

Governor’s Advisory Committee on Performance Management
August 29, 2023
1:30 – 3:30 p.m.

Location:

Department of Administration Building, 116 W. Jones St., Raleigh
Room #5010 (5th Floor)

Webex Information:

Meeting Link: [Click here](#)

Dial-in Number: (415) 655-0003

Meeting Number: 2434 692 8172

Meeting Password: YFabNBRs363

Meeting Agenda

Item	Speaker
A. Call to Order and Opening Remarks	<i>Kristin Walker</i>
B. Review of GDAC and NCLDS Presentations	<i>OSBM</i>
C. An Overview of State Integrated Data Systems	<i>Jonathan Womer, Rhode Island Department of Administration</i>
D. Indiana’s Data Transformation	<i>Josh Martin, Indiana’s Management Performance Hub</i>
E. State Data Center: LINC	<i>Bob Coats, OSBM</i>
F. Panel Discussion: Leveraging Data to Improve Performance	<i>Agency Representatives</i>
G. PMAC Guidance on Leveraging Data to Improve Performance	<i>Committee Members</i>

Next meeting: Oct. 25, 2023, 1:30-3:00 PM

MEETING MINUTES

- 1) Performance Management Advisory Committee (PMAC) members in attendance:
 - Kristin Walker—Director, Office of State Budget and Management (OSBM)
 - Carol Burroughs, Chief Data Officer, NC Government Data Analytics Center (GDAC)
 - Dr. Julie Edmunds—Program Director for Secondary School Reform, University of North Carolina Greensboro
 - Jessica Englert—Policy Director, Governor’s Policy Office
 - Glenda Farrell – Chief Deputy, NC Office of State Human Resources
 - Representative Dennis Riddell—NC State Representative, District 64
 - David Smith – Chief Deputy Commissioner, NC Department of Agriculture and Consumer Services (DACS)
 - Dr. ClarLynda Williams-DeVane—Deputy Secretary for Operational Excellence, NC Department of Health and Human Services (DHHS)
- 2) Review of GDAC and NCLDS Presentations
 - Izzi Hernandez-Cruz, Senior Analyst at OSBM, provided a recap of the data presentations from the previous meeting.
 - He described the presentation that Carol Burroughs, Chief Data Officer, GDAC, gave about GDAC’s work with information from across state government. He also summarized the presentation about the North Carolina Longitudinal Data Service (NCLDS) by Dr. Trip Stallings, its Director, in which he explained NCLDS’s potential and how to achieve it.
- 3) An Overview of State Integrated Data Systems
 - Jonathan Womer, Director of the Rhode Island Department of Administration, showed how different states, recognizing that policy areas overlap, are integrating data across systems to improve outcomes. He shared examples of different state and local systems that aggregate health and workforce data with a focus on helping day-to-day operations. He also highlighted statewide integrated data systems that treat data as a utility service and that emphasize access. Through his research, Mr. Womer identified 84 state integrated data systems, and 30 states, including North Carolina, that have chief data officers.
 - Jonathan Womer discussed federal support, which has grown significantly. Provisions in recent pandemic and stimulus funding encouraged and enabled evidence-based policymaking. He also described how the Evidence-Based Policymaking Act of 2018 emphasized data collection and analysis.
 - Dr. Edmunds asked about the difficulties of navigating the politics on data access and analysis. Jonathan Womer recommended stressing the results of the work, consistently approaching the problems in a scientific way, and enforcing transparency and good data governance practices throughout the process.
- 4) Indiana’s Data Transformation

- Josh Martin, Chief Data Officer for the State of Indiana and Director of the Indiana Management Performance Hub (MPH), described his office's efforts to partner with agencies and provide cross-sector analytics. The State of Indiana established the MPH in 2014, but its investments in efficiency and financial planning in previous years also contributed to one of the first systems in the country to integrate student and worker data.
- In 2017, the Indiana Open Data Act codified interagency data sharing and formally incorporated data-driven decision making into state government culture. Josh Martin described the standardized data sharing agreement and how MPH acts as an agent of the agencies, which helps with disclosure. He also noted challenges they face, such as governing and cataloging vast amounts of data and recruiting data professionals. He mentioned that MPH delivers monthly lessons to state emails about important data topics. Employees can earn badges by completing lesson series.
- He then discussed various MPH projects, such as the Career and Technical Education Employer Connect Tool to align the talent pipeline to business needs and the Equity Data Portal that partners with multiple agencies to show progress toward equity in health, public safety, social services, education, and workforce development.
- Dr. Williams-DeVane asked about MPH's partnerships to build academic pipelines. Josh Martin noted MPH takes three interns, including one with a focus in data science, each summer, who become ambassadors for MPH and state government. MPH also connects with schools and students for capstone projects, giving access to its data and exposing them to public policy issues. MPH hopes to establish a co-op program that builds potential employee skills and the pipeline simultaneously.
- A meeting attendee also inquired about MPH's recidivism data and continual use of Covid data. Josh Martin raised that, given the goal of corrections, they are working to shift the conversation toward showing data for successful rehabilitation of justice-involved people. He also agreed that preparing data ahead of public records requests can improve transparency and eliminate overhead.

5) State Data Center: Log Into NC (LINC)

- After a break, Bob Coats, the Governor's Census Liaison and Coordinator of the NC State Data Center network, provided an overview of Log Into North Carolina (LINC), a data resource with a wide variety of federal and state data for NC counties and municipalities. He explained how LINC has grown and modernized to include both agency and Census data, references for users to find the original sources, and dynamic charting to analyze the data within LINC.

- Dr. Edmunds asked if LINC contains aggregate-level data, and Bob Coats responded that it has only summary-level data with no personally identifiable information.
- 6) Panel Discussion: Leveraging Data to Improve Performance
- Bob Coats moderated a panel discussion that included Dr. Jessie Tenenbaum, DHHS Chief Data Officer, and Dr. Betty McGrath, Chief Data Officer, Labor and Economic Analysis Division, NC Department of Commerce (DOC).
 - The panelists first summarized the data their agencies collect. DHHS collects many types of health data but had isolated it into silos. Now they are working to integrate that information. DOC oversees state and local data on economic and workforce development, including key economic indicators. Dr. McGrath also flagged the Common Follow-up System, an education and workforce data repository.
 - When asked about examples of the agencies incorporating collected data into decision-making, Dr. Tenenbaum noted that DHHS compiled racial equity data to look at neighborhoods and target outreach for vaccines. DHHS has also started integrating data from different service programs to ensure North Carolinians take advantage of any assistance for which they are eligible, including federal funding that the state may lose if not used. In planning to open a career center, DOC mined unemployment insurance (UI) claims to know their audience. Dr. McGrath also described their analysis of wage and UI data to understand how the pandemic impacted different businesses.
 - Both panelists stressed the importance of infrastructure and capacity to conduct data analysis. Dr. Tenenbaum noted that funding streams must broadly allow for investments in infrastructure that enable the collection, research, and publication of data. For example, DHHS developed a legal template to better share data within the agency, eliminating silos that hindered collaboration across divisions.
 - Dr. McGrath shared that data teams must have both the analytical capacity and business knowledge to apply the data while adhering to best practices in data governance and privacy. They both described their agencies' efforts to build relationships with other agencies doing this work and boost their own staff's data literacy. DOC hosts sessions twice a month, open to partner agencies, to invite questions on their information and how it may affect high-level decisions. Dr. Tenenbaum also noted that, while they have contractors to assist with their workload, DHHS needs additional positions to build the institutional knowledge.
 - Dr. McGrath flagged federal requirements that they must meet, and Dr. Tenenbaum also described how DHHS has reviewed the agency's strategic roadmap and priorities to see how data infrastructure, governance, use, and training can support them.

- Chief Deputy Commissioner Smith described how agricultural statistics have suffered as a result of federal decisions to streamline and centralize the data collection process. Dr. Tenenbaum recommended the development of capacity to address some of the new deficiencies. She also proposed that DACS could take an approach resembling telehealth to compile information. Dr. McGrath noted that speaking directly with federal staff involved in the data collection yielded helpful insights.
- Chief Deputy Commissioner Smith also mentioned that a helpful resource would show the available data's location and applicable legal requirements. Dr. Tenenbaum shared that DHHS maintains a spreadsheet that lists the laws that guide different databases' usage.
- Carol Burroughs noted that, while the data available in North Carolina is strong, stakeholders must approach it with the appropriate business questions to maximize its potential.
- To close the conversation, Kristin Walker invited PMAC to continue discussing North Carolina's current systems to map what is in place and inform recommendations.