

**Governor's Advisory Committee on Performance Management**  
**February 22, 2024 1:00 – 2:30 p.m.**

**Location:** Old Revenue Building, 2 S. Salisbury St., Raleigh  
Director's Conference Room #A325

**Webex Information:**

Meeting Link: [Click here](#)

Dial-in Number: +1-415-655-0003

Meeting Number: 2431 955 0391

Meeting Password: 9EpqfgaUg82

<b>Meeting Agenda Item</b>	<b><i>Speaker</i></b>
A. Call to Order and Opening Remarks	<i>Kristin Walker</i>
B. 2024 Agenda Topics	<i>OSBM</i>
C. Evaluation Funds in Other States	<i>Jonathan Attridge, Chief Evaluation Officer, Tennessee Office of Evidence and Impact</i> <i>Edmond Toy, Chief of Staff, Colorado Office of State Planning and Budgeting</i> <i>OSBM</i>
D. Overview of OSBM Performance Management Efforts	<i>Carrie Hollis</i>
E. Member Updates	<i>Roundtable Discussion</i>

Next Meeting: May 2<sup>nd</sup> at 1:00pm.

## Meeting Minutes

- Performance Management Advisory Committee (PMAC) members in attendance:
  - Kristin Walker – Director, Office of State Budget and Management (OSBM)
  - Christie Burris – Chief Data Officer, NC Government Data Analytics Center (GDAC)
  - Jessica Englert – Policy Director, Office of the Governor
  - Representative Terence Everitt - District 35, North Carolina State House
  - Karen Gerald – NC Department of Health and Human Services (DHHS) (for Dr. ClarLynda Williams-DeVane)
  - Barbara Gibson – Director, Office of State Human Resources (OSHR)
  - Dr. Nicole Lucas – Fayetteville State University
  - Senator Vickie Sawyer – District 37, North Carolina State Senate
  - 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 – for Secretary Ronald Penny)
- Kristin Walker welcomed everyone and introduced new member, Christie Burris.
- David Yokum, Chief Scientist at OSBM, introduced the speakers.
- Jonathan Attridge, Chief Evaluation Officer, Tennessee Office of Evidence & Impact, and Edmond Toy, Chief of Staff, Colorado Office of State Planning and Budgeting, discussed ways that Evaluation Funds are being used in Colorado and Tennessee.
  - Colorado introduced Evaluation Funds in FY 2017-18.
    - Colorado allocates \$500,000 per year to the Evaluation Fund. They ask agencies to submit proposals along with budget requests.
    - Colorado funds 2 to 3 proposals each year. Evaluations usually last 2 to 3 years. They've used outside academic reviewers (with a scoring system) but sometimes it's just an internal decision. Most evaluations are health and education related but some focus on things like wildfire prevention.
    - Colorado's Evaluation Fund is emphasizing a culture for evidence-based decision making, and the dedicated funds help sustain that momentum. Colorado's goal is to create a centralized process so that limited funds can be directed to the highest priority programs.
  - Tennessee's Evaluation Fund is 2 years old.
    - Tennessee allocates \$1.5 million annually to their Evaluation Fund to advance the use of evidence in state government decisions.
    - The fund is overseen by the Governor's Office and aims to coordinate with program managers to see how the Governor's priorities are working. They cataloged existing evidence to see where additional information is needed.
    - They have an open application process and have done 2 evaluations so far. They are using a portion of the funds to set up the infrastructure and build the culture. They worked with a vendor to develop evaluation guidelines and instructional materials.
    - To make sure that the evidence found is used, Tennessee changed the structure of their agreements to include interim deliverables that can be used to inform policy decisions before the summative report is completed.

- Members asked questions of the presenters, Jonathan Attridge and Edmond Toy, in a round table format.
  - Colorado has received fewer applications partly because the process coincides with a busy budget development timeline.
  - Colorado believes that outside reviewers add value to the studies.
  - Tennessee gives their fund credit for evaluating where initiatives are working and where they need improvement. A big challenge is that the Evaluation Fund creates more work than is ideal to get the intended results.
  - Tennessee created a list of evaluations that university partners had completed with various state agencies and found that some agencies did not have existing relationships with researchers. They're working to build those relationships.
- Carrie Hollis gave the Committee an overview of OSBM's performance management efforts, including:
  - The North Carolina Evaluation fund has \$1 million non-recurring to award competitive grants. Requests received totaled \$2 million. Ultimately, 8 projects were funded; 3 are complete, 5 more will wrap up in 2024.
  - OSBM asks agencies to identify Priority Questions during the strategic planning and budgeting processes and encourages investments in evidence building. OSBM offers assistance to plan and budget for evaluation.
  - The Office of Strategic Partnerships helps share research questions from agencies with external experts to facilitate research partnerships.
  - OSBM encourages best practices to increase the relevance, credibility, and *use* of rigorous research, including publicly documenting research design plans in a public repository and coordinating with stakeholders *before analysis begins*, and to share all results. OSBM recently launched the North Carolina Registry and required evaluation fund grantees to register Pre-Analysis Plans.
  - For the FY 24-25 budget development cycle, OSBM enhanced the form, process and training to help agencies provide evidence to support their budget requests, rate the strength of that evidence, and plan ahead for future evaluation.
  - To build capacity across state government, OSBM offers an annual 5-day training course, the Performance Management Academy, and ongoing opportunities for learning and peer support through the Performance Management Community of Practice.
- Kristin Walker gave the members a chance to share updates from their respective agencies.
  - Jessica Englert, Governor's Policy Director, would like to find more champions to move these initiatives forward. Jessica recommended that Carrie Hollis give a presentation to members in agencies that are not represented at the meeting today (February 22, 2024).
  - OSHR Director, Barbara Gibson, has used initiatives from PMAC to improve her agency and present to the legislature.
  - David Smith described a looming crisis with the new financial system. It takes time to train new hires on the system, which leads to staffing shortages in key functions.
  - Kristin Walker reminded the members about [NC Certified State Government Professional Program](#), which was designed to give agency employees training and a skillset to be successful in agency budget offices.

Next Meeting: May 2<sup>nd</sup>, 2024, at 1:00pm.