

# Governor's Advisory Committee on Performance Management

March 28, 2023

1:00 – 2:00 p.m.

## Location:

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

## Webex Information:

Meeting Link: [Click here](#)

Dial-in Number: (415) 655-0003

Meeting Number: 2434 641 7831

## Meeting Agenda

<i>Item</i>	<i>Speaker</i>
A. Call to Order and Opening Remarks	<i>Kristin Walker</i>
B. Member Introductions	<i>Committee Members</i>
C. PMAC Overview for 2023	<i>Izzi Hernandez-Cruz and Christen Holly, NC Office of State Budget and Management</i>
D. Performance Management Overview	<i>NC Office of State Budget and Management</i>
E. Updates on Performance Management	<i>Committee Members</i>
F. Future Meeting Dates	
• Tues., May 16, 1:30-3 PM	
• Tues., June 20, 1:30-3 PM	
• Tues., Aug. 29, 1:30-3 PM	
• Wed., Oct. 25, 1:30-3 PM	
• Wed. Dec. 6, 1-2 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)
  - Jess Englert—Policy Director, Governor’s Policy Office
  - Representative Terence Everitt—NC State Representative, District 35
  - Barbara Gibson – Director, NC Office of State Human Resources
  - Dr. Nicole Lucas—Associate Vice Chancellor for Institutional Effectiveness, Research, and Planning, Fayetteville State University
  - David Smith – Chief Deputy Commissioner, NC Department of Agriculture and Consumer Services (DACS)
  - McKinley Wooten – Assistant Secretary for Tax Processing, Research, and Equity, NC Department of Revenue (DOR)
- 2) PMAC Overview for 2023
  - Izzi Hernandez-Cruz, Budget Analyst at OSBM, reviewed the mission, vision, and evidence statement for PMAC members. He then described the issues that PMAC will discuss in upcoming meetings and the structure for those presentations. Those topics include the following:
    - i) Managing Human Resources with Performance Management
    - ii) Leveraging Data to Improve Performance
    - iii) Partnering with External Researchers
    - iv) Elevating Agency Efforts
- 3) Performance Management Overview
  - Ben Agsten, Budget Analyst at OSBM, provided a summary of key performance management principles and initiatives in North Carolina. He shared the different objectives and approaches that practitioners use to improve results for the public.
  - Ben Agsten also highlighted North Carolina’s progress in performance management. Results for America named North Carolina one of the “Leading States” in 2022 for applying evidence to improve better and more equitable outcomes for residents.
- 4) Updates on Performance Management
  - McKinley Wooten inquired about the Executive Order that required agencies to have a public participation plan. He asked if there is a connection between how well agencies listen to the public and how well they serve the public. He noted that PMAC could connect agencies working on this and elevate success stories regarding how to address concerns of the public, observing that the public participation plans support PMAC’s goals. After agencies receive input from the public, a framework would help agencies use that information in improving performance.
  - Jess Englert talked about the public participation plan in [Executive Order 246](#): North Carolina’s Transition to a Clean, Equitable Economy.
    - i) Section 8 reads as follows:

*“Each Cabinet agency, supported by the Governor’s Office, shall develop an agency public participation plan informed by stakeholder input. The plan shall include best practices for community engagement, meaningful dialogue, and efficient mechanisms to receive and incorporate public input into agency decision-making. Agency public participation plans shall aim to improve communication, foster relationships, and enhance transparency in decision-making with all members of the public, including underserved communities and populations with limited English proficiency. Each Cabinet agency shall publish its agency public participation plan on its website by June 1, 2022, and update it annually thereafter.*

*Council of State members, higher education institutions, local governments, private businesses, and other North Carolina entities are encouraged to develop and follow their own public participation plans.”*

- ii) She shared that all Cabinet agencies except one have completed these plans. She will think more about it with the team and proposed having Environmental Justice leads present to PMAC about exemplars. She mentioned that some agencies had done it well (such as the Department of Environmental Quality and Department of Health and Human Services), but others had less experience with this kind of engagement. They try to foster shared learning and support the goal of agencies using public participation plans on an ongoing basis to hear all voices in state government.
- Kristin Walker mentioned that the target date for refreshing strategic plans is May 1, and, ideally, they should reflect work that agencies have done on public participation plans.
- Mike Arnold (Deputy Director of Operations, OSBM) noted that the Governor’s recommended budget includes good government initiatives that support efforts like those discussed today and offered to share one-pagers about those initiatives with Representative Everitt and the committee. He observed that bipartisan support for good government initiatives can help move things forward.
- Dr. Lucas shared that she is excited to hear about the scope and deliverables of this committee and to engage in that work. Her academic training is in sociology, and part of her work focuses on how individuals interact with institutions. She has convened stakeholder focus groups and developed strategic plans.
- Jess Englert supported the choice of topics for PMAC’s 2023 agenda.
  - i) She asked if there is a role for the Committee on implementing federal funding, since there are significant federal dollars available to the state. She suggested that the committee could share best practices on the full process, from applying for federal funds to using those funds effectively.
  - ii) Kristin Walker reminded the committee that a portion of all federal funds can be used for evaluation, and that the committee could take a public stance supporting that use of federal funds.
- McKinley Wooten mentioned that a vendor approached DOR, offering to analyze DOR data by combining it with demographic data. He would like to know if other agencies are using that or

another vendor and in what capacity for the purpose. He asked if DOR needs a new contract with that vendor or if instead DOR could amend an existing contract with another agency. He also wondered if the state has the capacity to do this analysis internally.

- Carol Burroughs talked about GDAC's roles and responsibilities in sharing data safely and securely and noted that there is a great amount of NC data available for use under proper governance rules.
  - i) She discussed using digital twins (preferred over de-identified data because it cannot be traced back to individuals) to better inform metrics and policy decisions.
  - ii) She said GDAC might be able to assist with the demographic analysis but emphasized the importance of keeping external research partners engaged because they supplement GDAC's capacity. She discussed the importance of sharing data with external partners securely to minimize data risk. One way to do that is to create "research-ready problems" that limit risk because the data does not move.
- Kristin Walker noted the opportunity to consolidate purchasing power and make the purchasing process more efficient.
- Carol Burroughs observed that Information Technology Procurement does some of that, though consolidation can sometimes slow down the process.

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