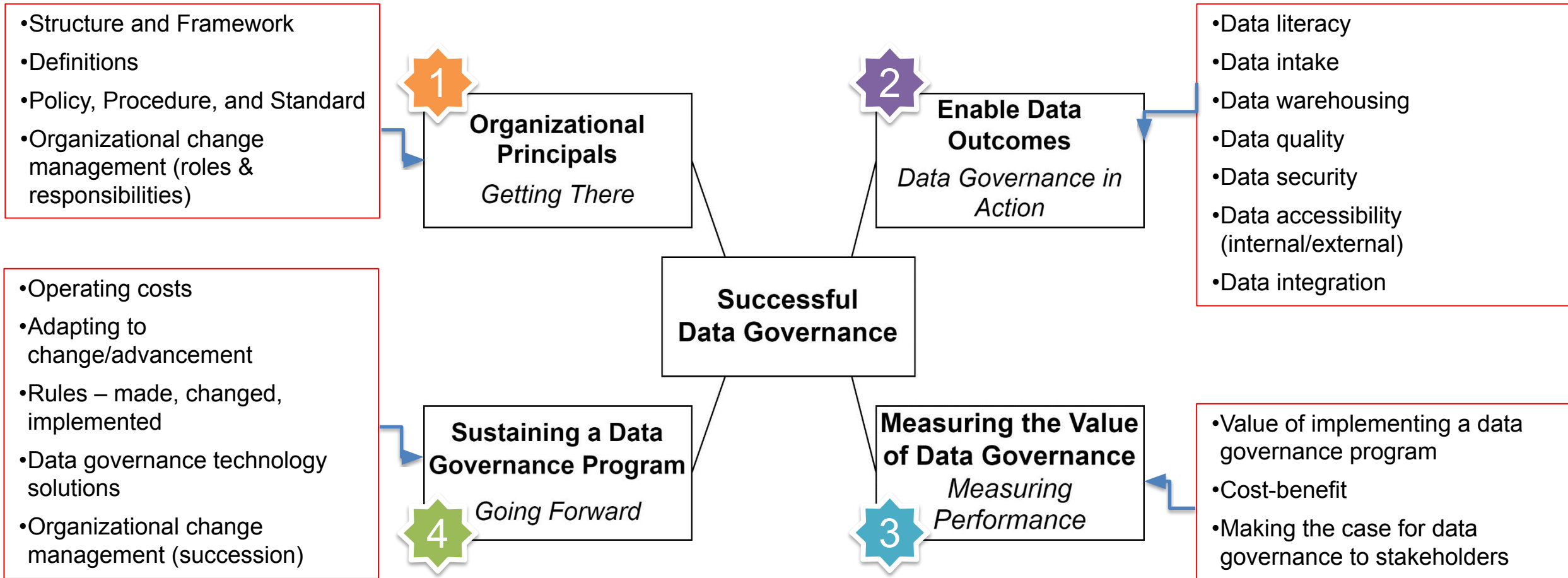


38 responses

33 states

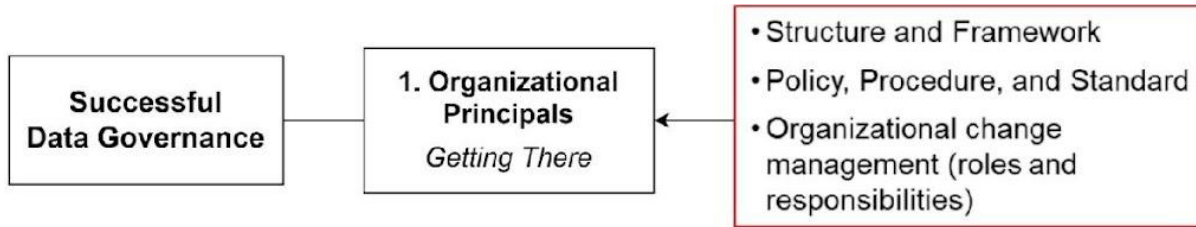
- **Key Challenges:**
  - Data Quality Standards: Most difficult to implement (40%+ struggle)
  - Leadership Support: 30% struggle with securing dedicated staff
  - Data Accessibility & Integration: Key issues for 22% and 19% of DOTs
- **Current Status & Priorities:**
  - Responsibility: Most DOTs manage their own data governance
  - Near-Term Priorities: Data ownership, literacy, quality, and addressing data silos
- **Common Struggles:**
  - Policy Gaps: Less focus on change management and sustainability
  - Conveying Value: Ongoing challenge to communicate importance to decision-makers

# Peer Exchange Themes - Organization



# Sample discussion questions

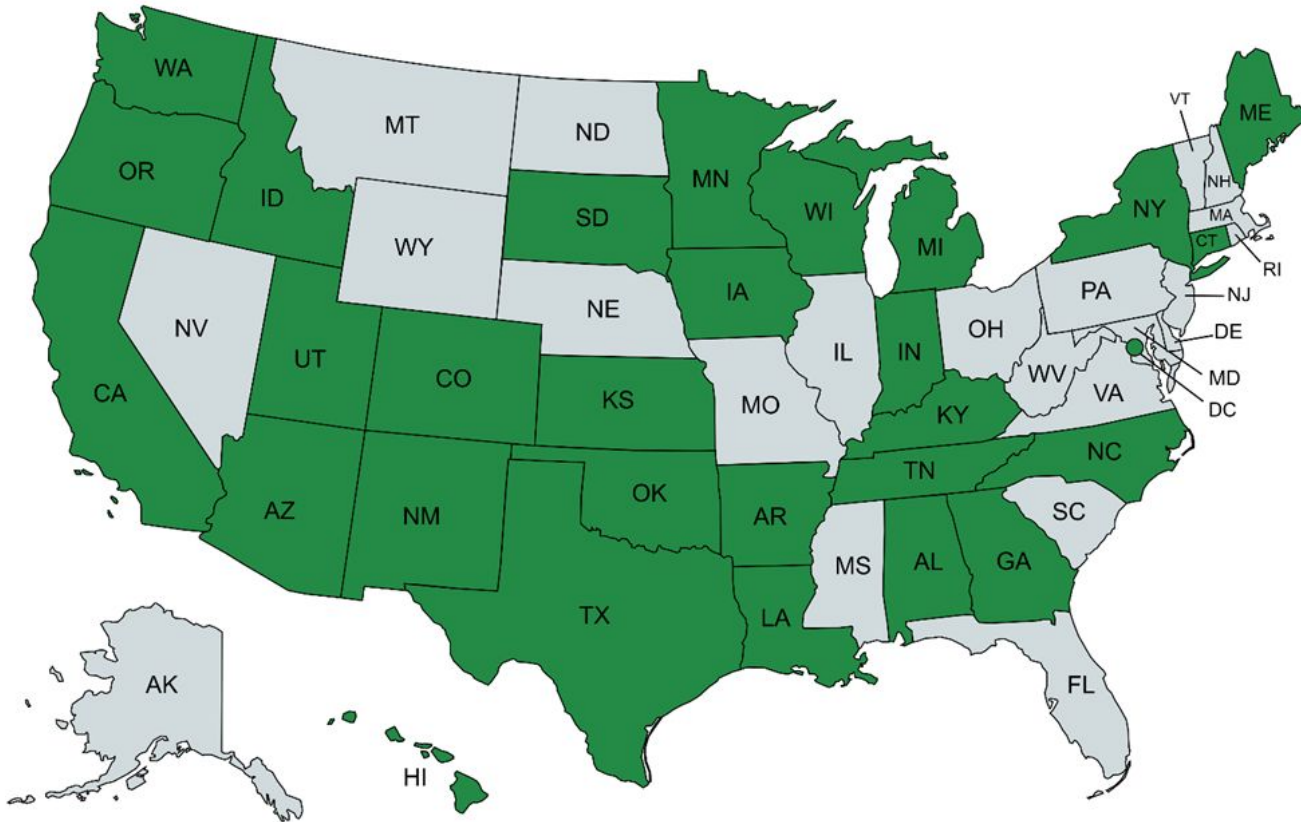
## Session #1: Organizational Principles



This session will discuss transportation agencies' organizational principles around data governance. We will hear examples from States about their data governance structure and framework, roles and responsibilities within the framework, stakeholders, standards, and procedures.

- Does your department differentiate between “Data Governance” and “Data Management”?
- How much formal data governance is needed vs. practical guidelines to get the job done?
- Describe your department’s progress on creating a data governance structure/framework.
  - Do you have formal structures, such as a governance committee, formal rules, dedicated staff?
- Which stakeholders are/were involved in creating and implementing your data governance structure?
- What was the process for developing the framework, policies, etc.?
- Who is responsible for data governance in your department?
- Thinking about your development and implementation of data governance, what worked well? What would you consider to be best practices?
- What were the biggest challenges or hardest parts of implementing data governance? What advice do you have for overcoming those challenges?
- What impact are data-driven technologies like AI and GenAI having on data governance?
  - Are they increasing attention on issues such as data quality, accuracy and timeliness?

# Participations



- **September 20th, 2024, St. Louis, MO – AASHTO CDMA Annual Conference**
  - **20** State DOTs
- **January 8th, Washington D.C., – 2025 TRB: “*Toward Effective and Sustainable Data Management and Governance*”**
  - **~60** participants attended
  - **12** State DOTs’ shared their opinions
  - **2** international (Australia and New Zealand)
- **February 25-26th 2025, San Diego, CA – Caltrans District 11**
  - **11** State DOTs
- **Video Interviews**
  - **3** State DOTs

# Project Key Findings

- **Current State of Data Governance**
  - 80%+ of DOTs have governance structures, but few are **fully institutionalized or staffed**
  - Governance led mainly by technical/operational staff; limited CDOs or formal councils
  - Strong focus on technical areas (security, quality); gaps in **literacy**, culture, and sustainability
- **Key Challenges & Priorities**
  - Challenges: silos, integration, limited **leadership support**, culture, and staffing
  - Data quality identified as the top challenge
  - Priorities: data ownership, **literacy**, standardization, integration, emerging tech
- **Insights from Peer Exchanges**
  - Enabled candid dialogue and cross-agency learning (**value of peer exchanges**)
  - Success factors: clear data governance charter/structured committee, leadership, executive buy in, and adaptable approaches

# Project Key Findings

- **Strategic Recommendations:**

- 1) **Organizational Principles:** Agencies are encouraged to start with realistic maturity assessments, establish **formal governance structures**, empower multi-level **champions**, and align data governance with core **business processes**.
- 2) **Enabling Data Outcomes:** Governance efforts should focus on enhancing data **quality, access**, integration, and **literacy**, leveraging practical tools like **data catalogs** with planned long-term use, and embedding change management into governance initiatives.
- 3) **Measuring the Value:** Agencies should employ **success stories, dashboards**, and practical **metrics** to demonstrate governance benefits. Communicating governance value in terms of efficiency gains, risk mitigation, and operational improvements is essential.
- 4) **Sustaining Programs:** To maintain momentum, agencies should institutionalize governance through dedicated roles and **succession planning**, build supportive **communities of practice**, embed governance into organizational **culture**, and prepare proactively for emerging technologies like artificial intelligence.

# Panel Session – Mini Peer Exchange

## Moderator



**Mr. Steve Towns**

Vice President of Content Strategy

Center for Digital Government  
(e.Republic LLC)

## Panelists



**Mr. Chad Baker**

Geospatial Data Officer and Deputy Chief

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**Mr. Ben McCulloch**

Strategic Data Scientist

Strategic Initiatives and Innovation Division  
(TxDOT)



**Ms. Caitlyn Mabry**

Data and Information Branch Manager

Office of Strategic Advancement  
(NCDOT)

# Panel Session – Mini Peer Exchange

- What has progressed since the peer exchange?
- How are you addressing data literacy and culture?
- What has worked (or not) in change management?
- Can you share one real outcome enabled by governance?
- How are you demonstrating value?
- How are you sustaining the program long term?
- How are emerging technologies like AI influencing your data governance priorities?

# Thank you!

## Contact:

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- [NCHRP 20-44\(48\) Final Report](#)
- [NCHRP 20-44\(48\) Project Brief](#)
- [NCHRP 20-44\(48\) Survey Results](#)

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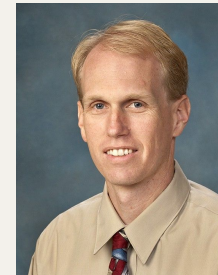
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# Upcoming events for you

**May 18, 2026**

TRB Webinar: Leading  
Transportation Agencies and  
Advancing Projects Through  
Disruptions

**May 28, 2026**

TRB Webinar: Art Programs in Public  
Transit

[https://www.nationalacademies.org/trb/  
events](https://www.nationalacademies.org/trb/events)

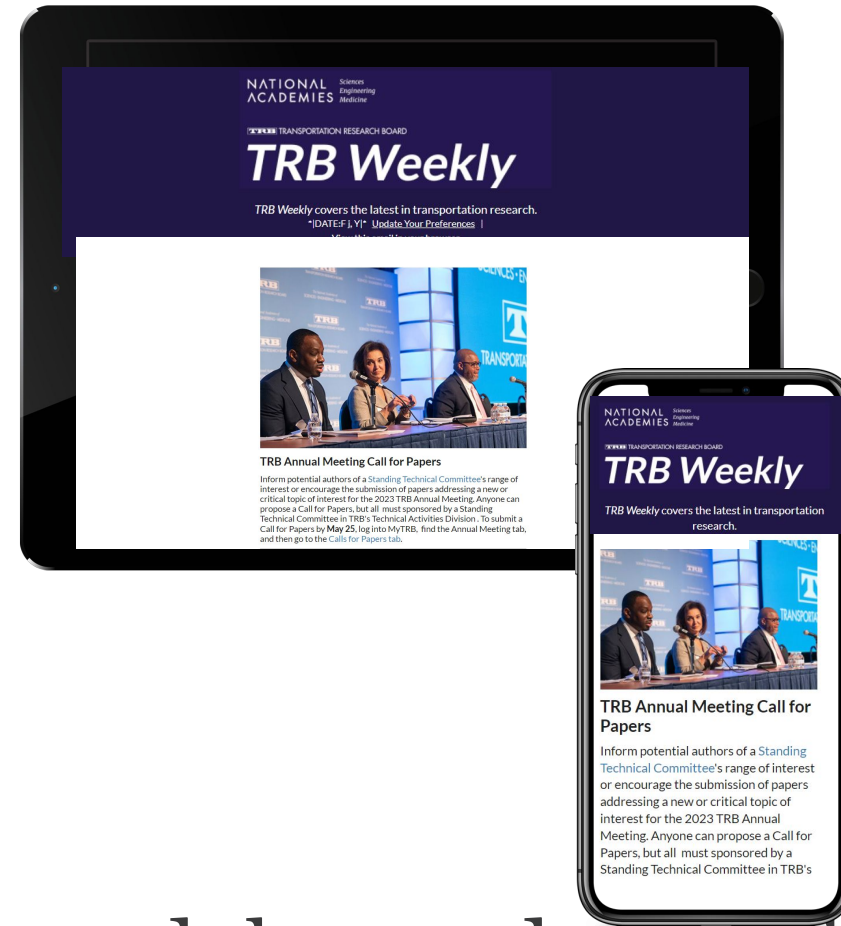


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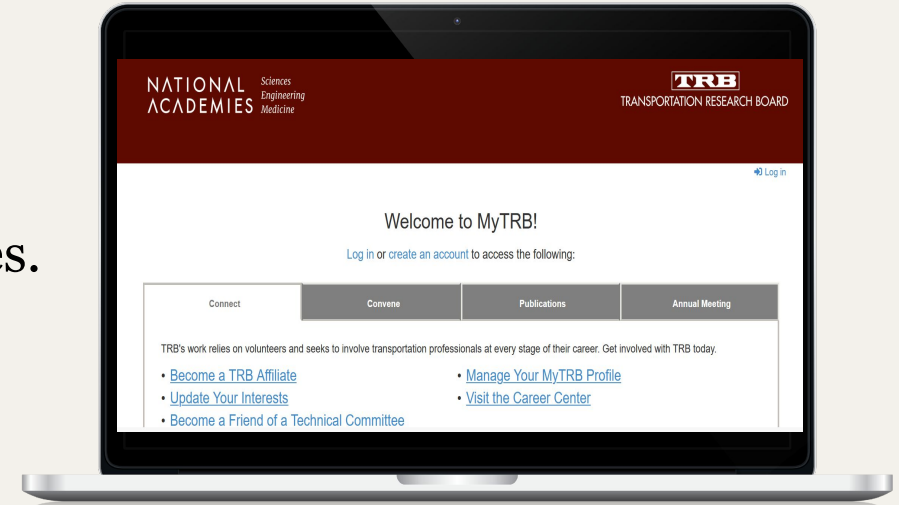


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