EXHIBIT C

Update from the State Chief Data Officer

November 13, 2020

ALC Data-Sharing and Data-Driven Decision-Making Subcommittee Meeting

Arkansas is well positioned for a big leap forward.

- [Act 912 of 2017](#) and [Act 936 of 2019](#)
  - Established the Data and Transparency Panel (DTP) and
  - Created the Chief Data Officer (CDO) & Chief Privacy Officer (CPO) positions.
- In the three years since the passage of Act 912, we have made significant progress in executing on the legislature's charges.
- Over the next two years we expect to demonstrate a large leap forward in Arkansas's ability to use data to inform policy and practice.

We are moving from planning to execution.

Data and Transparency Panel Duties:

1) Perform a feasibility and cost study on the development of a statewide data warehouse program;

2) Evaluate and identify data to be included in the statewide data warehouse program;

3) Determine and recommend procedures necessary for the implementation of a statewide data warehouse program;

4) Oversee a statewide data warehouse program implemented in this state;

5) Evaluate and identify data that may be provided to the public in accordance with data standards and specifications developed by the Department of Information Systems; and

6) Provide annual reports to the Joint Committee on Advanced Communications and Information Technology; and

7) Develop a unified longitudinal system that links existing siloed agency information for education and workforce outcomes to continuously conduct a business systems assessment to:

   a) Help the leaders of this state and service providers develop an improved understanding of individual outcomes resulting from education and workforce pipelines in Arkansas;

   b) Identify opportunities for improvement by using real-time information; and

   c) Continuously align programs and resources to the evolving economy of this state.

Today, we will provide an overview of current priorities.

- Data Sharing and Governance
  - Arkansas data sharing agreement
  - Citizen's data portal
  - Expand DTP membership and establish ADOs for each member
- Statewide Longitudinal Data System (SLDS)
  - Connect education program data to workforce outcomes
  - Develop data-driven tools to help Arkansans develop key workforce skills and connect them with employment opportunities
  - Provide workforce outcomes for CTE concentrators and corrections programs
  - Collaborate with and learn from other states
- CDO Vision for the future

Arkansas Data Sharing Agreement

- Developing data sharing agreements (DSA) is currently an ad hoc, inefficient, and time-consuming process.

- We are developing an enterprise data sharing agreement and a more efficient process for DSAs.

- The data sharing framework establishes consistent data governance rules and will facilitate increased data sharing between departments.

- The proposed DSA framework has been approved by the DTP governance committee and will be presented next to the full Data & Transparency Panel.

Citizens Data Portal

- Providing Arkansas's citizens with greater access to state government data will increase both transparency and accountability.
- Building a citizen's data portal is an organic next step after completing the statewide data asset inventory.
- COVID19 has further highlighted the need for a one-stop data portal.
- We are currently evaluating solutions.
- Examples of states that are doing this well include:
  - New Jersey COVID dashboards
    - https://covid19reports.nj.gov/#!/dashboard
    - https://www.nj.gov/health/cd/topics/covid2019_dashboard.shtml
  - Connecticut - https://data.ct.gov/
  - New York - https://data.ny.gov/
  - Oregon - https://data.oregon.gov/

DTP membership and ADOs

- We would like to expand the DTP to include more state departments.
  - DTP membership does not currently include all 15 departments.
  - Six departments, including Agriculture, Energy and Environment, Parks, Heritage & Tourism, are not represented.
- We are working to establish Agency Data Officers (ADOs) across all state departments to serve as the:
  - Primary contact of all data management and data governance needs at their agency;
  - Primary contact for inquiries, request, and concerns about access to data at their agency; and
  - Coordinator with the CDO's Office for data polices, procedures and standards.

Connect Education Programs to Workforce Outcomes

- Data on the workforce outcomes associated with the state's education programs is currently summarized in static PDF reports including the:
  - Economic Security Report (ESR) and
  - Arkansas Education to Employment Report (AEER).
- We are working with DWS & ADE to enhance the usability of these data by:
  - Dynamically generating the reports, reducing cost and increasing flexibility;
  - Providing a self-service platform that allows authorized users to perform their own analysis; and
  - Exploring user friendly, public facing dashboard like those produced by other states.
    - https://www.ilhighschool2career.com/
    - https://www.oerc.osu.edu/dashboards

Adding Datasets to the SLDS

- While we are currently prioritizing education and workforce data, we will soon turn our efforts to expanding the data included in the SLDS.

- Initial priorities will include providing workforce outcomes for **CTE concentrators** and **corrections programs**.

- Over the coming years we will work to expand the SLDS to include data covering other core service areas such as:
  - Pre-k through 12th grade,
  - Adult education,
  - Labor and licensing, and
  - Rehabilitation programs.

Collaborating with and Learning from other States

- We actively participate in multi-state groups to solve common problems and learn about innovative, data-driven products and initiatives.

- For example:
  - Coleridge Initiative - https://coleridgeinitiative.org
  - State Chief Data Officer's Network - https://beeckcenter.georgetown.edu/state-cdo-network/
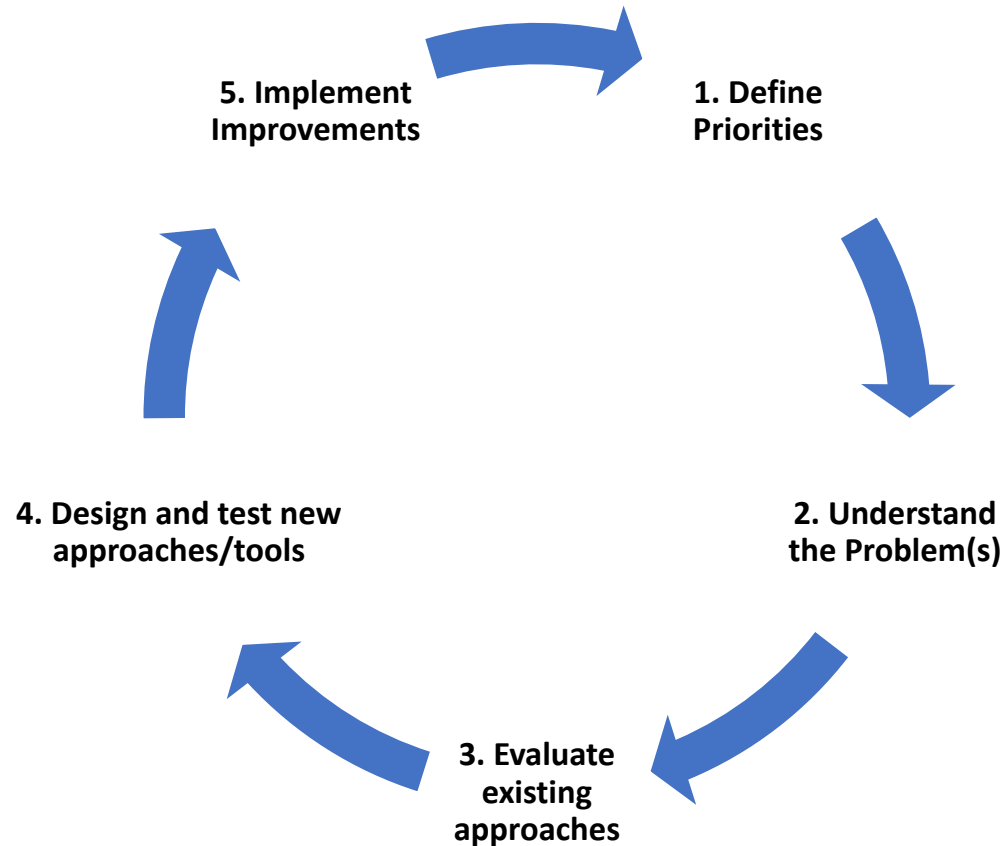 - Results for America - https://results4america.org

CDO Vision for the Future

- Data-Driven Decision-Making requires:
  1. A high-functioning SLDS with efficient data governance;
  2. The analytic capacity to use data to produce actionable insights; and
  3. A process to identify high-priority problems/issue areas and use data to continuously improve.
- We are working to build all three of these elements for Arkansas.
- We are well on our way in developing a high-functioning SLDS and can now begin building analytic capacity and a process for continuous improvement.

CDO's Office and Analytic Capacity

- The CDO's office will have two parts:
  - CDO and policy-focused staff operating within the TSS secretary's office and
  - Technical infrastructure and staff housed within DIS.
- Our strategy for building the state's analytics capacity is threefold:
  - Build a small analytics team within state government that will operate as a shared service;
  - Work with state departments/divisions to develop their internal analytics capacity; and
  - Collaborate with the university system to leverage existing subject matter expertise.

Process for Continuous Improvement

5. Implement Improvements

1. Define Priorities

4. Design and test new approaches/tools

2. Understand the Problem(s)

3. Evaluate existing approaches

- Our goal is to use data to help make the state more efficient and effective.

- We currently work to address problems in a somewhat ad hoc and sporadic fashion.

- Data-driven decision-making requires that we develop a more continuous and routine problem-solving process.

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