

Legislative Assistant Guide to the Program Evaluation Division



January 2017

Program Evaluation Division
North Carolina General Assembly
Legislative Office Building, Suite 100
300 North Salisbury Street
Raleigh, NC 27603-5925
919-301-1404
www.ncleg.net/PED



NORTH CAROLINA GENERAL ASSEMBLY
Legislative Services Office

Paul Coble, Legislative Services Officer

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John W. Turcotte
Director

January 2017

MEMORANDUM

To: General Assembly Legislative Assistants

This guide is intended to provide you and your Legislator with information about the Program Evaluation Division. We are a non-partisan legislative staff unit of the Legislative Services Office created in 2007 to determine if programs of state government are returning sufficient benefits to justify continued taxpayer investment. We include recommendations in our reports for increasing the efficiency and effectiveness of North Carolina government.

The Joint Legislative Program Evaluation Oversight Committee oversees our staff, approves our workplan containing the topics we are to evaluate, and conducts hearings on our reports. If your Legislator wants us to conduct an evaluation, we are available to help prepare a request for consideration by our Joint Committee.

Our goal is to provide you full access to our personnel and resources. We want to help your Legislator make informed decisions. If your Legislator has any questions or has a program or agency they would like evaluated, please call me directly.

Sincerely,

A handwritten signature in dark ink, appearing to read "John W. Turcotte".

John W. Turcotte
Director



PROGRAM EVALUATION DIVISION

NORTH CAROLINA GENERAL ASSEMBLY

Legislative Assistant Guide to the Program Evaluation Division (PED)

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PROGRAM EVALUATION DIVISION

NORTH CAROLINA GENERAL ASSEMBLY

General Description of the Program Evaluation Division

Program Evaluation Division and the Joint Legislative Program Evaluation Oversight Committee. Through Session Law 2007-78, the General Assembly created the Joint Legislative Program Evaluation Oversight Committee to oversee formal evaluation of state agency programs by the Program Evaluation Division—a central, non-partisan staff unit of the Legislative Services Commission. The Division functions in partnership with the other Legislative Services Divisions.

Report Topic Selection and Biennial Work Plan. The Joint Legislative Program Evaluation Oversight Committee determines evaluation topics and approves the Division’s biennial work plan in consultation with the Division Director. Except for projects assigned by state law, most projects stem from the Oversight Committee’s work plan process. Part of the work plan process involves surveying all legislators at the start of the biennium for project ideas. The Division Director may receive and review project requests throughout the biennium from other sources, including requests made by individual legislators, but the Committee has final authority over topic selection.

Focus on Return on State Taxpayer Investment. The mission of the Program Evaluation Division is different from those of other fiscal review and audit organizations. The strategic focus is on program efficacy and return on state taxpayer investment. Although program evaluation is different from financial or performance auditing, the Division consults the State Auditor and agency internal auditors to avoid duplication of effort. Evaluations examine what state agency programs are really doing, at what cost, and to what effect. For programs that are determined to be ineffective, unnecessary, or in need of improvement, the Division’s reports recommend policy options for consideration by the General Assembly. The Division then follows up to determine if recommendations have been implemented by agencies or if further action is needed by the General Assembly.

Program Evaluation Division Staff. All full-time program evaluators hold advanced degrees or are certified or licensed professionals.

Program Evaluation Division Contacts

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2015–16 Joint Legislative Program Evaluation Committee

- Senator Fletcher Hartsell, Co-Chair
- Representative Craig Horn, Co-Chair
- Senator Stan Bingham
- Senator Don Davis
- Senator Valerie P. Foushee
- Senator Ralph Hise
- Senator Tom McInnis
- Senator Louis Pate
- Senator Shirley B. Randleman
- Senator Joyce Waddell
- Representative Becky Carney
- Representative Ted Davis
- Representative Nelson Dollar
- Representative Jean Farmer-Butterfield
- Representative Pat Hurley
- Representative Marvin Lucas
- Representative Jason Saine
- Representative Rena Turner

Advisory Members: Senator Ben Clark, Senator Rick Gunn,
Senator Joyce Krawiec



PROGRAM EVALUATION DIVISION

NORTH CAROLINA GENERAL ASSEMBLY

Division Activities and Accomplishments: 2008–2016

January 2017

Dear Honorable Members of the General Assembly,

We are a permanent non-partisan legislative staff unit of the Legislative Services Office established by law in 2007 to determine if programs of state government are returning sufficient benefits to justify continued taxpayer investment.¹

We have been very active during our first nine years, producing **100** reports with several having legislative action. We include recommendations in our reports for increasing the efficiency and effectiveness of North Carolina government. This publication follows up on those recommendations to determine what actions have been taken by the General Assembly or the agencies that were the subject of our evaluations.

Sincerely,

John W. Turcotte
Director

Co-Chairs of the Joint Legislative Program Evaluation Oversight Committee, 2016



Senator Fletcher Hartsell, Jr.



Representative Craig Horn

Cost-Benefit Analysis of the Program Evaluation Division

From 2008 through December 2016, the Program Evaluation Division (PED) has recommended \$143.6 million in recurring savings and \$117.9 million in non-recurring savings to the State. Though agencies and the General Assembly have the option to implement or reject recommendations, those that have been implemented demonstrate that the division's work is cost beneficial. At present, division recommendations adopted by its directing committee, the Joint Legislative Program Evaluation Oversight Committee (JLPEOC), and implemented by agencies or the General Assembly save the State \$25.2 million annually. An additional \$47.8 million in non-recurring savings also has been implemented based on PED's recommendations.

Outcomes at a Glance

- The General Assembly has enacted legislation based on 36 PED reports.
- PED reports have won seven National Legislative Program Evaluation Society (NLPES) Impact Awards and eight National Conference of State Legislatures (NCSL) Notable Document Awards.
- PED was selected as the recipient of the 2014 Excellence in Evaluation Award from NLPES. The Excellence in Evaluation Award is presented to an office that is determined to have made significant contributions to the field of legislative program evaluation during a four-year period. The Excellence in Evaluation Award is awarded to only one state's office in a given year.
- PED hosted the annual Professional Development Seminar for the National Legislative Program Evaluation Society in 2014.

¹ Session Law 2007-78.

2016 Joint Legislative Program Evaluation Oversight Committee (JLPEOC)²

Co-Chairs

Senator Fletcher Hartsell, Jr.
Representative Craig Horn

Members

Senator Stan Bingham
Senator Don Davis
Senator Valerie P. Foushee
Senator Ralph Hise
Senator Tom McInnis
Senator Louis Pate
Senator Shirley B. Randleman
Senator Joyce Waddell
Representative Becky Carney
Representative Ted Davis, Jr.
Representative Nelson Dollar
Representative Jean Farmer-Butterfield
Representative Pat B. Hurley
Representative Marvin W. Lucas
Representative Jason Saine
Representative Rena W. Turner

Advisory Members

Senator Ben Clark
Senator Rick Gunn
Senator Joyce Krawiec

Division Staff

Director

John Turcotte

Principal Program Evaluators

Jeff Grimes
Sean Hamel
Chuck Hefren
Jim Horne
Kiernan McGorty
Carol Shaw
Larry Yates

Senior Program Evaluators

Sara Nienow

Program Evaluators

Brent Lucas
Emily McCartha
Pat Madej

Publications Coordinator

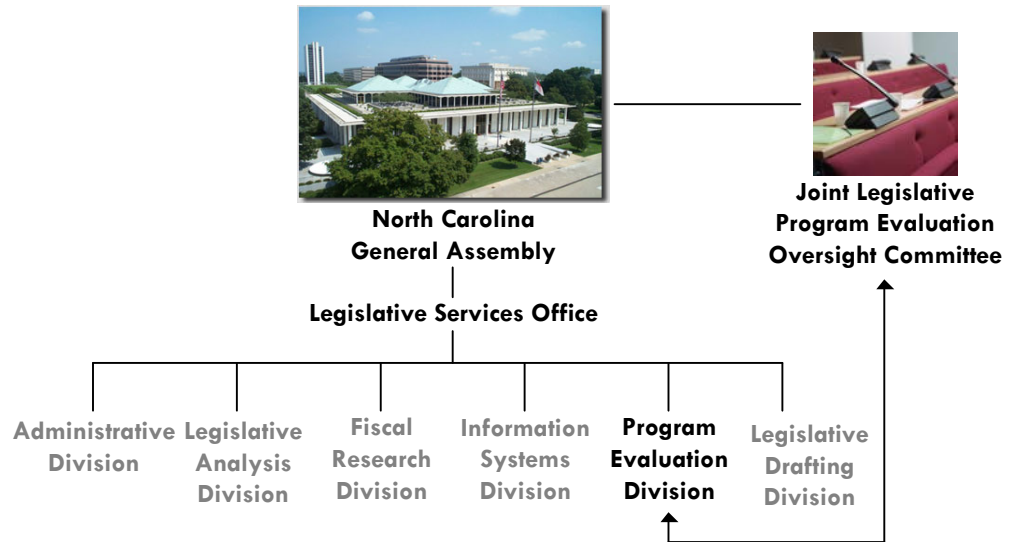
Josh Love

Evaluation Technician

Doris Gilbert

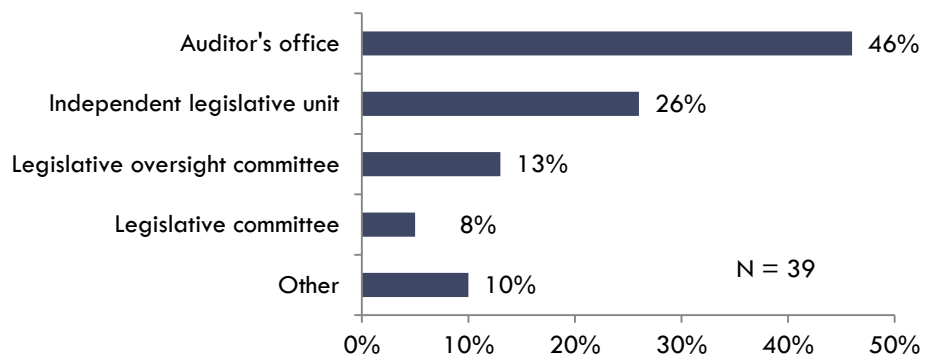
Legislative Oversight Organization in North Carolina

The Program Evaluation Division (PED) assists the General Assembly in fulfilling its responsibility to oversee government functions. PED primarily supports legislative oversight by conducting independent evaluations of state government as directed by the Joint Legislative Program Evaluation Oversight Committee (JLPEOC). As legislators perform their oversight function, they often have questions about how policies are being implemented, how money is being spent, and what results are being achieved. PED addresses those questions from an unbiased perspective through program evaluations.



Legislative Oversight Organization Across the Country

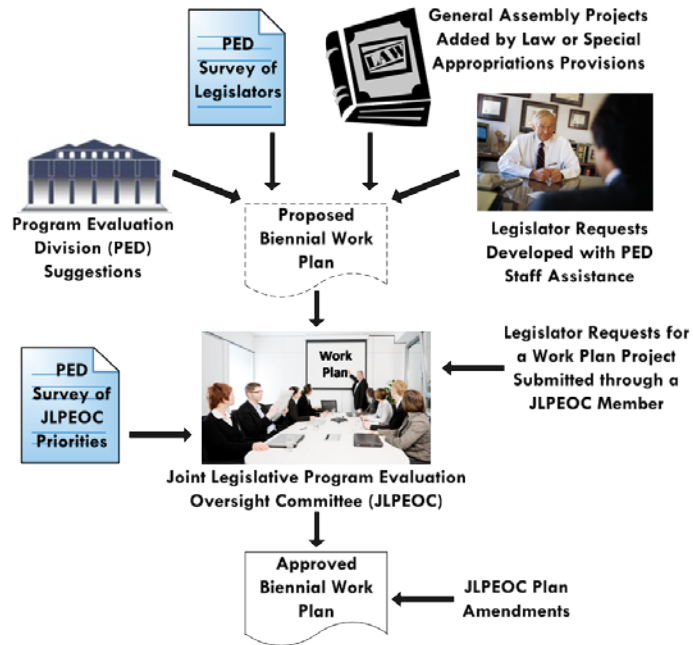
North Carolina was one of the last states to create a legislative program evaluation unit. The organizational placement of legislative evaluation units varies across the country (see figure below).³ About one-quarter of states, including North Carolina, have evaluation offices that operate as independent legislative units. Almost half of states have evaluation offices that are part of the legislative auditor's office, whereas only a few states have evaluation offices within a legislative oversight or other committee. About two-thirds of states have a separate office that also conducts audits, typically a state auditor that conducts mainly financial audits as part of the executive branch.



² As of January 13, 2017, appointments to the 2017–18 JLPEOC had not been made.

³ Ensuring the Public Trust 2015: Program Policy Evaluation's Role in Serving State Legislatures. Retrieved from <http://www.ncsl.org/legislative-staff/nlps/survey-ensuring-the-public-trust.aspx>.

Process for Determining Report Topics



Summary of PED Reports Released to Date

Year	Report Directed By	Number of Reports Released
2008	Act of General Assembly	2
2008	JLPEOC Work Plan	7
2009	Act of General Assembly	1
2009	JLPEOC Work Plan	6
2010	Act of General Assembly	6
2010	JLPEOC Work Plan	4
2011	Act of General Assembly	8
2011	JLPEOC Work Plan	3
2012	Act of General Assembly	9
2012	JLPEOC Work Plan	4
2013	Act of General Assembly	3
2013	JLPEOC Work Plan	7
2014	Act of General Assembly	3
2014	JLPEOC Work Plan	12
2015	Act of General Assembly	2
2015	JLPEOC Work Plan	11
2016	Act of General Assembly	2
2016	JLPEOC Work Plan	10
Total Reports Released to Date		100

Upcoming PED Reports

- School Calendar Flexibility
- State Lottery



PROGRAM EVALUATION DIVISION

NORTH CAROLINA GENERAL ASSEMBLY

2015–17 Work Plan (Updated January 19, 2017)

As outlined in the Program Evaluation Division's enabling statute, the biennial work plan is developed by the Joint Legislative Program Evaluation Oversight Committee and the Division Director, with input from staff. Requests for program evaluations must come from a member of the General Assembly. The Division Director will review the requests in light of staff capacity and the current work plan and will make a recommendation to the Oversight Committee as to alterations of the work plan.

Projects Recently Completed:

Management Layers and Span of Control for State Agency Executive Offices. This project explored the current structure of state government executive offices, determined the composition of management layers within executive offices and each manager's span of control, and compared agencies among themselves and to best practices on their executive offices' management layers and span of control.

PED Contact: Brent Lucas (brent.lucas@ncleg.net; 301-1424)

Funding Formulas for K-12 Public Schools and Feasibility of Student Based Funding. This project examined the funding formulas the General Assembly, State Board of Education, and Department of Public Instruction use for allocating resources to Local Education Agencies and charter schools for the operation of K-12 public schools. This project also examined the feasibility of implementing student-based budgeting for K-12 public schools in North Carolina.

PED Contact: Sean Hamel (sean.hamel@ncleg.net; 301-1425)

Effectiveness of Medicaid Program Integrity. This project evaluated the effectiveness and efficiency of the Medicaid Program Integrity Section, which contributes to the strategic objective of the North Carolina Medicaid program by detecting and preventing fraud, waste, and program abuse and by ensuring that taxpayer dollars are used appropriately.

PED Contact: Chuck Hefren (chuck.hefren@ncleg.net; 301-1975)

Community Colleges Funding Formula. This project examined the funding formula and timing for allocating state appropriations to individual community colleges and considered whether the funding formula is effective.

PED Contact: Sara Nienow (sara.nienow@ncleg.net; 301-1413)

NCGAP Review. Session Law 2015-241 established NCGAP, a deferred admissions program for postsecondary students identified as academically at risk. In January of 2016, the Joint Legislative Program Evaluation Oversight Committee directed the Program Evaluation Division to assess the methodology and accuracy of conclusions presented in a legislatively-mandated report submitted by the UNC Board of Governors and the State Board of Community Colleges on potential program impacts of NCGAP.

PED Contact: Brent Lucas (brent.lucas@ncleg.net; 301-1424)

Board of Review. Session Law 2015-238 directed the Program Evaluation Division to study the value provided to the State by the Board of Review by conducting a cost-benefit analysis of the Board of Review; identifying any non-quantifiable justifications for the Board of Review; determining if Board of Review resources could be applied more efficiently and effectively to provide equivalent value to the State; and comparing North Carolina's Board of Review to other states with similar functions.

PED Contact: Kiernan McGorty (kiernan.mcgorty@ncleg.net; 301-1393)

Oversight of Agency Service Contracts. This project examined agency service contracts under the jurisdiction of the Department of Administration's Division of Purchase and Contract.

PED Contact: Chuck Hefren (chuck.hefren@ncleg.net; 301-1975)

Effectiveness of Economic Development Tiers. This project considered the effectiveness of the economic development tiers system, which ranks all 100 North Carolina counties according to an index of economic measures and low-population/high-poverty adjustments.

PED Contact: Sara Nienow (sara.nienow@ncleg.net; 301-1413)

Projects Underway:

School Calendar Flexibility. This project examines how limitations on school calendar flexibility have affected LEAs, school operations, and students during the past 10 years.

School Construction Needs. As required by Section 25.1 of Session Law 2016-94, the Program Evaluation Division is contracting with an outside entity to (i) perform an independent assessment of school construction needs and (ii) determine which of the local school administrative units have the highest facility needs in relation to their capacity to raise revenue to meet those needs.

Analysis of North Carolina Lottery Commission Operations. This project evaluates whether the North Carolina State Lottery Commission is providing the maximum benefit to the State by examining the Commission's operations, existing revenue-generating strategies, and efforts to reduce costs.

School Nurses. This project examines the number, credentials, and roles of nurses in public K-12 schools.

Review of DOT's Ferry Division. This project reviews North Carolina's ferry system with a focus placed on operations, operational savings, and fee structure optimization.

Education Funding Dispute Process. As directed by Session Law 2016-116, the Program Evaluation Division is conducting a comprehensive study of the procedure set forth in Article 31 of Chapter 115C of the General Statutes for resolving education funding disputes between local boards of education and boards of county commissioners.

Measurability Assessment. As directed by Session Law 2016-123, the General Assembly may require a measurability assessment (an independent evaluation) of any proposed or existing State program to determine whether the program is or will be capable of reporting performance and return on investment. The Program Evaluation Division must establish standards for assessor qualifications, independence, and conducting and reporting measurability assessments; use a competitive process to prequalify independent measurability assessors; and select assessors.

Projects Pending:

Feasibility of Consolidating State Purchase of Health Care Services. This project will examine the feasibility of consolidating State purchase of health care services. Currently, the state purchase of health care services is managed by several state agencies including the Department of Health and Human Services (Medicaid; Vocational Rehabilitation; Blind Services; and Mental Health, Developmental Disabilities, and Substance Abuse Services), Department of the State Treasurer (State Employees Health Plan), Department of Public Safety (Inmate Health Care), and the North Carolina Industrial Commission (Workers' Compensation).

Performance of Medicaid Data Warehouse (NCAnalytics). This project will examine the performance of NCAnalytics, including whether the system is performing as intended, how the system interfaces with NCTracks, and whether the system meets the needs of the State.

Management of Inmate Health Care. This project will review the efficiency and economy of medical and dental services provided for North Carolina state prison inmates.

Professional Educator Licensure Process and Teacher Education Requirements. This project will examine the effectiveness and efficiency of the process for issuing licenses for teachers, school administrators, and special service personnel. This project will also review the process for approving teacher education programs, examine state oversight of these programs, and determine whether these programs meet the State's needs for teacher preparation.

Implementation of Results First in NC. This project will authorize the Program Evaluation Division to commit staff resources to assist with the implementation of Results First in NC. Results First uses a cost-benefit model to evaluate a broad range of programs and policies using the latest research and enables policymakers to make evidence-based decisions.

Management of State Pension Fund Investments. This project will examine the management and investment strategies of retirement system investments including meeting benchmarks and the amount of fees paid for investment management.

Program Evaluation Division Web Page

The screenshot shows the homepage of the North Carolina General Assembly (NCGA). At the top, there is a navigation bar with links for HOME, HOUSE, SENATE, ABOUT THE LEGISLATURE, AUDIO, CALENDARS, COMMITTEES, LEGISLATION/BILLS, WHO REPRESENTS ME?, and CITIZEN'S GUIDE. Below this is a search area with fields for "FULL SITE SEARCH", "SEARCH BILL TEXT" (set to 2017-2018 Session), "FIND A BILL" (set to 2017-2018 Session), and "VIEW MEMBER INFO". A large banner image of the NCGA building is on the left, with the text "Citizen's Guide to the Legislature" and a link to learn more. On the right, there are sections for "HOUSE:" and "SENATE:" with their respective calendars and chamber dashboards. A "Legislative Calendar" section shows dates for Friday, January 20, 2017, and Wednesday, January 25, 2017. A "News & Information" section lists recent updates. A "Helpful Links" section includes links to the Legislative Calendar, Staff Contact Info, and Homework Resources. A "VISIT IN SIDE INFO" sidebar on the right contains "NCGA Division Links" with a circled link to "Program Evaluation Division".

The screenshot shows the Program Evaluation Division (PED) website. The header includes the NCGA logo and the text "PROGRAM EVALUATION DIVISION NORTH CAROLINA GENERAL ASSEMBLY". The navigation bar contains links for Home, About Us, Oversight Committee, Work Plan, Current Evaluations, Reports, Legislative Tracking, Resources, and Contact Us. The main content area is titled "Welcome to the Program Evaluation Division Website" and contains several sections: "Mission", "Staff", "JLPEOC Meeting Dates", "PED Activities and Outcomes", "Pending Legislation", "Enacted Legislation", "How North Carolina Compares", "PED Impact", and "NCGA Home". The "Mission" section states that the PED is a central, non-partisan unit of the Legislative Services Commission. The "JLPEOC MEETING" section announces a meeting on February 13, 2017. The "SCHOOL CONSTRUCTION NEEDS ASSESSMENT" section mentions a contract with MGT of America Consulting, LLC. The "CURRENT EVALUATIONS" section notes that the status of current evaluations is updated weekly. The "LEGISLATION UPDATE" section reports that two bills from PED recommendations were not enacted. The "NEWS" section features two articles: one from November 16, 2016, about K-12 funding, and another from November 15, 2016, about Medicaid program integrity. A sidebar on the right titled "Recent Reports" lists several reports, including "Most Departments' Spans of Control and Number of Organizational Layers Do Not Meet Recommended Levels", "Allotment-Specific and System-Level Issues Adversely Affect North Carolina's Distribution of K-12 Resources", "Medicaid Program Integrity Section is Not Cost-Effectively Identifying and Preventing Fraud, Waste, and Abuse", "Funding for North Carolina's Community Colleges: A Description of the Current Formula and Potential Methods to Improve Efficiency and Effectiveness", "PED's Review of the North Carolina Guaranteed Admissions Program (NCGAP) Report", "Timeliness of Medicaid Eligibility Determinations Declined Due to Challenges Imposed by NC FAST and Affordable Care Act Implementation", and "Opportunities Exist to Increase the Accountability and Independence of the UNEMPLOYMENT CLAIM FORA".

Status of PED Projects

North Carolina General Assembly | Program Evaluation Division | Article_7C.pdf

www.ncleg.net/PED/CurrentEvaluations.html

PROGRAM EVALUATION DIVISION
NORTH CAROLINA GENERAL ASSEMBLY

Home | About Us | Oversight Committee | Work Plan | Current Evaluations | Reports | Legislative Tracking | Resources

Current Evaluations (Week of January 6, 2017) Printer-Friendly Version

The status of evaluations is updated on a weekly basis. Scheduled completion dates are subject to change.

Projects Currently Underway

Evaluation	Mandate	Planning	Fieldwork	Writing	Weekly Update	Presentation
School Calendar Flexibility	2015-17 Work Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Click for Current Status	February 2017
School Construction Needs	2015-17 Work Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Click for Current Status	March 2017
School Nurses	2015-17 Work Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Click for Current Status	April 2017
State Lottery	2015-17 Work Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Click for Current Status	April 2017
Review of DOT's Ferry Division	2015-17 Work Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Click for Current Status	TBD
Education Funding Dispute Resolution	Session Law 2016-116	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Click for Current Status	TBD

Projects Pending

Evaluation	Mandate	Planning	Fieldwork	Writing	Weekly Update	Presentation
Feasibility of Consolidating State Purchase of Health Care Services	2015-17 Work Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		TBD
Performance of Medicaid Data Warehouse (NCAnalytics)	2015-17 Work Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		TBD
Management of Inmate Health Care	2015-17 Work Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		TBD
Implementation of Results First in NC	2015-17 Work Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		TBD
Professional Educator Licensure Process and Teacher Education Requirements	2015-17 Work Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		TBD
Management of State Pension Fund Investments	2015-17 Work Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		TBD

Key: = Task Completed, = Task in Progress, = Task Not Underway.

Site Map | NC General Assembly Homepage | Contact PED Webmaster
Program Evaluation Division, North Carolina General Assembly
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300 North Salisbury Street, Raleigh, NC 27603-5925
919-301-1404

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www.ncleg.net/PED/CurrentEvaluations/DisputeResolution.html

PROGRAM EVALUATION DIVISION
NORTH CAROLINA GENERAL ASSEMBLY

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Education Funding Dispute Resolution

Project Scope: As directed by **Session Law 2016-116**, the Program Evaluation Division shall conduct a comprehensive study of the procedure set forth in Article 31 of Chapter 115C of the General Statutes for resolving education funding disputes between local boards of education and boards of county commissioners.

Project Mandate: Session Law 2016-116

Agency or Agencies Under Review: N/A

Project Lead: Sean Hamel

Status Report for Week Ending January 13, 2017:

- Identifying key researching questions
- Conducting background research
- Drafting evaluation plan
- Scheduling entrance conference
- Engagement letter sent to agency
- Entrance conference with agency scheduled for 02/02/2017
- Writing up background research

Site Map | NC General Assembly Homepage | Contact PED Webmaster
Program Evaluation Division, North Carolina General Assembly
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11:50 AM 01/18/2017

Staff

Program Evaluation Division
North Carolina General Assembly
Legislative Office Building, Suite 100
300 North Salisbury Street
Raleigh, NC 27603-5925
919-301-1404
919-301-1406 (fax)



John W. Turcotte, Director

John is a career legislative program evaluator who has now headed legislative program evaluation staffs in three states over a 42-year period. The Legislative Services Commission appointed John as the first Director of the Program Evaluation Division in June 2007 following his services as Project Manager of the NC General Assembly's Government Performance Audit Committee in 2006. John was CEO of Turcotte Public Administration Consulting and Training, LLC (TPACT) from 2003–2007. TPACT provided training and consulting for audit and other knowledge-based staffs at all levels of government. From 1996–2003, John was Director of the Florida Legislature's Office of Program Policy Analysis and Government Accountability (OPPAGA). From 1977–1995, John served as Director of Mississippi's Joint Legislative Committee on Performance Evaluation and Expenditure Review (PEER). In Mississippi, Florida, and North Carolina, John and his staffs produced over 894 technical reports and program evaluations. He was the National Staff Chair of the National Conference of State Legislatures in 1994. John has also been an Adjunct Professor of Political Science at Mississippi College and Millsaps College and an instructor of American Government at Hinds Community College in Jackson, Mississippi. He began his career as a math and science teacher in Mississippi. He received a B.A. in Political Science with Highest Honors and a M.A. in Political Science and American Government from the University of Southern Mississippi. He completed additional study at Millsaps College, the Federal Executive Institute, Mississippi State Executive Development Institute, and the National Conference of State Legislatures Legislative Staff Management Institute. In 1986, the Council of State Governments selected John as one of the first group of Henry Toll Fellows.



Carol Shaw, Principal Program Evaluator

Carol came to the Program Evaluation Division in August 2007 from the NC General Assembly's Fiscal Research Division, where she had worked for 24 years. In the Program Evaluation Division, she has led evaluations of Medicaid eligibility determinations, Department of Insurance licensure, Douglas County (CO)'s approach to school choice, the organizational structure of Medicaid, management of state motor fleet, administration of county departments of social services, the budget and financial management of state government, and the alcohol beverage control system. In the Fiscal Research Division, she was a Principal Fiscal Analyst and Team Leader for the Health and Human Services Team, and she is an acknowledged expert on the NC Medicaid Program. Carol's policy and budgetary knowledge extends to many other departments of State government including Agriculture and Consumer Services, Commerce, Labor, Transportation, Employment Security Commission, Housing Finance Agency, Wildlife Resources Commission, State Ports Authority, and Environment and Natural Resources. With her extensive experience advising the legislature, Carol is practiced in conducting policy and program analyses. She holds a Masters of Regional Planning (1983) and B.A. in American Studies (1980), summa cum laude, both from The University of North Carolina at Chapel Hill. She has served on the National Conference of State Legislatures Executive Committee.



Larry L. Yates, Principal Program Evaluator

Larry joined the Program Evaluation Division in March 2008. He is the lead for the Division's North Carolina Accountability Report initiative, and he led an evaluation of the state's water and wastewater infrastructure. Larry has over 35 years of experience in progressive leadership positions with the United States Air Force and commercial entities. As a private consultant, he provided guidance and evaluation of process re-engineering, outsourcing strategies, compliance with international quality programs and standards, and government contract management to government and commercial organizations. He is an ISO 9001-2000 Quality Management System Lead Assessor and was Calibration Accreditation Manager for ACLASS Accreditation Services. Larry was the Senior Technical Advisor for the United States Agency for International Development (USAID) for the implementation of the USAID Metrology Accreditation Standardization-Quality (MAS-Q) initiative in Uzbekistan. He also evaluated quality initiatives in Kazakhstan and Kyrgyzstan. Larry is a retired Colonel with the US Air Force where he held multiple commands and was chief logistician for advanced concept programs. He received a M.S. in Human Resources Management from Golden State University and a B.S. in Aerospace from the University of Tulsa.



Kiernan McGorty, J.D., Ph.D., Principal Program Evaluator

Kiernan joined the Program Evaluation Division in November 2007. Since then, she has led evaluations of the Board of Review, Retiree Health Benefit Fund, state-administered funds related to fire, rescue, and EMS departments, the Human Relations Commission and Civil Rights Division, DMV's oversight of license plate agencies, the state retirement system, the statewide high school graduation project requirement, and Medicaid's private duty nursing service. Prior to her work at PED, she was a Project Director at the NC Institute of Medicine, an independent, quasi-state agency that provides information on issues of relevance to the health of North Carolina's population. From 2004–2006, Kiernan was a law clerk with the Nebraska Health and Human Services System where she represented the department in administrative hearings. She received her Ph.D. in cognitive psychology (2007) and her J.D. (2006), with a concentration in healthcare law, from the University of Nebraska at Lincoln. She has published articles in legal, medical, and psychological journals. Kiernan graduated cum laude from Davidson College with a B.S. in psychology (2001).



Chuck Hefren, Principal Program Evaluator

Chuck joined the Program Evaluation Division in May 2013. Since joining PED, he has been the lead evaluator on examinations of the Medicaid Program Integrity Section, contracted services, DPI operations, and occupational licensing agencies. Prior to joining PED, Chuck had already spent over 15 years conducting program evaluations and performance audits of state programs. Previously, Chuck served as a Performance Audit Supervisor with the North Carolina Office of the State Auditor. Chuck also worked as the Internal Audit Director of the Florida Department of Financial Services and as the Internal Audit Administrator with the Florida Department of Revenue. In addition, Chuck worked with the Florida Office of Program Policy Analysis and Government Accountability (OPPAGA) for eight years. Chuck also spent five years conducting compliance audits of lending institutions participating in the Federal Student Loan Program. Prior to his auditing work, Chuck served as the Weapons Officer on a U.S. naval combatant and as a defense systems acquisition consultant for foreign governments. Chuck received his M.B.A. from Case Western Reserve University and his B.S. from the United States Naval Academy.



Sean Hamel, Principal Program Evaluator

Sean joined the Program Evaluation Division in June of 2008. Since then, he has led evaluations of the allotment system for funding K-12 public education, the management of real property, the system for monitoring and preventing the abuse of prescribed controlled substances, management of the state motor fleet, the Indian Cultural Center, the Department of Transportation's Global TransPark Authority, and the Department of Environment and Natural Resources' Underground Storage Tank Program. His previous research experience includes developing, refining, and testing the cost estimation relationships of government systems integration for the Department of Defense's Program Analysis and Evaluation Group. He served as a research affiliate for the Software Engineering Institute in support of the Dynamic Systems work group. He has worked as an instructor in two capacities: as adjunct faculty with the Center for Excellence in Public Leadership at George Washington University and as a teaching assistant of political science courses at North Carolina State University. Sean earned his Masters of Public Administration from North Carolina State University and has earned a B.S. and M.S. from the University of Tennessee.



James D. Horne, Principal Program Evaluator

Jim joined the Program Evaluation Division in January 2012. He was the lead evaluator on the North Carolina Railroad Company project as well as the evaluation of North Carolina's child support program. Jim has 35 years of state and federal experience with performance audits. Previously, he worked at the Office of the State Auditor for 5 years and, prior to that, he worked at the Air Force Audit Agency for 30 years. Jim began his career as a marketing teacher in Greensboro. He continued teaching as an adjunct accounting instructor at Mount Olive College, Saint Leo College, and North Carolina Wesleyan College for 17 years while working for the Air Force. Jim received an AB in Education from the University of North Carolina at Chapel Hill and a MS in Business Education from the University of North Carolina at Greensboro. Jim is a Certified Public Accountant and a Certified Government Financial Manager.



Jeff Grimes, Principal Program Evaluator

Jeff joined the Program Evaluation Division in January of 2012. He has led evaluations on state ownership of submerged land, inpatient substance abuse treatment programs, and supplemental insurance benefits for state employees. Prior to his work at PED, he was a Fellow at the George Gund Foundation, analyzing grant proposals and overseeing an external evaluation of the Foundation's grantmaking. Jeff has worked as a consultant to nonprofit and government organizations. He also taught environmental science at Chongqing Youdian University in China. Jeff received a Master of Public Policy from Duke University and graduated cum laude from Allegheny College with a B.S. in Environmental Science and Political Science.



Sara Nienow, Senior Program Evaluator

Sara joined the Program Evaluation Division in May 2013. She served as lead evaluator for the community college funding, alcohol tax earmark, and economic development tiers system projects. Prior to her work at PED, she was an economist with the N.C. Department of Environment and Natural Resources (DENR). Her work for DENR included the development of fiscal notes for rulemaking actions, program measurement, and budget formation. Prior to her work at DENR, Sara worked for six years as a policy analyst with the North Carolina Department of Commerce. In this position she evaluated tax incentive programs, analyzed the state's creative economy, and assessed the economic impact of the military and other industries. Sara received an M.S. in Agricultural and Applied Economics from Purdue University and has been designated a Certified Community Researcher (CCR) by the Council for Community and Economic Research (C2ER).



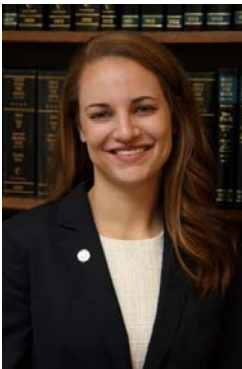
Brent Lucas, Ph.D., Program Evaluator II

Brent joined the Program Evaluation Division in May 2013. He served as lead evaluator on projects evaluating spans of control and organizational layers in state government executive offices and overnight respite at adult day care facilities. Prior to joining PED, he was an instructor in political science at North Carolina State University, teaching courses in data analysis, public policy, public administration, and American government and politics. His prior work experience includes serving as a research assistant with the Fiscal Research Division of the North Carolina General Assembly and as a graduate assistant in Institutional Research at the University of North Carolina at Greensboro. Brent completed his Ph.D. in Public Administration at North Carolina State University in May 2014. Brent received an M.P.A. from the University of North Carolina at Greensboro and a B.A. in Government, with a concentration in Public Administration and Policy, from Campbell University.



Josh Love, Publications Coordinator/Program Evaluator II

Josh joined the Program Evaluation Division in May 2013. Prior to joining PED, he worked for the North Carolina Wildlife Resources Commission from 2006–2011. He also worked in the circulation department of the *Athens Banner-Herald* newspaper in Athens, GA from 2002–2006. For ten years he served in a variety of capacities as a freelance journalist for a number of publications, including *The News and Observer*, *Pitchfork*, *Stylus Magazine*, and *The Village Voice*. He earned an M.S. in information science from UNC-Chapel Hill in 2013 and a B.A. in English from the same institution in 2002. While pursuing his master's degree, Josh served as a research assistant for the Environmental Protection Agency, and also worked as a medical library intern for Rex Hospital in Raleigh.



Emily McCarthy, Program Evaluator

Emily joined the Program Evaluation Division in May 2016. Prior to joining PED, she worked as an instructor at North Carolina State University, teaching courses in public policy and American government and politics. She has also served as an instructor for the MPA@UNC program, teaching an online portfolio course. Her recent work experience also includes serving as a graduate assistant on several research teams based out of NCSU. Prior to moving to North Carolina, Emily worked for an arts-education nonprofit organization in Austin, Texas. Emily is currently working to complete her Ph.D in Public Administration at NCSU. She received her Master of Public Affairs degree from the LBJ School at the University of Texas at Austin and also earned a B.A. in Urban Studies with a concentration in Government from UT-Austin.



Pat Madej, Program Evaluator

Pat joined the Program Evaluation Division in May 2016. Prior to joining PED, he completed graduate internships with the Town of Cary's Public Works Department and the Town of Chapel Hill's Town Manager's Office. During this period he also worked as a Research Assistant at UNC-Chapel Hill's School of Government, co-presenting on evaluations of local government initiatives at regional and national public administration conferences. Before moving to North Carolina, he worked for two years as Binghamton University's AmeriCorps Youth Engagement Coordinator and spent much of his time assisting at a local TV news affiliate. Pat received an M.P.A. from UNC-Chapel Hill's School of Government and a B.A. in English from Binghamton University.



Doris Gilbert, Program Evaluation Technician and Administrative Assistant

Doris joined the Program Evaluation Division in June 2007. Prior to her work at PED, she was the Office Manager for the NC Progress Board for six years. Doris worked for state government starting in 1964, retiring in 1995. For 17 years, she worked for NC State University in various departments. Her work at NC Public Television in Development involved all aspects of fundraising where she was the Manager of the Development Fundraising Division. Doris returned to state government in 1983 with the Department of Administration, Secretary's Office and later, in 1995, retired from the Office of the State Controller. Since her retirement, she has continued to work part-time.



Janice Hillanbrand, UNC School of Government Intern

Janice joined the Program Evaluation Division for an internship in May 2016. Her work experience includes other internships prior to her stint with PED, including one with the Town of Lillington's Managers Office. Currently, Janice is pursuing her M.P.A. from UNC-Chapel Hill's School of Government. She previously earned a B.A. in Political Science with a concentration in Public Administration from Campbell University as well as an A.A. from Davidson County Community College.

Article 7C.

Program Evaluation.

§ 120-36.11. Program Evaluation Division established.

(a) Division. – The Program Evaluation Division of the General Assembly is established. The purpose of the Division is to assist the General Assembly in fulfilling its responsibility to oversee government functions by providing an independent, objective source of information to be used in evaluating whether public services are delivered in an effective and efficient manner and in accordance with law.

(b) Director. – The Director of the Program Evaluation Division is appointed by the Legislative Services Commission and serves at the pleasure of the Commission. The Director is responsible for hiring and dismissing employees of the Division and directing the activities of the Division. The Director may not hire or dismiss an employee without the approval of the Legislative Services Officer. (2007-78, s. 3.)

§ 120-36.12. Duties of Program Evaluation Division.

The Program Evaluation Division of the Legislative Services Commission has the following powers and duties:

- (1) To examine a program or an activity of a State agency and evaluate the merits of the program or activity and the agency's effectiveness in conducting the program or activity.
- (2) To develop quantitative indicators for measuring the activities performed and services provided by a State agency and the extent to which the activities and services are achieving desired results.
- (3) To develop unit cost measures to determine the cost of activities performed and services provided by a State agency.
- (4) To determine if a program or an activity of a State agency complies with the agency's mission, as established by law.
- (5) To make unannounced visits to a State agency when needed to evaluate a program or an activity of the agency.
- (6) To make recommendations to improve the efficiency and effectiveness of a State agency.
- (7) To determine the extent to which a State agency has implemented any of the Division's recommendations concerning the agency.
- (8) To require a State agency to submit a written response to a proposed or final recommendation of the Division and to submit a written explanation of the extent to which the agency has implemented the Division's recommendations.
- (9) To make periodic reports of the activities and recommendations of the Division and of any savings achieved by the implementation of its recommendations.
- (10) To receive reports alleging improper activities or matters of public concern listed in G.S. 126-84. The individual making the report may, at the individual's discretion, remain anonymous. Any report received under this subdivision, in whatever form, shall not be a "public record" as defined by G.S. 132-1 and becomes available to the public only as provided in G.S. 120-131. (2007-78, s. 3; 2008-196, s. 2(a).)

§ 120-36.13. Work plan and requests for program evaluation.

(a) Plan. – The Joint Legislative Program Evaluation Oversight Committee, in consultation with the Director of the Program Evaluation Division, must establish a work plan for the Division. The Division must adhere to this work plan, unless the Joint Legislative Program Evaluation Oversight Committee changes the work plan to add a new evaluation or remove a planned evaluation. Any enacted legislation that directs the Program Evaluation Division to conduct a study or an evaluation is included in the work plan by operation of law; however, notwithstanding any other provision of law, if the enacted legislation did not have an impact statement, as provided in G.S. 120-36.17, completed prior to its consideration by the General Assembly, then the study or evaluation shall be included in the next work plan adopted by the Committee and one year shall be added to any required reporting dates included in the legislation, except that the impact statement is not required and the evaluation may be included in the current work plan if the impact statement was not provided pursuant to the time requirements in G.S. 120-36.17(b).

The work plan constitutes an information request and a drafting request made by the Committee cochairs to legislative employees under Article 17 of Chapter 120 of the General Statutes. Any document prepared by a legislative employee pursuant to the work plan becomes available to the public only as provided in G.S. 120-131. Any document prepared by an agency employee pursuant to a request under G.S. 120-131.1(a1) becomes available to the public only as provided in G.S. 120-131.

(b) Request. – A request to the Program Evaluation Division for an evaluation of a program or an activity of a State agency must be submitted by a member of the General Assembly. The Director of the Division must review each request in accordance with the following criteria and make a recommendation to the Joint Legislative Program Evaluation Oversight Committee on whether to amend the Division's work plan to include the requested evaluation:

- (1) The work required to conduct the requested evaluation.
- (2) The effect that conducting the requested evaluation will have on the Division's ability to complete its work plan.
- (3) The significance of the requested evaluation compared to the evaluations to be conducted under the work plan.
- (4) Any overlap between the requested evaluation and other evaluations previously conducted by the Division or another agency. (2007-78, s. 3; 2008-196, s. 1(a); 2012-80, s. 2; 2015-264, s. 68.5(a).)

§ 120-36.14. Content of report of Program Evaluation Division.

A report of an evaluation of a program or an activity of a State agency by the Program Evaluation Division of the General Assembly may include the following:

- (1) The findings of the Division concerning the program or activity.
- (2) Specific recommendations for making the program or activity more efficient or effective.
- (3) Any legislation needed to implement the Division's findings and recommendations concerning the program or activity.
- (4) An estimate of the costs or savings expected from implementing the Division's findings and recommendations concerning the program or activity. (2007-78, s. 3; 2015-264, s. 68.5(b).)

§ 120-36.15. Joint Legislative Program Evaluation Oversight Committee established.

(a) Membership. – The Joint Legislative Program Evaluation Oversight Committee is established. The Committee consists of 18 members as follows:

- (1) Nine members of the Senate appointed by the President Pro Tempore of the Senate. At least two of the members must be a Cochair of the Senate Appropriations Committee or a subcommittee of the Senate Appropriations Committee. At least three of the members must be members of the minority party.
- (2) Nine members of the House of Representatives appointed by the Speaker of the House of Representatives. At least two of the members must be a Cochair of the House Appropriations Committee or a subcommittee of the House Appropriations Committee. At least three of the members must be members of the minority party.

(b) Terms. – Terms on the Committee are for two years and begin on January 15 of each odd-numbered year. Legislative members may complete a term of service on the Committee even if they do not seek reelection or are not reelected to the General Assembly. Resignation or removal from service in the General Assembly constitutes resignation or removal from service on the Committee. A member continues to serve until a successor is appointed.

(c) Chairs and Quorum. – The President Pro Tempore of the Senate and the Speaker of the House of Representatives must each designate a cochair of the Committee. The Committee meets upon the call of the cochairs. A quorum of the Committee is nine members. The Committee may not act except by a majority vote at a meeting at which a quorum is present.

(d) Standard Procedure. – In performing its duties, the Committee has the powers of a committee under G.S. 120-19 and G.S. 120-19.1 through G.S. 120-19.4. Funding for the Committee is provided by the Legislative Services Commission from appropriations made to the General Assembly. Members of the Committee receive subsistence and travel expenses as provided in G.S. 120-3.1. The Committee may contract for consultants or hire employees in accordance with G.S. 120-32.02. Upon approval of the Legislative Services Commission, the Legislative Services Officer must assign professional and clerical staff to assist the Committee in its work. (2007-78, s. 3.)

§ 120-36.16. Duties of Joint Legislative Program Evaluation Oversight Committee.

The Joint Legislative Program Evaluation Oversight Committee has the following powers and duties:

- (1) To receive and review requests for evaluations to be performed by the Program Evaluation Division of the General Assembly.
- (2) To establish a work plan for the Program Evaluation Division that describes the evaluations to be performed by the Division. The Committee must consult with the Director of the Program Evaluation Division in performing this duty.
- (3) To receive reports prepared by the Program Evaluation Division.
- (4) To consult with an oversight committee or another committee established in this Chapter about a report concerning a program or an activity that is within that committee's scope of study.
- (5) To recommend to the General Assembly any changes needed to implement a recommendation that is included in a report of the Program Evaluation

Division and is endorsed by the Committee. (2007-78, s. 3; 2007-484, s. 31; 2015-264, s. 68.5(c).)

§ 120-36.17. Program Evaluation Division impact statement.

(a) Every bill and resolution introduced in the General Assembly proposing a study or evaluation by the Program Evaluation Division shall have attached to it at the time of its consideration by the General Assembly an impact statement prepared by the Division. The impact statement shall identify and estimate, to complete all studies and reports required by the bill or resolution, all of the following: (i) the number of personnel required; (ii) the total number of hours required; and (iii) the estimated costs.

- (1) If, after review, the Division determines that no estimates are possible, the impact statement shall contain a statement to that effect, setting forth the reasons why no estimate can be given.
- (2) The Division shall indicate whether the Division, based upon its current work plan, has adequate and sufficient resources to undertake the study or evaluation as part of the current annual work plan, and shall explain the basis for its determination.
- (3) If the Division determines that it would not be able to undertake the study or evaluation as part of its current work plan, it shall indicate a time frame in which it believes the study or evaluation could be accomplished.

(b) The sponsor of each bill or resolution to which this section applies shall present a copy of the bill or resolution with the request for an impact statement to the Program Evaluation Division. Upon receipt of the request and the copy of the bill or resolution, the Program Evaluation Division shall prepare the impact statement as promptly as possible, but shall transmit it to the sponsor within two weeks after the request is made, unless the sponsor agrees to an extension of time. If the impact statement is not transmitted within two weeks, or by the end of any extension of time as provided under this subsection, then there shall be no impact statement required under this section.

(c) This impact statement shall be attached to the original of each proposed bill or resolution that is reported favorably by any committee of the General Assembly, but shall be separate from the bill or resolution and shall be clearly designated as an impact statement. An impact statement attached to a bill or resolution pursuant to this subsection is not a part of the bill or resolution and is not an expression of legislative intent proposed by the bill or resolution.

(d) If a committee of the General Assembly reports favorably a proposed bill or resolution that directs the Program Evaluation Division to conduct a study or evaluation, the chair of the committee shall obtain from the Program Evaluation Division, and attach to the bill or resolution, an impact statement as provided in this section. (2012-80, s. 1; 2015-264, s. 68.5(d).)