How can analytics enable human services outcomes?
I think analytics can enable human service outcomes by thinking about analytics as the better use of tools; tools to do the work in ways that we have perhaps not imagined or envisioned. So analytics is a way of using the tool in a way to, in some cases, predict what might happen, as well as have a better sense of what is currently happening. Most of what we use data for today is reporting on what has happened. So it's the difference between working on the next best thing, the next right thing or the current thing.

Describe your vision for an analytics center of excellence.
We're excited about an investment that we're making at our organization to pull together all of the uses of data, the reporting, as well as the opportunities for predictive analytics so as not only to increase value in the human service stream, but also to partner with our colleagues outside of the agency so that that data can also be used to help predict how we can be more successful and more effective in the human service stream.

What will the impact on citizens be?
We think that the impact on citizens will be a more tailored; a more constructive engagement around the supports that may be needed to help them increase their outcomes, to increase their success. Right now in human services, unfortunately, we tend to apply the same set of solutions to all families and all individuals. With the analytics that we hope to build with some algorithms that we hope to develop, we will know what are the best sets of supports, at the right time to offer them in a way that
families and individuals can use them to have a better life.

**What is your analytics advice for human services leaders?**
The one piece of advice I would offer around analytics is that it is impossible to achieve and sustain operating in the level of generative space without analytics.