North Carolina
Government Data Analytics Center

Report to the
Chairs of the House of Representatives Appropriations Committee
Chairs of the Senate Based Budget/Appropriations Committee
Joint Legislative Oversight Committee on Information Technology
Fiscal Research

Chris Estes

State Chief Information Officer

Office of Information Technology

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Legislative Summary

Since 2007, the North Carolina General Assembly has directed and funded the development of data integration and business intelligence efforts to facilitate cross-agency access to information and to improve business decision making capabilities. The program has developed, implemented and maintained an integrated criminal justice law enforcement data system, tools to assist with fraud, waste and compliance analytics, and general reporting and analytics capabilities.

Report Focus

This quarterly report is provided in accordance to G.S. 143B-426.38A (e).
Submit and present quarterly reports on

(1) The implementation of Phase I of the initiative and the plan developed as part of that phase
(2) A report prior to implementing any improvements, expending funding for expansion of existing business intelligence efforts, or establishing other projects as a result of its evaluations, and quarterly thereafter,
(3) A written report detailing progress on, and identifying any issues associated with, State business intelligence efforts
(4) A status on existing solutions; CJLEADS, NCFACTS, ECIDS, Reporting and Analytics
(5) The opportunities identified and any improvements, expending funding for expansion of existing business intelligence efforts, or establishing other projects as a result of its evaluations

Introduction

The GDAC's mission is to develop a culture that promotes collaboration and access to information for improved decision making. Under the leadership of the Office of the State Controller, the GDAC has implemented solutions that support the integration of criminal justice information, the identification of fraud and compliance issues associated with unemployment and worker's compensation, and the support and development of integrated reporting to improve access to information.

On July 1, 2014, in accordance with Session Law 2013-360, SB 402, the GDAC program and resources transitioned from the Office of the State Controller (OSC) to the Office of Information Technology Services (OITS). As part of this transition, the GDAC program office is in the process of evaluating the current state and expanded responsibilities detailed in SL 2014-244. All program efforts under development and those in the planning phase have continued without issue through the program's transition from OSC to OITS.

Per legislation and the State Chief Information Officer's (SCIO) strategic direction, the GDAC will become the focal point for all data initiatives, including Big Data and analytics. To maximize data sharing

capabilities, (receive once, share many) a unified master data management plan data will become a top priority. Working collaboratively, the State will evaluate data related to classification, standardization, security, and accessibility.

Driving efficiency and accessibility to data is paramount. How and when data is accessed will directly correlate with business needs and the ability to perform entity resolution across disparate data sources. Enabling and standardizing tools that promote on demand access to information, enterprise reporting, advanced analytics, and predictive modeling will position State agencies to realize efficiencies. The GDAC will continue to evolve and mature as new technical capabilities become available and data standardization and quality improves.

Phase I of the GDAC

In September of 2012, the Government Business Intelligence Competency Center (GBICC) completed the Phase I inventory of existing State agency business intelligence projects to gain an understanding of the data analytic processes that are currently in operations or in development through North Carolina state government. Under the leadership of the SCIO, the GDAC will incorporate and update the inventory as part of the development of the master data management plan.

The GDAC has supported the development of enterprise solutions and, where possible, reduced costs by avoiding an increase in licenses and installation of additional hardware. The status of these activities follows.

GDAC Solution Development Activities

GDAC – CJLEADS
The Criminal Justice Law Enforcement Automated Data Services (CJLEADS) application has served the criminal justice community for the past 6 years. Capable of being used on any device at any time with 24 x 7 x 365 access, CJLEADS maintains two primary objectives:

1. To provide a comprehensive view of an offender through a single application, allowing for positive identification of an offender through a photographic image.
2. To provide an "offender watch" capability that alerts criminal justice professionals when an offender has a change in status.

Status
CJLEADS is used by approximately 28,000 federal, state, and local criminal justice professionals with an operational presence in North Carolina. On a weekly basis, an average of 12,407 users access CJLEADS. In the last 12 months, CJLEADS users have run almost 19.9 million searches and accessed over 17 million offender and DMV records.

The GDAC CJLEADS team strives to continuously improve the system and meet the changing needs of the criminal justice community. CJLEADS capabilities are expanded and deployed in a planned release schedule through regular communications with end users.

Release (Release 11) - Deployed to production, September 11, 2014

- Addition of New Data Source –AOC Infractions Data as requested by law enforcement for a more complete offender profile. This additional data increased the database of offenders from about 14.8 million to a little over 16.2 million records.
- Alcohol Law Enforcement (ALE) Background Checks – GDAC developed reporting capability to assist ALE in conducting NC criminal searches on North Carolina Education Lottery (NCEL) and Alcohol Beverage Commission (ABC) retailer applications.
- Search Note Highlight – added the ability to "highlight" or "illuminate" the icon when a Search Note exists. Highlighting reminds the end-users that a Search Note is entered and also serves as a reminder to remove a Search Note when it is no longer valid for subsequent searches.
- DMV Restriction Code – This enhancement added a detailed description for the DMV Restriction Code.
- Role additions – added new security roles as approved by data source agencies.
- Reports – added reports as requested by the criminal justice community.
  - Class 3 Misdemeanant Eligibility for Appointed Counsel – assists courts personnel to determine whether a defendant charged with a Class 3 misdemeanor is eligible for court appointed counsel. (Note: this report is based on recent legislation stating that individuals charged with a Class 3 misdemeanor who have less than three convictions may not receive an active sentence, and therefore the State will no longer pay for appointed counsel for them).
  - Pending DWI Report Updates – modified existing report to include the option to select multiple counties at the same time when executing a single report
  - Incarceration Modification – Modify existing report to include primary charge and court room data
- Web links – add links to key information sources for quick access for law enforcement
  - USDOT Emergency Response Guidebook (HAZMAT)
  - GangNet

Future Opportunities for Expansion Development

The following CJLEADS items have been identified as enhancements to existing functionality and/or statutorily required:

- Pistol Purchase Permit (PPP) Revocation Reporting Automation – refine and automate the data handling process to improve efficiency and provide alerting capabilities for sheriffs' offices.
- Gang Information – Addition of DCC Gang Information from OPUS into CJLEADS

- Scars, Marks and Tattoos (SMT) – Add capability within the Advanced Search module to search the SMT data, to enable identification of potential suspects by scars, marks and tattoo information
- Habitual Felon Icon – Add icon to identify habitual felons; habitual felon status could potentially increase sentencing up to four times the normal prison term
- DMV Enhancements
    - Stolen Vehicles –display to show information that may relate to towed vehicles. In some cases a vehicle that has been towed is reported as stolen.
    - Handicap Placard– Link handicapped information to vehicle and customer search results. Build a separate query for searching by placard number.
    - Driver's Addresses– Develop a query mechanism to gives users access to a driver's previous address on file or the ability to search for all DMV customers by an address.
    - Out-going data feeds – provide web services from CJLEADS to other applications as approved by AOC (e.g. data to Raleigh PD, Charlotte-Mecklenburg PD and NC Wildlife). Note: This effort will eliminate AOC extracts to other agencies because AOC provides the data to CJLEADS. The data can be centralized in CJLEADS.
- Criminal Justice Portal
    - Single Sign-on – Collaborate with the Department of Justice on a criminal justice web portal, potentially allowing single sign-on with access to multiple criminal justice applications based on user authorization.
    - Explore advanced authentication (2-factor) if need is determined based on changing CJIS directives.
- Federal Interface – continue efforts to obtain access to federal criminal information, specifically Hot File access for wanted persons, stolen vehicles and stolen weapons.

GDAC – NC FACTS

North Carolina Financial Accountability and Compliance Technology System (NC FACTS) is an alert or lead generation tool that prioritizes opportunities based on risk and recovery modeling. The solution is designed to meet the individual business needs of a partner agency.

Status

NC FACTS Solution	Current Status	Release Date
UI Wage/Tax Analysis and Alerts	Deployed	December 2013
UI Claims and Benefit Analysis and Alerts	Deployed	March 2014
Corporation Network Link Analysis	Pilot Deployed	May 2014
WC Insurance Compliance Alerts	Deployed	April 2014
Health and Pharmacy Claims Analysis	Prototype Deployed	March 2014

Projected Savings/ Cost Avoidance

The NC FACTS alerts require agency review and investigation. The extent of this effort is directly related to the agency's business process, rules and laws. The early adopters using the NC FACTS alerts have found value in the information provided and have, or are working towards, the integration of this information into their business workflow.

Unemployment Insurance Wage/Tax Analysis and Alerts

The Department of Commerce – Division of Employment Security (DES) has reported immediate success in identifying fictitious businesses through the use of NC FACTS alerting. As a result of this success, and the need to stop fraudulent activity in a timely manner, DES has transitioned their data feeds from monthly to weekly.

Unemployment Insurance Claims and Benefit Analysis and Alerts

The Department of Commerce – Division of Employment Security (DES) benefits integrity investigation unit uses both NC FACTS alerts and a separate set of alerts generated in the DES case management system, called Benefit Audit Reporting Tracking System (BARTS). The NC FACTS solution provides a comprehensive set of information to assist investigators with a combination of BARTS and NC FACTS alerts. This combined view allows investigators to review a benefit recipient holistically across all benefit periods. Currently DES is developing a process to integrate NC FACTS alert information into their investigation workflow.

Workers Compensation Insurance Compliance Alerts

NC Industrial Commission (NCIC) has reported immediate success in the identification of businesses that have failed to maintain Worker's Compensation insurance. NCIC calls the combination of NC FACTS and their investigative unit "NETS", the Noncompliant Employer Tracking System. NCIC's ability to realize success in short order can be attributed to two factors: limiting the scope of development to meet an objective and developing and aligning the business workflow and processes to support the use of the tool.

Corporation Link Analysis

The Secretary of State (SOS) provided access to corporation data to support GDAC initiatives. As an outcome of this effort, the NC FACTS network link analysis tool was employed to develop relationships across corporation data. SOS is currently evaluating the network analysis to understand how this may assist in investigations related to corporate identity theft.

Health and Pharmacy Claims Analysis

The Department of State Treasurer's State Employees Health Plan (SHP) leveraged data in the GDAC to support its immediate reporting needs. A prototype of the NC FACTS healthcare alert tool was implemented using SHP health claims data to demonstrate the capabilities of heath care fraud analytics. SHP is assessing the outcomes presented in the prototype in the test environment for consideration of fraud analytics.

Expansion Development

1. The NC Department of Revenue (DOR) has approached GDAC to coordinate the development of fraud analytics. Utilizing the data currently available within DOR's environment, coupled with additional information available in the GDAC, DOR estimates that the GDAC will play a vital role in improving their investigation outcomes by identifying and prioritizing leads and alerts. GDAC has been working with DOR to identify two top priorities that can be addressed in time for the tax season. A statement of work is currently under development.

2. DES is interested in the development of alerts associated with the identification of an underground economy in which companies avoid unemployment tax liability. This concept includes the use of State data available in the GDAC to identify those businesses that may be carrying worker's compensation insurance, but are not registered with DES and paying UI tax.

3. Department of State Treasury (DST) Retirement is working with the GDAC to develop a report to match existing retirees to the SSA Death Master File, which is currently hosted in the GDAC. This information will be used by DST to ensure that proper payments and services are distributed appropriately.

GDAC – Reporting and Analytics

The reporting and analytics capability for the GDAC shares the same hosted technical environment as the NC FACTS. This common technical infrastructure and data repository provides data access to support agency program analytics, metrics, predictive analysis and executive dashboards.

Status

Reporting and Analytics	Current Status	Implementation Date
State Health Plan Analytics Repository – Release 2	User Testing	October 2014
Procurement Card	Implemented	October 2014
NCID Integration – Release 2	Implemented	April 2104

Projected Savings/ Cost Avoidance

State Health Plan Analytics Repository – Release 2. The Department of State Treasurer, State Employees Health Plan (SHP) Analytics Repository was in need of an upgrade to support the growing business operational needs. The State Health Plan Analytics Repository was migrated to the GDAC environment to provide SHP a better-performing, scalable analytical environment to support continued growth. An early estimate of the cost to build a new stand-alone, vendor-hosted SHP data analytics repository was $3 million. Leveraging the existing GDAC infrastructure, SHP was able to implement the analytics repository at no additional costs to the State. The project was initiated in 2013 and delivered in phases, allowing business operations to continue until final migration was completed in 2014.

Procurement card. The Office of the State Controller recognized the need to integrate procurement card data to support the timely reconciliation and oversight of State Procurement Card Activity (PCard). Through the use of the GDAC tools, the PCard activity reports were developed to provide agencies with a more efficient means of tracking payment card activities with agency charges in the NC Accounting System. This has saved the PCard agency administrators time by allowing access to the expenditures and improved their ability to monitor activity.

Expansion Development

1. Session Law 2014-100, SB744, Section 15.6 (c) directed the Department of Commerce, Labor & Economic Analysis Division (LEAD), to develop a plan to transfer the information in, and required capabilities of, the Common Follow-Up System to the Government Data Analytics Center (GDAC). By February 1, 2015, the Department shall submit the plan to the SCIO, the Joint Legislative Oversight Committee on Information Technology, and the Fiscal Research Division.

   The Department of Commerce, Labor & Economic Analysis Division (LEAD) reached out to the GDAC to assist in the development of a plan to migrate their existing reporting repository into the GDAC-hosted environment and to provide a scalable infrastructure that will meet their expanding needs and provide a relational data environment upon which they can be more responsive to the State's informational needs.

   The development of the scope of work is in progress and is a collaborative effort between the LEAD, GDAC and Vendor team. To ensure success of the project, the Statement of Work is being broken into 3 phases so the agency can measure success at the end of each phase. Funding to support this effort will be a combination of grant funding and the utilization of existing GDAC ON-Demand contract hours.

2. Session Law 2014-100, SB744, Section 12C.1.(e) Child Protective Services Improvement Initiative Pilot Program directed the Department of Health and Human Services, Division of Social Services(DHHS/DSS/CPS), to coordinate through the GDAC the development of the pilot to enhance coordination of services and information among county departments of social services, local law enforcement agencies, the court system, guardian ad litem programs, and other agencies as deemed appropriate.

An appropriation of three hundred thousand dollars ($300,000) was identified to establish and implement a child protective services pilot program.   The pilot program for DHHS/DSS/CPS was commenced in accordance with Session Law.

GDAC – Enterprise Development Activities

To date, the GDAC Enterprise Development Activities have been limited to the GDAC-hosted environment. As the GDAC matures and broadens its mission to support all data and integration efforts it anticipates that enterprise activities will expand across various platforms.

Status

Enterprise Development	Current Status	Implementation Date
NCID Integration, NCSEAT - Release 2	Implemented	April 2104
GDAC Enterprise Portal	Implemented	July 2014

Projected savings/ cost avoidance

NCID Integration, NCSEAT - Release 2. NC SAS Enterprise Authentication Tool (NCSEAT) was developed to support user authentication and security authorization for all State solutions hosted at SAS Institute. NCSEAT integrates with the State's standard identity management technology, NCID, allowing the GDAC to ensure that all GDAC users adhere to State security policies. NCSEAT provides the ability to control data and functional access by leveraging role-based security and user attributes.

GDAC Enterprise Portal. The Portal was implemented to provide an easy-to-use, single sign-on access point for SAS solutions developed under the GDAC program. The Office of the State Controller (OSC) had an immediate need to replace the delivery of State Accounting System static financial reporting for the new Fiscal Year. OSC estimated that to remain on the existing infrastructure, the State would have incurred an additional licensing cost of the IBM Solution (Business Advanced Author) estimated at $300,000, plus an additional development cost between $20,000 and $30,000. The solution developed by GDAC was implemented on the existing GDAC hosted environment and leveraged the existing software licenses to implement a secure portal that is linked to NCID authentication and distributed to 600 users at no additional cost to the State.

Expansion Development

The GDAC continues to drive State business innovation with access to data and sharing of information. During the Third Quarter of the calendar year 2013, the GDAC began the identification and scoping of enterprise solutions that will provide information related to common business questions such as whether an individual is deceased or incarcerated. Using analytics developed to support alerting in NC FACTS, the GDAC will develop separate master data files that will combine information about people who are deceased, along with prison and jail information. Agencies will be able to consume this

information in the most efficient means available to fit their business workflow – existing NC FACTS analytics, business specific reporting, or on demand web-service calls.

Access to this information can assist agencies in directing payments and services more effectively. Many agencies have inquired regarding access to this information. It is projected that Department of Revenue and the Department of the State Treasurer, Retirement Division will be the early adopters with direct access to information about the deceased. Funding to support this effort is included as part of the existing GDAC ON-Demand contract.

GDAC Program Management and Business Services

GDAC Program Management and Business Services supports the governance, policies and procedures associated with all GDAC solutions including management of all data-sharing agreements, training, documentation, user administration, help desk support and auditing of data access and use. Leveraging the experience, best practices, and lessons learned from the implementation and statewide deployment of CJLEADS, the CJLEADS Business Operations staff has assumed support services for all GDAC solutions.

GDAC Business services include:

- Program Policy and Procedure Management - developing, maintaining and ensuring compliance with standards and best practices in accordance with the GDAC enterprise approach;
- End User Administration – developing policies and support processes for NCID user authentication as well as oversight of delegated user administrators and GDAC solution end users;
- Training – developing training documentation including user guides, job aids, class materials as well as administering training registration systems for end users and user administrators;
- Help Desk and End User Support – providing end user support for system access and issue resolution;
- Business Process Support – providing partner agencies with assistance in implementing and documenting new processes to leverage GDAC analytic tools; and
- Auditing – managing regular and recurring audit procedures to ensure appropriate and authorized use of all GDAC solutions in accordance with GDAC governance policies.

Major accomplishments this quarter:

- Delivered NCSEAT and NC FACTS training programs;
- Updated GDAC User Guides and associated documentation about application tool features and functionality;
- Implemented agency end user on-boarding processes to support the GDAC solutions;
- On-boarded DES, WC and SOS NCSEAT and NC FACTS application users;
- Training and on-boarding P-Card Agency users;
- Continued development of the production support operations manual for GDAC;
- Delivered NCSEAT reporting capability to DES, WC, and SOS; and

- Supported CJLEADS end user and user administration training and annual audit activities:
  - Over 29,000 end users have been trained in more than 2,475 CJLEADS classes
  - 100 certified "Train-the-Trainers" have conducted over 854 classes for their organizations
  - On average, 100 user inquiries are managed weekly by CJLEADS help desk support on a 24 x7 x 365 basis
  - Conducted annual and special investigative audits for all CJLEADS licensed criminal justice organizations

GDAC – Early Childhood Integrated Data System (ECIDS)

Organization

The OITS technical team responsible for performing application development services in support of the Early Childhood Integrated Data System (ECIDS) Project was reorganized by OITS into the GDAC Division effective August 2014. The ECIDS team currently includes permanent, time-limited, and contract personnel focused on performing application architecture, application software development, business analysis and requirements development, and project management. The technical platform for the ECIDS application is being built using Service Oriented Architecture (SOA) centric software tools from IBM that will enable early childhood-related data to be collected or integrated from a variety of different data sources across multiple State agencies, without a need to store this collected data in a traditional data warehouse-type architecture. This integrated SOA centric software tools and human resource talent will complement, enhance, and expand the overall solution development and delivery capabilities of the GDAC.

NC-ECIDS Project Overview and Status

The Governor's Office and the Early Childhood Advisory Council (ECAC) were the original sponsors and administrators for the grant and the associated NC-ECIDS project. In 2014, the lead agency responsibilities were transferred to the Division of Child Development and Early Education (DCDEE) within NC-DHHS. The following represents the NC-ECIDS project mission, goals, and participants.

Mission

To develop and sustain a high-quality early childhood data system in North Carolina that integrates data from key participating agencies to inform policies and practices that ultimately support better outcomes for children and families.

Goals

Provide state agencies, policymakers, and the general public with unduplicated counts of where children are being served and a description of the children who are being served
- Provide policymakers and researchers with information about current programs and services to better address areas of need and effective practice within systems
- Integrate with the P-20W longitudinal data system, allowing for the examination of the effects of early childhood programs and services over time

Participants
- NC Department of Health and Human Services
  - NC Division of Child Development and Early Education (DCDEE)
  - NC Division of Public Health (DPH)
  - NC Division of Social Services (DSS)
- NC Department of Public Instruction (DPI)
- The North Carolina Partnership for Children (NCPC)

High-Level System Overview

The NC-ECIDS platform will leverage a service-oriented architecture (SOA) that has the ability to integrate early childhood data from numerous, disparate, federated data stores at the source, using a Unique Identifier (UID) as the key index for linking individual child records across many different systems and programs. The NC ECIDS application will be designed to better understand the early childhood system and its programs and services, not to evaluate individual children, teachers, centers, or schools.

The types of reports and data requests that will be available via the NC-ECIDS application will include:

- Standard Reports – Reports that the ECIDS staff/agencies will generate in aggregate form for publication on the NC-ECIDS website. These reports may be annual or more frequent and would use data from the various agencies that would not be available from a single agency.
- Query Reports – A user of the NC-ECIDS application could request reports that use aggregate data similar to those found in standard reports but might segment the data by county or another variable (e.g., age level, ethnicity).
- Data Requests – An agency or external researcher might want to conduct a more detailed analysis with the data to answer questions that cannot be answered by the standard or query reports. The user would submit a data request for specific data elements in programs of interest that would then be reviewed and approved by the key participating agencies.

In order to allow the system to obtain unduplicated counts of children in participating programs and services, all children in these programs will be assigned a UID. Those UIDs will stay with the children as they enter public school and move through to higher education and the workforce which will allow for longitudinal analysis to be done over time.

Governance

NC-ECIDS will be managed and governed by policies and procedures approved by a Governance Council that consists of two committees, a Policy Committee comprised of Department Heads (or designees) for NCDHHS, NCDPI, and NCPC and Division Directors for all divisions in departments where data are being accessed, and a Data Management Committee of Program and IT Managers who will work on the routine development of the governance procedures and policies to recommend to the Policy Committee.

Key Accomplishments to Date

Accomplishment	CY Dates
OITS/RttT-ELC Grant MOU executed	4Q2012
Initial project staffing, orientation, and ramp-up	4Q2012 – 2Q2013
NC ECIDS application Proof of Concept (PoC) completed	3Q2013
Visioning and storyboarding session	3Q2013
AGILE methodology training	3Q2013
Business and workflow requirements development	3Q2013 – present
Technical design & architecture development	3Q2013 – present
Secured EPMO gate 2 approval for application build	2Q2014
Ramp-up for application build phase begins	3Q2014
Server provisioning for (10) VM's	3Q2014
Detailed design activities for UID & data integration to agency data bases begins	3Q2014

Work-in-Progress and Other Future Activities

Activity Description	Plan
IBM & eScholar UID software acquisition	4Q2014
Post, recruit, and fill time-limited/contract technical developer positions	3Q2014 – 4Q2014
Baseline application requirements approved by grant owners/participating agencies	4Q2014
Master data sharing MOA's submitted for approval	4Q2014
Data governance process submitted for approval	4Q2014
Technical training on IBM software products begins	4Q2014
Application software installation/configuration begins	4Q2014
Application development using AGILE methodology begins	4Q2014
First production release of NC-ECIDS application	3Q2015
Subsequent production releases of NC-ECIDS application through end of grant	3Q2015 – 2Q2016
Integration of NC-ECIDS application with NC P-20W application	TBD

GDAC Budget Summary

The following chart details the current fiscal year's GDAC funding and expenditures:

As of September 30, 2014	FY 2014-2015 Budget	Actuals (BD701)	Balance
CJLEADS			
Recurring Funding	$ 7,651,899	$ 375,755	$ 7,276,144
GDAC/NCFACTS			
Recurring Funding	$ 1,417,515	$ 255,899	$ 1,161,616
Non-Recurring Funding	$ 8,000,000	$ -	$ 8,000,000
ECIDS			
Internal Service	$ 2,098,752	$ 110,898	$ 1,987,854
GDAC Total	**$ 19,168,166**	**$ 742,552**	**$ 18,425,614**

Appendix

G.S. 143B-426.38A Government Data Analytics Center; State data-sharing requirements created the GDAC initiative to conduct comprehensive evaluations of the State data analytics projects and plans to identify data integration and business intelligence opportunities across State agencies, departments, and institutions, including The University of North Carolina.

The GDAC was established and directed to: continue and coordinate ongoing enterprise data integration efforts, including; the Criminal Justice Law Enforcement Automated Data System (CJLEADS), the North Carolina Financial Accountability and Compliance Technology System (NCFACTS), individual-level student data and workforce data from all levels of education and the State workforce and other the capabilities developed as part of the initiative. The GDAC duties include the review of business intelligence technologies which support the State's efforts, to ensure they are properly supported, cost effective and that the data integration and sharing is performed in a manner that preserves data privacy and security.

The GDAC initiative includes the implementation of the Enterprise-Level Business Intelligence Initiative in a phased approach. Phase I requires the inventory of existing State agency business intelligence projects, determine if consolidation of licenses is appropriate for the enterprise, if on-going projects support the enterprise-level and if they are scalable for multiple State agencies. Further it outlines the development of a plan of action, which includes program management responsibilities and the development of a privacy framework. Phase II includes the identification of redundancies, potential capabilities, and where gaps may exist. Phase III supports the incorporation or consolidation of projects, where appropriate, elimination of redundant business intelligence projects, application or software, and the continuation of the protection of privacy.

The State CIO, with the assistance of the Office of State Budget and Management, shall identify potential funding sources for expansion of existing projects or development of new projects. Further no GDAC project shall be initiated, extended, or expanded:

a. Without the specific approval of the General Assembly unless the project can be implemented within funds appropriated for GDAC projects.
b. Without prior consultation to the Joint Legislative Commission on Governmental Operations and a report to the Joint Legislative Oversight Committee on Information Technology if the project can be implemented within funds appropriated for GDAC projects.

Session Law 2014-244, SB 74 G.S. 143B-426.38A amended G.S. 143B-426.38A to include a definition of "Business Intelligence" (BI) to mean the collection, organizing, sharing and analyzing data through integrated data management, reporting and visualization, and advanced analytics to discover patterns and other useful information that will allow policy makers and State officials to make more informed decisions. BI was further defined to include; broad master data management capabilities to include data

integration, data quality, data governance, and master data management and self-service query and reporting capabilities delivered through a variety of interfaces, devices, or applications.

The GDAC manages enterprise program activities as well as the development and support of analytics projects and systems including the North Carolina Financial Accountability and Compliance Technology System (NC FACTS) fraud, waste and improper payment detection project, the Criminal Justice Law Enforcement Automated Data Services (CJLEADS) criminal justice data integration system, the Early Childhood Integrated Data System (ECIDS), and state reporting and analytics efforts. Session Law 2014-244, SB744 expanded the GDAC responsibilities to include all State agency business intelligence activities, including planning and development associated with creating BI capability, and master data management efforts. Further it directed the State Chief Information Officer to ensure that State agencies use the GDAC for all agency business intelligence requirements.