

FISCAL YEAR

2021

State of Oklahoma
**EXECUTIVE
BUDGET**

SUBMITTED BY
J. KEVIN STITT, GOVERNOR
TO THE SECOND SESSION OF THE 57TH
OKLAHOMA LEGISLATURE



FY 2021

Executive Budget

Governor
J. Kevin Stitt

February 3, 2020





J. Kevin Stitt
Office of the Governor
State of Oklahoma

To the Citizens of the Great State of Oklahoma and the Oklahoma Legislature:

I promised Oklahomans a new level of accountability and transparency, and we certainly delivered on that during the first year of our administration. We signed into law legislation that forces five of the 12 largest agencies to answer to the executive branch. We requested several performance and financial audits and moved the state's online budget transparency ranking to seventh place at the end of 2019 – a significant move from 47th in 2018.

To organize both a short-term and long-term financial strategy, we must again look at all taxpayer dollars going to state government. Under the Financial Condition summary, the appropriated dollars, which make up 40% of the budget, reflect fiscal year 2020 data. Federal dollars, also 40% of the budget, reflect the most current data available, which is from fiscal year 2018. Apportionment/fees are numbers provided directly from agencies and are not yet confirmed by audits. My budget is a starting point, and my vision is for it to become a solid reference moving forward to understand the core operations of state government.

In this budget packet, I have also included revised agencies' key performance measures, being used to monitor progress toward Top Ten goals. For the first time in Oklahoma history, my budget staff, cabinet secretaries, and agency directors have collaborated on actual metrics to which taxpayers can hold state government accountable.

My budget plan keeps most appropriated dollars flatlined across the agencies for fiscal year 2021. I have paid particular attention to fiscal year 2020 one-time expenses to make sure we do not continue the decades old practice of just rolling over all of last year's spending plan into a new, higher base. And, I continue to focus on savings while we appear to be at a revenue peak, casting a bold vision to reach \$2 billion in savings. If we hold the line this year, we will be well-positioned in future years to invest in a strategic and sustainable manner while remaining competitive with low-tax states.

Our purpose is to change the future for all 4 million Oklahomans. This requires us, as public servants, to be good listeners, continuous learners, committed communicators, and bold leaders. Our vision is to make Oklahoma a Top Ten state. I am hopeful for the year ahead and look forward to working with the Legislature, statewide elected officials, and the people of Oklahoma to move the needle in our great state.

Let's get to work!

A handwritten signature in black ink, appearing to read "Kevin Stitt".

J. Kevin Stitt
Governor of Oklahoma



Mike Mazzei
Secretary of Budget
State of Oklahoma

February 3, 2020

Dear Governor Stitt:

Please accept this, your Executive Budget for the Fiscal Year 2021. The budget is balanced as required by law. This document is available on the internet by accessing <https://omes.ok.gov/services/budget>.

Per your instructions, the Executive Budget includes an overview of the overall financial condition of the State of Oklahoma. By assessing the current status and trends of revenues, expenditures, liabilities, and assets, we can better develop a sustainable financial strategy for the people of Oklahoma and develop priorities to improve core services. We specifically want to prioritize more opportunities and jobs for the hardworking people of Oklahoma while also protecting taxpayers with a higher level of accountability and transparency.

State agency administrators and their staffs provided information necessary for this budget report. The budget development process included your cabinet secretaries, agency directors, and your staff. This high level of collaboration has led to vastly improved key performance measures for state agencies to pursue Top Ten goals.

We are excited about the state's improved financial sustainability, which has been recognized nationally by Moody's Investor Service. Going forward, to pursue a higher credit rating, we suggest three primary criteria for the state's fiscal year 2021 budget strategy: increase reserves, restrain growth in recurring expenses which would structurally imbalance the budget, and diversify Oklahoma's economy.

We want to thank the Office of Management and Enterprise Services Budget staff and analysts who spent countless hours preparing your Executive Budget. We appreciate their hard work and dedication.

Respectfully,

A handwritten signature in black ink that reads "Mike Mazzei".

Mike Mazzei
Secretary of Budget

OKLAHOMA OFFICE OF MANAGEMENT AND ENTERPRISE SERVICES

February 3, 2020

**Citizens of the State of Oklahoma
Members of the Second Regular Session
of the 57th Legislature**

FY 2021 EXECUTIVE BUDGET and HISTORICAL INFORMATION

Governor J. Kevin Stitt's FY 2021 budget consists of his budget recommendations to the 2020 Legislature, as well as a discussion of state revenues, a summary of his proposed budget, and explanations of budget recommendations for state agencies. This document is available on the internet. It can be viewed by accessing the Oklahoma homepage, the homepage of the Office of the Governor, or the homepage of the Office of Management and Enterprise Services. The Oklahoma homepage address is: <http://www.ok.gov>.



*2401 N. Lincoln Blvd., Room 118, Oklahoma City, OK 73105-4801
Telephone 405-521-2141 FAX 405-521-3902*

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Executive Summary



Governor's Executive Budget

Executive Summary

Vision

Our purpose as public servants is to change the future for all 4 million Oklahomans. Our vision is to make Oklahoma **Top Ten**. We need to be Top Ten in Education, in Job Growth, in Government Accountability and Fiscal Responsibility, in Health Care and more. We need to grow our economy, address critical needs across state government, and ensure proper accountability and efficiency with Oklahomans' hard-earned tax dollars. We must take a holistic approach and be united around a vision in order to move the whole state forward.

Financial Accomplishments

Oklahoma's financial condition and fiscal management have improved significantly during the Stitt Administration's first year. Thanks to hard work and successful collaboration with legislators, the state achieved historic financial milestones for FY 2020 which included:

- **A pay raise for teachers which raised their compensation to # 1 in the region.**
- **Record appropriations for education topping \$4 billion.**
- **Fully funding the Department of Transportation's eight-year road construction work program for the first time.**
- **A record amount of \$14 million for the Quick Action Closing Fund to pursue high-paying jobs.**
- **Savings of \$200 million to increase cash reserves to \$1 billion.**

Moody's Investor Service, a leading credit rating agency, affirmed the state's financial progress in October 2019 with an official change in outlook from "stable" to "positive." Their report stated that the **"state has closed its structural deficit and the rainy-day fund has grown to historic highs."** The report also stated that the **"positive outlook reflects our expectation that strong fiscal management** and a commitment to increasing reserves will continue in line with the state's goal of strengthening its preparedness for the next cyclical economic downturn."

Budget Reforms for Accountability and Transparency

The Governor's Executive Budget for FY 2020 changed formats to include five years' worth of historical revenues and expenditures. Each agency report included **total expenditure dollars**, program descriptions, benchmarks, **and key performance measures**. The state's checkbook was also put online to make state revenues and expenses transparent.

The FY 2021 Executive Budget Book has involved a historic level of collaboration among the Stitt Administration, cabinet secretaries, and agency directors to improve program descriptions,

key performance measures, and regional benchmarks to direct the state’s entire focus to **Top Ten goals and outcomes**.

In order to protect Oklahoma taxpayers, the Stitt Administration has initiated a **Cost Containment Project** to establish best practice financial controls and reporting across all state agencies.



Governor Stitt requested a **performance and financial audit** in FY 2020 for Medicaid eligibility to ensure the system is providing benefits to those who need it the most, while removing ineligible recipients and addressing fraud. Governor Stitt also requested an audit of OMES Information Services expenses and rates, as well as resumed the state’s practice to review the tribes’ audits and underlying documents of more than 100 casinos across Oklahoma.

Financial Condition of the State of Oklahoma

1. **Revenue:** Total tax collections for state expenditures (i.e., total revenue) were \$9,778,654,182 for FY 2015 as reported by the Oklahoma Tax Commission Annual Report. Total revenue for FY 2019 was \$11,091,161,884. This represents an **increase of \$1,312,507,702, or 13.4%, over the last five years**. During this five-year period, General Revenue (GR), which is only a component of total revenue, went from \$5,726,699,070 for FY 2015 to \$6,859,924,396 for FY 2019, for a 19.8% increase.

Projected General Revenue for FY 2020 is \$6,744,289,629 **for a decrease of \$115,634,767, or 1.7%, from FY 2019**. The Rainy Day fund currently has a balance of \$806,238,617. As of December 31, 2019, the Revenue Stabilization Fund (RSF) had a balance of \$98,840,400, and will contain \$200 million by June 30, 2020 for a **state**

record total savings of \$1,006,238,617. This dollar amount represents less than two months of expenses at current budgeted allotments.

Estimated General Revenue for FY 2021, is \$6,813,962,889, an increase of \$69,673,260, or 1%, from revised FY 2020 projections.

2. **Expenses:** Total general appropriations (excluding supplementals) for FY 2015 were \$7,117,731,345. Total appropriations for FY 2019 (excluding supplementals) were \$7,545,075,719 – or **an increase over five years of \$427.3 million, or 6%**. Total appropriations for FY 2020 were \$7,924,214,932 – **an increase of \$379.1 million, or 5%, compared with FY 2019.**

The projected expenditure authority for FY 2021 is \$8,339,456,976 (of which \$310,411,345 is remaining FY 2019 cash), which represents a \$9.4 million increase over the FY 2020 authorized expenditures of \$8,330,075,680. We expect this number to change when the State Board of Equalization (SBOE) meets for the final FY 2021 estimate on February 18. See Appendix A.

Total state expenditures, which include general appropriations, apportionments, agency service charges and federal grants, were \$17,388,134,000 in FY 2015 according to the audited statements of the Comprehensive Annual Financial Report. Total expenditures for FY 2019 were \$18,530,171,000 — an increase of \$1,142,037,000, or 6.6%. See Appendix B.

The following agencies account for more than 92% of state expenditures:

1. Oklahoma Health Care Authority
 - a. State appropriation – \$1,000,039,368
 - b. Apportionment and/or fees – \$1,355,613,771
 - c. Federal – \$3,010,552,567 (FY 2018)
 - d. Total – \$5,366,205,706**
2. State Department of Education
 - a. State appropriation – \$3,070,951,054
 - b. Apportionment and/or fees – \$45,558,191
 - c. Federal – \$673,586,268 (FY 2018)
 - d. Total – \$3,790,095,513**
3. Department of Human Services
 - a. State appropriation – \$741,423,816
 - b. Apportionment and/or fees – \$224,673,000
 - c. Federal – \$1,395,706,134 (FY 2018)
 - d. Total – \$2,361,802,950**
4. Department of Transportation
 - a. State appropriation – \$168,917,715
 - b. Apportionment and/or fees – \$975,861,521 (ROADS = \$575 million)
 - c. Federal – \$668,870,541 (FY 2018)
 - d. Total – \$1,813,649,777**

5. State Regents for Higher Education
 - a. State appropriation – \$802,070,058
 - b. Apportionment and/or fees – \$446,488,485 (Oklahoma’s Promise = \$77.3 million)
 - c. Federal – \$0
 - d. Total – \$1,248,558,543**
6. Department of Corrections
 - a. State appropriation – \$555,559,824
 - b. Apportionment and/or fees – \$129,183,700
 - c. Federal – \$693,291 (FY 2018)
 - d. Total – \$685,436,815**
7. Department of Mental Health and Substance Abuse Services
 - a. State appropriation – \$351,218,376
 - b. Apportionment and/or fees – \$89,635,822
 - c. Federal – \$49,257,603 (FY 2018)
 - d. Total – \$490,111,801**
8. Office of Management and Enterprise Services
 - a. State appropriation – \$91,980,445
 - b. Apportionment and/or fees – \$272,132,889
 - c. Federal – \$2,006,387
 - d. Total – \$366,119,721**
9. Department of Health
 - a. State appropriation – \$60,768,712
 - b. Apportionment and/or fees – \$112,012,980
 - c. Federal – \$191,608,619 (FY 2018)
 - d. Total – \$364,390,311**
10. Department of Rehabilitation Services
 - a. State appropriation – \$36,309,099
 - b. Apportionment and/or fees – \$76,901,318
 - c. Federal – \$83,649,362
 - d. Total – \$196,859,779**
11. Department of Public Safety
 - a. State appropriation – \$104,376,967
 - b. Apportionment and/or fees – \$71,305,745
 - c. Federal – \$17,124,896 (FY 2018)
 - d. Total – \$192,807,608**
 - e. Other Public Safety Agencies (AG, OBN, DAC, OSBI)
 1. State appropriation – \$89,149,295
 2. Apportionment and/or fees – \$85,451,608
 3. Federal – \$41,236,173 (FY 2018)
 4. Total – \$215,837,076 (would lift Public Safety to # 8)
12. Department of Career and Technology Education
 - a. State appropriation – \$142,956,809
 - b. Apportionment and/or fees – \$5,310,959
 - c. Federal – \$25,039,407 (FY 2018)
 - d. Total – \$173,307,175**

13. Department of Veterans Affairs
 - a. State appropriation – \$35,316,393
 - b. Apportionment and/or fees – \$32,528,562
 - c. Federal – \$93,461,919 (FY 2018)
 - d. Total – \$161,306,874**
14. Office of Juvenile Affairs
 - a. State appropriation – \$96,795,111
 - b. Apportionment and/or fees – \$2,635,656
 - c. Federal – \$1,475,796 (FY 2018)
 - d. Total – \$100,906,563**
15. Department of Commerce
 - a. State appropriation – \$50,005,295 (Includes REAP and Quick Action Closing Fund)
 - b. Apportionment and/or fees – \$2,155,380
 - c. Federal – \$46,580,969 (FY 2018)
 - d. Total – \$98,741,644**

NOTES:

1. “State appropriations” reflects FY 2020 General Appropriations.
2. “Apportionment and/or fees” reflect estimates calculated from FY 2020 agency budgets filed with the Office of Management and Enterprise Services.
3. “Federal” reflects grants documented from the Oklahoma Single Audit for FY 2018.
4. Direct apportionment to Oklahoma Teachers’ Retirement System for FY 2019 was \$339,545,441, which would place this pension system in the top 15 of state agency expenditures. A similar amount will be directed to the agency in FY 2020.
5. State Department of Education: According to the [2019 School District Revenue Report](#), total revenues available to public schools in Oklahoma were **\$9.7 billion**, with \$2.8 billion from local sources, \$174.2 million from intermediate/county sources, and \$2.7 billion cash forward and other miscellaneous revenue, in addition to the appropriated amount of \$2.9 billion.
6. State Regents for Higher Education: According to the [FY 2019 Educational and General Budgets Summary and Analysis](#), total revenues available to universities, colleges and constituent agencies were **\$2.4 billion**, with \$1.3 billion from tuition and fees and \$331 million from other sources, in addition to the appropriated amount of \$776.7 million.
7. Department of Career and Technology Education: According to the [FY 2019 Oklahoma Technology Center Revenue Report](#), local technology centers received an additional \$371.7 million from local sources (\$319.4 million from property taxes, \$32.2 million from tuition and fees, \$20 million from other local sources) and \$24.4 million from federal sources. Local technology center funding from state appropriations totaled \$88.4 million for FY 2018, bringing total available to the technology centers to **\$484.5 million**.

3. **Liabilities and Pension Obligations:** Total Net Tax-Backed Debt for the state of Oklahoma as of December 31, 2019, is approximately **\$2,068,646,301**, according to the Deputy Treasurer for Debt Management. Total annual debt service for FY 2020 is approximately \$231,411,876, which represents 3.4% of the FY 2020 General Revenue Fund Appropriation Authority.

In FY 2021, however, debt service is expected to increase slightly to \$232,511,232, which would represent 3.5% if GRFAA rises to the current BOE estimate. This upward trend is expected to continue through FY 2022 before beginning a steady decline. These numbers suggest that, heading into FY 2021, **the state does have sufficient bond capacity for important priorities.** The state’s general obligation bond rating is currently AA. The state has no outstanding general obligation debt. For “lease-backed” bonds, the primary financing apparatus for state projects, the credit rating is AA-. Continual structured deficits did result in a downgrade in 2017 from AA. See Appendix C.

Total pension obligations for the State of Oklahoma as of July 1, 2019, are \$41,845,000,000, with actuarial value of assets at \$34,007,000,000 for a **funding status of 81.3% and an unfunded liability of \$7,837,000,000.** Multiple reform measures have put the states seven pension systems on a path to fiscal stability, but the Teachers’ Retirement System at 72.4% funded and the Firefighters Pension and Retirement System at 70.8% still need many more years to achieve financial soundness. Attempts to weaken previous reforms or add additional costs to the system will negatively affect progress and could harm the state’s bond rating. Details on each state system can be found in the following table:

Comparison of Liabilities and Assets with Funding Ratio Included (In Millions)

Fiscal 2019	Accrued Liability	Actuarial Assets	Unfunded Accrued Liability	Funded Ratio
OFPRS	\$3,892	\$2,756	\$1,136	70.8%
OPERS	\$10,047	\$9,910	\$138	98.6%
OLERS	\$1,175	\$1,052	\$123	89.6%
OPPRS	\$2,613	\$2,677	(\$65)	102.5%
TRS	\$23,680	\$17,150	\$6,530	72.4%
Wildlife	\$129	\$117	\$12	90.6%
URSJJ	\$309	\$345	(\$37)	111.9%
TOTAL	\$41,845	\$34,007	\$7,837	81.3%

4. **Capital Assets:**

The State of Oklahoma owns 85,757,655 square feet of real property. Years of inattention to proper maintenance have resulted in an enormous backlog of capital needs. The Long-Range Capital Planning Commission estimates **total repair costs over an eight-year period to be \$311,400,000.**

The Commissioners of the Land Office (CLO) owns over 700,000 surface acres and 1.1 million mineral acres and commercial property which are leased to provide distributions to education beneficiaries. The value of the land and property is \$71,708,322. The CLO also owns an investment portfolio of **\$2,349,538,428 (June 30, 2019)**. \$136.2 million was distributed for FY 2019, compared with a distribution of \$138 million for FY 2018.

The state's highway system includes 12,254 miles of highways and 6,800 bridges. ODOT's Rail Programs Division oversees and monitors five different railroad companies operating through leases on approximately 126 miles of operating, state-owned track. The Oklahoma Turnpike Authority owns and operates 606 miles of expressway. These infrastructure assets have not been recently valued in dollar terms as capital assets. **In 2019, the American Road and Transportation Builders Association rated Oklahoma No. 2 in the nation for reducing our structurally deficient bridges by 900 during the period from 2014 to 2018.** Based on the 2017 report compiled by the Bureau of Transportation Statistics, Oklahoma ranks 29th among states on the Interstate International Roughness Index and 28th for the remaining National Highway System ranking, slightly ahead of some surrounding states including Texas, Arkansas, and Louisiana.

The Tobacco Settlement Endowment Trust Fund is a state grant-making trust devoted to preventing cancer and cardiovascular disease. The trust was valued at **\$1,295,733,200 as of June 30, 2019**. **\$45,801,808 was spent on programs in FY 2019.**

The Grand River Dam Authority is a component unit of the State of Oklahoma, using revenues earned as a public power utility to finance conservation and reclamation. GRDA boasts assets of \$1,789,268,204 (period ending Dec. 31, 2018), but after liabilities of \$1,158,473,804, reports a **net asset position of \$622,490,530**. **Total revenues for 2018 were \$437,623,750** and GRDA improved its net position by \$17,487,750.

5. Cost of Income Tax Preference Items & Sales Tax Exemptions:

For the completed 2017 tax year, total income tax credits, rebates, deductions and exemptions cost **\$1,618,954,878**. See Appendix D.

For sales taxes, after common market practice preferences for basic distribution, manufacturing and agriculture, the remaining sales tax exemptions cost is **\$1,013,273,000**. See Appendix D.

STATE REVENUE FROM TAXABLE ACTIVITIES*
OVER \$16.4B (Approximate total for FY 2019)

*Excludes City/County Sales & Use Taxes, Sales to Manufacturers, Sales for Resale

EXEMPTIONS & CREDITS
 (\$3B) From Available Data

(\$53M)
 DIVERTED TAG
 AGENT FEES

**TAXES & FEES
 COLLECTED BY
 AGENCIES**
 Over \$580M & \$880M
 (Apportioned)

(OTHER TAX
 CREDITS &
 EXEMPTIONS)

REBATES/OTHER INCENTIVES
 (GP; Amended Returns; Quality Jobs; etc.)
 Over (\$800M)¹

¹GP Rebates suspended in 2017 by HB 2377 for FY 18,
 to be paid FY 19 thru FY 21

TAXES COLLECTED BY OTC*
\$11,039,357,330

DIRECT OFF-THE-TOP DEPOSITS TO OTHER ENTITIES

Schools (\$397.4M)	Cities (\$15.9M)	Counties (\$397.2M)	Tribes (\$25.3M)	Colleges (\$226K)
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= STATE \$\$ AVAILABLE (OTC)*
\$10,203,413,821

**TRIBAL
 GAMING
 FEES**

APPORTIONMENTS \$3.2B

MAJOR APPORTIONMENTS LISTED:

GP Oil Cap (\$150M)	Ad Valorem Reimbursement
CIRB Fund (\$120M)	Tourism Cap Fund
1017 FUND (\$831M)	Historical Society Cap Fund
Tribes from Multiple Revenue Streams (\$68.4M)	OTRS Fund
State Transportation Fund (\$210.5M)	All Other (OTC Chart)

Approx.
 \$532M
 Remaining

FOR GENERAL REVENUE FUND
\$7.5B

Roads/ODOT Funds (\$580M)	OHLAP Funds (\$76.8M)	FILM CREDIT (\$8M)
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**= FY 19 GENERAL REVENUE
 TOTAL RECEIVED \$6,859,924,396**

Gross Collections Report issued by the State
 Treasurer's Office, which also includes
 \$2.5B city/county sales and use tax
 collections

General Revenue Fund Report
 issued by the Office of Management
 and Enterprise Services

Recommended Financial Strategy

1. Maintain FY 2021 total state appropriations to **the recurring expense base of FY 2020, which is \$7,978,355,152**. The FY 2020 one-time expense items totaled \$418,659,601. Many of these “one-times” will have to be repeated, such as the Ad Valorem Fund Reimbursement, Capitol debt service, and the medical examiner lab payments. The dollar amount that does not have to be repeated is \$137,288,528. (See attachment for One-Time Spending Items in FY 2020.)
2. We recognize that the State of Oklahoma has significant **obligatory expenses** which must be addressed. These include:
 - A. Ad valorem reimbursements to local school districts for manufacturing-based property tax exemptions, which will total approximately \$112,000,000.
 - B. Annualization of the FY 2020 teacher pay-raise will cost approximately \$11,771,701.
 - C. The second payment of a three-year program for the Medical Examiner’s Office for Northeast Oklahoma of \$5,500,000.
 - D. Final principal and interest expense payment of \$3,261,867 for the State Capitol restoration project.
3. Raise the **Constitutional Reserve Fund cap** from 15% of certified actual collections into General Revenue Fund of the preceding fiscal year to 30%. This action will further signal the state’s resolve to the credit ratings agencies to increase reserves. The current Rainy Day Fund balance is \$806,238,617. The 15% cap on the RDF for FY 2020 is \$1,029,000,000 – an amount which is only one-half of the administration’s goal of \$2 billion.
4. Deposit \$100,000,000 to the Revenue Stabilization Fund to set aside funds to increase reserves and **protect education**, which may not receive gaming exclusivity fees during the tribes’ lawsuit against the State of Oklahoma. In the short term, supplemental cash payments can be made with legislative approval to the fund from existing prior-year cash. When the legal dispute is resolved, the RSF could then reimburse the prior-year cash account. Furthermore, the state must continue to increase reserves to be prepared for the next economic downturn. The credit rating agencies have all indicated that a **factor which could lead to an upgrade is a “substantial increase in financial reserves.”**
5. For **jobs and economic development**, we propose to:
 - A. Lower regulatory barriers to job creation by directing all state agencies to remove at least two regulations for every new regulation being written.
 - B. Deposit \$3 million to the Quick Action Closing Fund to maintain a general balance of \$10 million to \$15 million as the administration closes deals, makes actual offers, and packages new potential offers in the **pursuit of major high-wage, job growth opportunities**.

- C. Appropriate \$2 million to the **Oklahoma Brand Relaunch** to market and sell the state of Oklahoma nationwide as an innovative and centrally located land of opportunity for investment and jobs.
 - D. Implement a financing plan to take advantage of the very low interest rate environment to pursue and accelerate Top Ten infrastructure goals, to include the following objectives:
 - a. Designate \$50 million of existing Department of Transportation ROADS cash to qualify for a low interest \$50 million loan from the U.S. Government through the Transportation Infrastructure Finance and Innovation Act (TIFIA) to accelerate projects **to add shoulders and improve rural two lane highways;**
 - b. Finance, at a low interest rate, \$100 million through the Department of Transportation to accelerate projects for **high-volume urban interchanges;** and
 - c. Finance \$50 million for state **agency technology infrastructure improvements.**
6. In collaboration with legislative leaders, we also propose the following **items of critical need:**
- A. Allocate \$6 million to reduce the Developmental Disability Services waiting list by 10% and positively impact the lives of 600 innocent Oklahomans and their families as part of a long-term effort to eliminate the waiting list.
 - B. Designate another \$10 million for the Digital Transformation Fund to continue modernizing state government. The new fund has helped launch numerous apps and web services to streamline vehicle registrations, order birth certificates, apply for occupational licenses, and obtain **Oklahoma's first mobile driver's license.** Future projects include better connectivity for citizens with state agencies, rebranding across all state web services, and single sign-on for citizens to track their own government-related data.
 - C. Allocate approximately \$1.5 million to reimburse the Department of Public Safety for funds used from their Asset Forfeiture Fund for the rollout of REAL ID beginning in April of 2020. Appropriate \$4,000,000 to the Oklahoma Tax Commission which is assisting the Department of Public Safety with current expenses related to the REAL ID project in the current fiscal year.
 - D. Appropriate \$4,973,513 for the OSU Medical Authority. Without resources to address critical equipment needs at the OSU Medical Center and physician recruitment, the residency slots attached to the hospital face elimination. To pursue Top Ten health outcomes, we must invest in our residency programs to train and keep more doctors in Oklahoma.

- E. Help facilitate the new VA inpatient facility project in northeast Oklahoma. The U.S. government, with the help of our federal delegation, has committed \$120 million for the relocation of health services for our veterans. By supporting the transfer of the Kerr-Edmonson building to the OSU Regents and relocating 575 state employees to a different location, we can upgrade access, care, and services to our brave men and women who have given so much for our country. Initial cost estimates for relocation are \$3 million.

- 7. Raise the Oklahoma Equal Opportunity Scholarship Tax Credit cap from \$5 million to \$30 million. Hundreds of Oklahoma's low-income students are benefiting greatly from the success of this scholarship program to attend the school of their parents' choice. We believe the time has come to provide this opportunity, funded by generous Oklahomans, to even more students.

- 8. Appropriate \$500,000 for the Jobs for American Graduates (JAG) to help prevent dropouts among Oklahoma students who have serious barriers to graduation and employment. JAG has helped over 1.2 million young people stay in school, pursue postsecondary education, and secure quality, entry-level jobs leading to career advancement opportunities.

ONE-TIME EXPENSES FROM FY 2020
(Additional information and discussion necessary for FY 2021 consideration)

Regents for Higher Education	
Section 13 Offset	\$ (7,000,000)
OMES	
Governor's Mansion	\$ (2,000,000)
Military	
Thunderbird Youth Academy	\$ (1,000,000)
Deferred Maintenance	\$ (1,000,000)
Readiness Centers	\$ (3,200,000)
Election Board	
Presidential Primary	\$ (243,487)
Mental Health and Substance Abuse	
Asbestos abatement – Griffin	\$ (1,900,000)
University Hospitals	
Poison control	\$ (510,000)
Hearts for Hearing	\$ (2,000,000)
Department of Rehabilitation Services	
OSD efficiency initiative	\$ (2,509,293)
Veterans Affairs	
Ardmore Center	\$ (2,000,000)
Department of Commerce	
ACES	\$ (555,000)
Economic development	\$ (1,850,000)
Agriculture	
Laboratory services	\$ (500,000)
Rural Fire Grants	\$ (600,000)
Fire and forestry equipment	\$ (100,000)
Healthy Food Revolving Fund	\$ (500,000)
Historical Society	
Stafford Museum	\$ (250,000)
Will Rogers Memorial	\$ (70,000)
Tulsa Race Massacre	\$ (1,500,000)
Roof and Concrete work	\$ (600,000)
Conservation Commission	
Flood control dam infrastructure	\$ (1,590,000)
Poultry PPP program (watershed planning)	\$ (500,000)
DEQ	
Laboratory and Operations	\$ (500,000)
Rural Water Association (Water Projects)	\$ (500,000)
Department of Corrections	
Hep C	\$ (12,000,000)
Department of Public Safety	
Trooper Academy	\$ (4,000,000)
Communication Regionalization	\$ (1,000,000)

ONE-TIME EXPENSES FROM FY 2020 (Continued)

OSBI		
SB 967 Sexual assault kits (one-time equipment)	\$	(350,000)
OTHER		
Quick Action Closing Fund	\$	(19,000,000)
Rate Preservation Fund	\$	(29,360,748)
Digital Transformation Fund	\$	(15,000,000)
Maintenance of State Buildings Fund	\$	(6,100,000)
Multiple Injury Trust Fund	\$	(5,000,000)
CIRB	\$	(10,000,000)
District Court Supplemental	\$	(2,500,000)
	\$	(137,288,528)
Reductions From Agency Efficiencies		
OMES		
IS reductions	\$	(6,900,000)
Operations reductions	\$	(232,000)
Health Department		
Health Department budget request	\$	(4,900,000)
OSBI		
SDA replacement funding (HB 2597)	\$	(2,400,000)
	\$	(14,432,000)
Adjustment to Recurring Expense Base	\$	(151,720,528)

SUMMARY BY AGENCY

Agency	Final FY 2020 Appropriation	FY 2021 Appropriation
EDUCATION	\$4,164,113,990	\$4,181,285,691
GENERAL GOV'T & TRANS	\$394,040,933	\$383,264,442
HEALTH AND HUMAN SERVICES	\$2,441,642,827	\$2,462,401,244
NATURAL RESOURCES	\$141,435,745	\$136,820,745
PUBLIC SAFETY & JUDICIARY	\$876,481,437	\$858,231,437
OTHER & SUPPLEMENTALS	\$112,360,748	\$25,400,000
<i>TOTAL</i>	<u>\$8,130,075,680</u>	<u>\$8,047,403,559</u>
<i>Less FY 2020 One-time Expenses/Reductions</i>	<u>-\$151,720,528</u>	
<i>Base Recurring Expense</i>	\$7,978,355,152	
December BOE Expenditure Authority		\$8,339,456,976
Dedicated CLO Funds Increase		<u>(\$265,332)</u>
TOTAL AVAILABLE REVENUE		\$8,339,191,644
<u>OBLIGATIONS</u>		
Capitol Debt Service		<u>\$3,261,867</u>
TOTAL OBLIGATIONS		\$3,261,867
<u>SAVINGS</u>		\$100,000,000
<u>PRIORITIES</u>		
Quick Action Closing Fund		\$3,000,000
Oklahoma Brand Relaunch		\$2,000,000
Digital Transformation		\$10,000,000
Infrastructure Package Debt Service		\$6,800,000
VA Inpatient Facility Project		\$3,000,000
Jobs for American Graduates		<u>\$500,000</u>
TOTAL PRIORITIES		<u>\$25,300,000</u>
TOTAL PROPOSED EXPENDITURES		\$8,175,965,426
REMAINING BALANCE		\$163,226,218

	FY 2020 Appropriation	FY 2021 Appropriation
State Department of Education	\$3,070,951,054	\$3,082,722,755
Ad Valorem Reimbursement to Local Schools – SDE	\$99,600,000	\$112,000,000
State Regents for Higher Education	\$802,070,058	\$795,070,058
Department of Career & Technology Education	\$142,956,809	\$142,956,809
Oklahoma Center for Adv. Of Science & Technology	\$14,371,398	\$14,371,398
Office of Educational Quality & Accountability	\$1,632,509	\$1,632,509
Commissioners of the Land Office	\$8,728,413	\$8,728,413
Oklahoma School of Science and Math	\$6,284,764	\$6,284,764
Department of Libraries	\$4,527,411	\$4,527,411
Physician Manpower Training Commission	\$7,236,330	\$7,236,330
State Arts Council	\$2,912,531	\$2,912,531
Oklahoma Educational Television Authority	\$2,842,713	\$2,842,713
TOTAL EDUCATION	\$4,164,113,990	\$4,181,285,691

	FY 2020 Appropriation	FY 2021 Appropriation
Department of Transportation	\$168,917,715	\$168,917,715
Oklahoma Tax Commission	\$46,678,127	\$50,678,127
Office of Management and Enterprise Services	\$86,432,365	\$77,300,365
NACEA Debt Service	\$5,548,080	\$5,548,080
House of Representatives	\$19,873,257	\$19,873,257
Senate	\$11,476,999	\$11,476,999
Oklahoma Military Department	\$15,558,432	\$10,358,432
State Election Board	\$8,601,035	\$8,357,548
Legislative Service Bureau	\$17,420,199	\$17,420,199
State Auditor and Inspector	\$4,479,495	\$4,479,495
Oklahoma State Treasurer	\$2,856,928	\$2,856,928
Governor	\$3,706,187	\$3,706,187
State Ethics Commission	\$716,621	\$716,621
Office of Civil Emergency Management	\$505,859	\$505,859
Lt. Governor	\$484,026	\$484,026
Merit Protection Commission	\$402,009	\$201,005
Space Industry Development Authority	\$383,599	\$383,599
TOTAL GEN. GOV'T & TRANSP.	\$394,040,933	\$383,264,442

	FY 2020 Appropriation	FY 2021 Appropriation
Oklahoma Health Care Authority	\$1,000,039,368	\$1,023,643,565
Department of Human Services	\$741,423,816	\$747,423,816
Department of Mental Health & Substance Abuse	\$351,218,376	\$349,318,376
Office of Juvenile Affairs	\$96,795,111	\$96,795,111
Department of Health	\$60,768,712	\$55,868,712
University Hospitals Authority	\$69,953,358	\$67,443,358
Department of Veteran Affairs	\$35,316,393	\$33,316,393
Department of Rehabilitative Services	\$36,309,099	\$33,799,806
OSU Medical Authority	\$42,203,628	\$47,177,141
J.D. McCarty Center	\$4,941,089	\$4,941,089
Commission on Children and Youth	\$2,391,056	\$2,391,056
Office of Disability Concerns	\$282,821	\$282,821
TOTAL HEALTH & SOCIAL SERVICES	\$2,441,642,827	\$2,462,401,244

	FY 2020 Appropriation	FY 2021 Appropriation
Department of Agriculture	\$28,905,612	\$27,205,612
Department of Tourism and Recreation	\$19,232,198	\$24,232,198
Department of Commerce	\$17,878,478	\$15,473,478
Historical Society	\$14,002,540	\$11,582,540
Oklahoma Corporation Commission	\$17,568,600	\$17,568,600
REAP	\$13,126,817	\$13,126,817
Conservation Commission	\$12,437,815	\$10,347,815
Department of Environmental Quality	\$8,009,249	\$7,009,249
Oklahoma Water Resources Board	\$5,422,211	\$5,422,211
Department of Labor	\$3,727,305	\$3,727,305
Department of Mines	\$802,014	\$802,014
J.M. Davis Memorial Commission	\$322,906	\$322,906
TOTAL NATURAL RES. & REG. SVCS	\$141,435,745	\$136,820,745

	FY 2020 Appropriation	FY 2021 Appropriation
Department of Corrections	\$555,559,824	\$543,559,824
Department of Public Safety	\$104,376,967	\$100,876,967
District Courts	\$62,288,829	\$62,288,829
District Attorneys and District Attorneys Council	\$58,779,782	\$58,779,782
Supreme Court	\$16,001,447	\$16,001,447
Oklahoma Indigent Defense System	\$18,237,878	\$18,237,878
Attorney General	\$9,913,006	\$9,913,006
Oklahoma State Bureau of Investigation	\$17,180,122	\$14,430,122
Office of the Chief Medical Examiner	\$17,991,357	\$17,991,357
Oklahoma Bureau of Narcotics and Dangerous Drugs	\$3,276,385	\$3,276,385
Court of Criminal Appeals	\$3,977,067	\$3,977,067
Council on Law Enforcement Education and Training	\$3,511,284	\$3,511,284
Alcoholic Beverage Laws Enforcement Commission	\$3,019,364	\$3,019,364
Pardon and Parole Board	\$2,368,125	\$2,368,125
TOTAL PUBLIC SAFETY & JUDICIARY	\$876,481,437	\$858,231,437

	FY 2020 Appropriation	FY 2021 Appropriation
Quick Action Closing Fund	\$ 19,000,000	\$ -
Emergency Fund	\$ 5,400,000	\$ 5,400,000
Rate Preservation Fund	\$ 29,360,748	\$ -
Digital Transformation Fund	\$ 15,000,000	\$ -
Maintenance of State Buildings Fund	\$ 6,100,000	\$ -
Multiple Injury Trust Fund	\$ 5,000,000	\$ -
CIRB	\$ 30,000,000	\$ 20,000,000
District Court Supplemental	\$ 2,500,000	\$ -
TOTAL DIRECT FUNDS & SUPPLEMENTALS	\$ 112,360,748	\$ 25,400,000

NOTES:

1. Quick Action Closing Fund priority for \$3 million on Page 1.
2. Replace Emergency Fund dollars used for FY 2020 flood damages.
3. Rate Preservation Fund dollars are set aside to facilitate federal matching funds when FMAP declines.
4. Administration priority includes \$10 million for the Digital Transformation Fund.
5. Support for Legislature priority of \$20 million for the CIRB fund.

Appropriated Agency Information

The following information has been provided by each agency per the process of submissions to the Office of Management and Enterprise Services. The details included are meant to provide the Legislature and the public with descriptions of total spending, agency programs, performance metrics and goals.

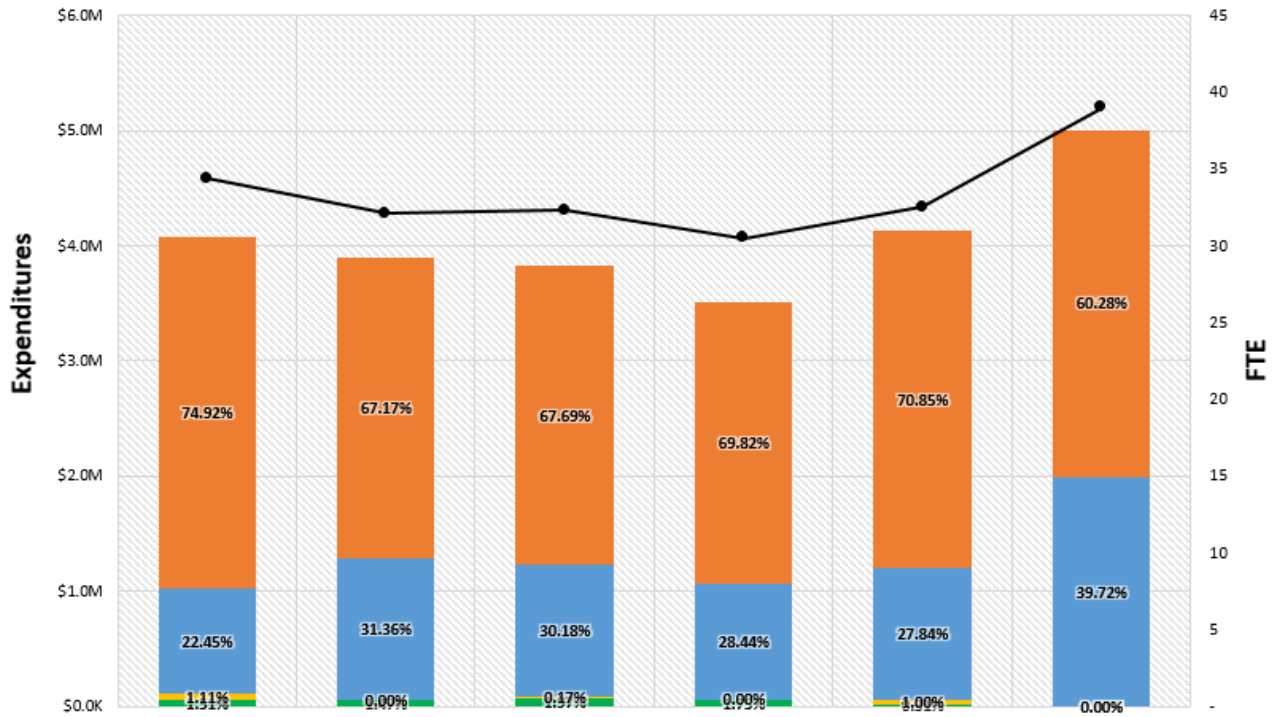
Alcoholic Beverage Law Enforcement Commission



Agency information

Alcoholic Beverage Law Enforcement Commission

Historical Actual Expenditures and Current Year Budget



Data updated on 01/07/2020

Mission

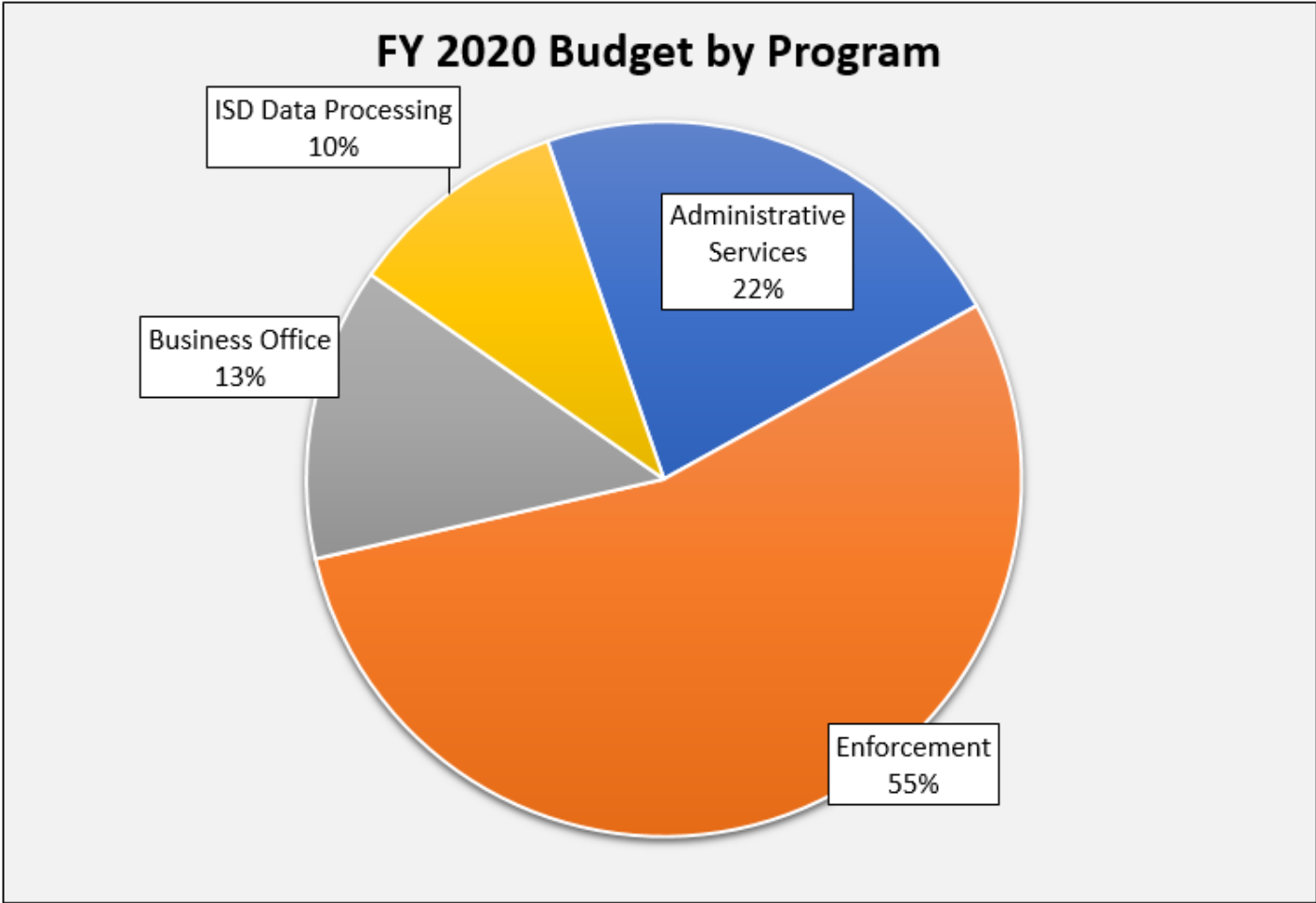
The mission of the Alcoholic Beverage Laws Enforcement Commission is to protect the public welfare and interest in the enforcement of the laws pertaining to alcoholic beverages, charity games and youth access to tobacco.

Governance and administration

The ABLE Commission consists of seven members appointed by the Governor with the advice and consent of the Senate. Five of the members represent the lay citizens at-large; the remaining two are required to possess experience in law enforcement. Members are appointed for terms of five years. The Oklahoma Constitution directs that no more than four of the commission members shall be from the same political party and no more than two of the members shall be from the same federal congressional district. In addition, the constitution prohibits any commission member from holding an alcohol license. Keith Burt currently serves as ABLE's director with a salary set at \$127,155.

Member Name	Appointing Authority	Appointment Date	Term Ending Date
Joseph Forrest – Chairman	Governor	February 24, 2015	June 23, 2020
James Weger – Vice Chairman	Governor	April 6, 2017	June 23, 2021
Harry "Trey" Kouri III – Commissioner	Governor	May 2, 2006	June 23, 2021
Devin S. Graves – Commissioner	Governor	May 8, 2012	June 23, 2022
Dee Collins – Commissioner	Governor	April 3, 2017	June 23, 2020
James Willyard – Commissioner	Governor	April 10, 2018	June 23, 2024
Jonathan Brooks – Commissioner	Governor	May 7, 2019	June 23, 2024

Programs



Program	FY 2020 Budget
Administrative Services	\$1.1M
Enforcement	\$2.7M
Business Office	\$665.6K
ISD Data Processing	\$502.1K

Administration

Administration is responsible for the direction of all other agency programs. Additionally, this program focuses on legal and personnel matters.

Enforcement

The enforcement program is tasked with ensuring ABLE Commission licensees comply with the Oklahoma Alcoholic Beverage Control Act. This is accomplished through regular inspections and investigations of complaints alleging law violations. Priority enforcement is directed toward the elimination of access to alcoholic beverages for persons under 21 years of age and elimination of access to tobacco products for persons under 18 years of age.

Business office/finance/licensing

The business office is tasked with supporting the ABLE Commission by managing the funding of the agency, paying invoices and travel claims, purchasing required goods and services and managing the cashier function, as well as issuing liquor and charity games licenses.

IS data processing

Information technology services are available to clients to make application for licenses online and reports electronically to federal, state and local agencies, as well as to the public at large.

Performance and projects

Key Performance Measures by program

Enforcement					
Goal					
Reduce youth access to alcoholic beverages.					
Key Performance Measure					
Total annual Underage Confidential Informant (UCI) compliance check					
Key Performance Measure Description					
Increasing UCI compliance checks from FY 2019 level will in turn reduce the number of successful buys the UCI makes in a given fiscal year, which will be reflected in a reduction in sales to minors.					
Unit of Measure					
Number of purchase attempts					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	1,104	1,214	1,324	1,434	1,544

Enforcement					
Goal					
Prevent youth access to tobacco.					
Key Performance Measure					
Total annual UCI compliance check					
Key Performance Measure Description					
Increasing UCI compliance checks from FY 2019 level will in turn reduce the number of successful buys the UCI makes in a given fiscal year, which will be reflected in a reduction in sales to minors.					
Unit of Measure					
Number of compliance checks					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	600	660	720	780	840

Enforcement					
Goal					
Keep vape products from being sold to minors at retailers.					
Key Performance Measure					
Total annual UCI compliance check					
Key Performance Measure Description					
Implementing UCI compliance checks beginning in FY 2020 will establish a baseline of compliance rates, and the presence of enforcement will decrease sales of vape products to minors at retailers.					
Unit of Measure					
Number of compliance checks					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0	0	100	144	172	210

Regional benchmarks and comparisons

Breaking the cycle of noncompliant retailers selling alcohol, tobacco, and vape products to minors plays a key role in addressing the health and safety of Oklahoma’s children. The Centers for Disease Control and Prevention reported an estimated 4.04 million high school students and 840,000 middle school students nationwide used tobacco products in 2018. E-cigarettes were the most commonly used product, and a significant increase in vaping products has erased the decline in tobacco product use by youths occurring in previous years.

ABLE established compliance baselines in FY 2019 for prevention of youth access of alcohol and tobacco products by measuring the compliance rate of Underage Confidential Informant compliance checks at retailers. The total UCI purchase attempts of alcohol in FY 2019 was 1,104 with 206 total successful buys for a compliance rate of 81.34%. The total UCI purchase attempts of tobacco products in FY 2019 was 600 with 79 total successful buys for a compliance rate of 81.34%. In FY 2020, the baseline compliance rate for vape products will be established. These compliance rates will be measured year-over-year to evaluate the program’s success.

ABLE also partners with the Oklahoma Department of Mental Health and Substance Abuse Services to enforce provisions required by the Synar program to receive the full Substance Abuse Prevention and Treatment Block Grant award from the federal government. The program requires all states to report their youth access to tobacco compliance rates to the Substance Abuse and Mental Health Services Administration. In 2014, the last published Annual Report by SAMHSA, Oklahoma was ranked 21st among states for retailer compliance rates for tobacco sales. The national weighted rate of tobacco sales to minors was 9.8%, or 90.2% compliance rate. A 10-year look at Oklahoma’s tobacco sales compliance rates are below:

Prevention of Youth Access to Tobacco – Oklahoma Synar Tobacco Sales Compliance Rates (%)											
2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
90.8%	88.5%	93.6%	91.8%	92.4%	84.5%	85.9%	85.8%	82.2%	82.1%	86.8%	

Accomplishments

The Oklahoma ABLE Commission will complete its first full year under a complete rewrite of the state’s alcohol regulations through SQ 792. As a result, the agency set another record in collections as a result of alcohol modernization, providing over 13 million to the state coffers. Without increasing administrative staff, ABLE successfully implemented three more license types following the 2019 legislative session, consisting of the satellite tasting room license, complimentary beverage license, and charitable collaboration brewers license. Most importantly, ABLE was able to hire four new law enforcement agents to its ranks, and are the first new law enforcement hires in over five years. As a result, the ABLE Commission spent the year focused on investigating the sale of alcohol to minors in the state along with other priority issues, resulting in a 200% increase of legal case filings over the past year.

Savings and efficiencies

We have reduced civilian staff by two as a result of IT consolidation and combined some positions such as legal secretary and director's secretary. Further, ABLE is sharing reception services with the Office of Juvenile Affairs. We have transferred some accounting services, such as check processing, to the Office of Management and Enterprise Services and we are collaborating with State Department of Health and the Department of Mental Health and Substance Abuse Services in an effort to reduce youth access to tobacco and alcohol.

Agency goals

Based on the success of this year's focus on underage alcohol sales, the commission intends to ramp up its efforts in underage tobacco sales statewide. Complimenting this effort will be an emphasis on compliance checks at vapor retail outlets. Lastly, it is the ABLE Commission's intention to continue its work with OMES to replace the three-decades-old mainframe licensing system with not just a PC based solution, but one focused on achieving the Governor's mission to deliver a better customer service experience with our licensees and the general citizenry.

Projects for implementation

With the doubling of the statewide alcohol licensing pool as a result of SQ 792, more enforcement agents are required. ABLE plans to again hire another four additional law enforcement agents to achieve the goals set forth above. Moreover, ABLE must continue its collaboration with OMES and its third-party vendors to implement a licensing interface with the public that is both economical and customer friendly.

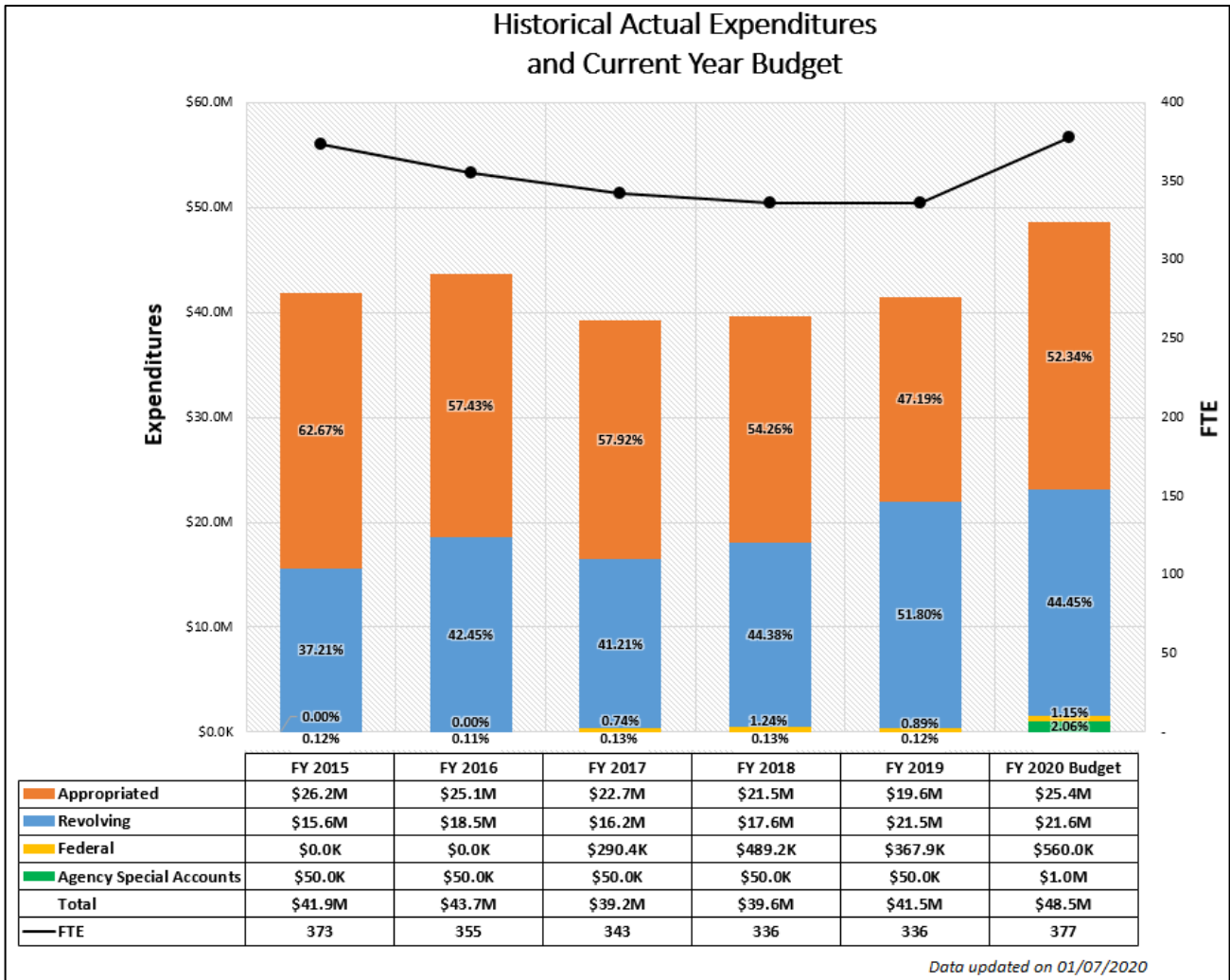
The agency is also proactively addressing the vaping crisis in Oklahoma. Primary schools across the nation, including Oklahoma, struggle to keep vape products out of the hands of students under the age of 18. This year, the ABLE Commission will implement the Vaping Intervention and Cessation Education program. This two-pronged approach will provide an educational program to 20 schools statewide in FY 2020, increasing to 30 schools in FY 2021, and address retailer compliance through UCI compliance checks.

Department of Agriculture



Agency information

Department of Agriculture



Note: FY 2020 budgeted appropriations include budgeted carryover.

1. *Appropriated: Approximately 29.5% of ODAFF’s appropriations pass through the agency as directed expenditures. These expenditures include funding for the Made In Oklahoma Coalition (\$343,325), OSU Research and Extension (\$3 million), Rural Fire Operational Assistance Grants (\$4,000,991), and other programs.*

2. *Agency Special Accounts refers to the Commodity Storage Indemnity Fund. Historically, expenses for this fund have been \$50,000 annually for administration and this is expected to remain unchanged in FY 2020. However, the FY 2020 data shows \$1 million budgeted in case of a grain warehouse failure that could result in claims.*

Mission

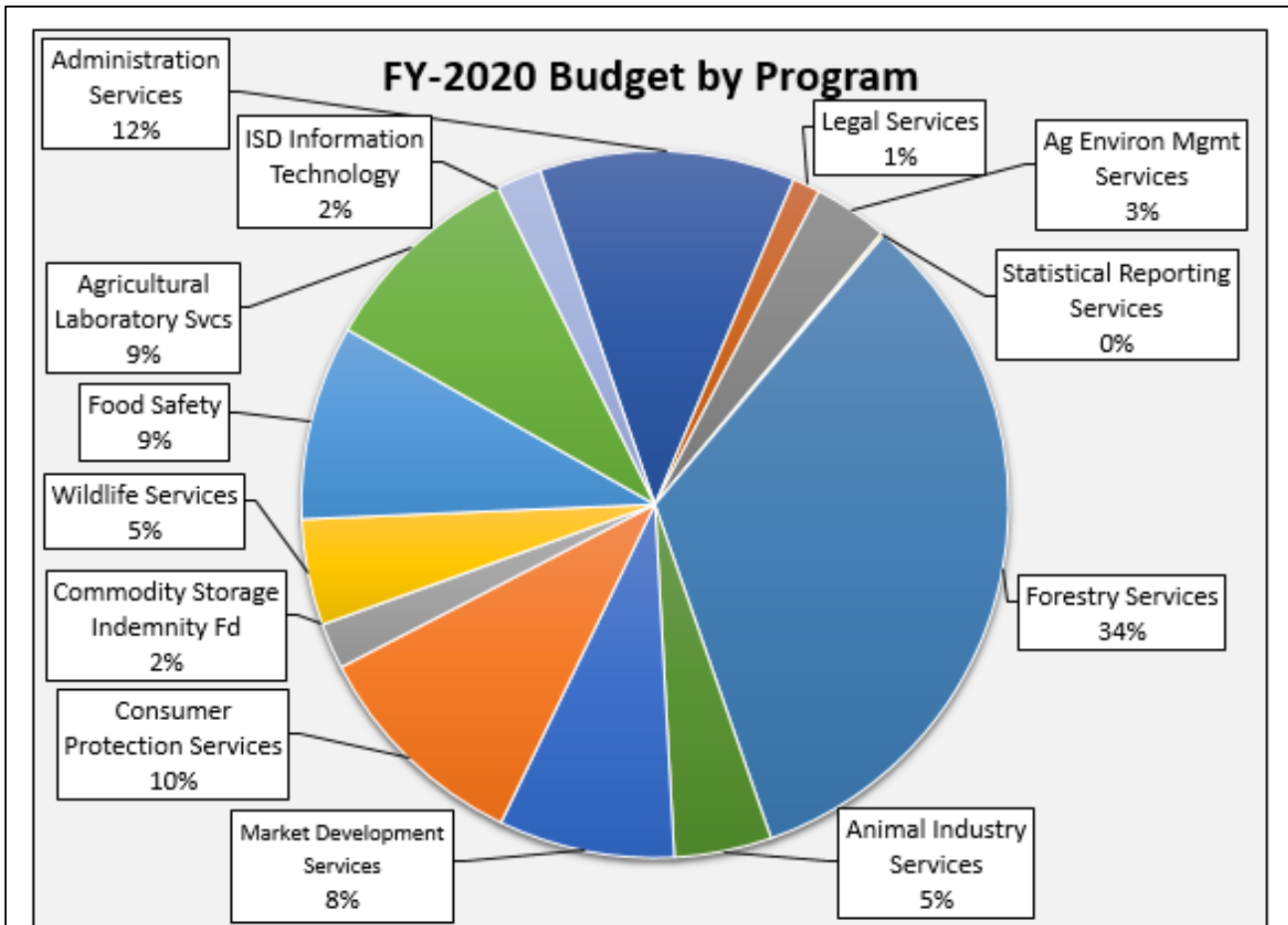
The Oklahoma Department of Agriculture, Food and Forestry (ODAFF) seeks to envision agriculture as it will be in the next 20 years. The agency strives to increase the value of agricultural produce and enhance the value of life in the rural communities while developing the state’s food and fiber resources in a manner that protects consumer health and safety, natural resources, property, and the environment.

Governance and administration

The State Board of Agriculture consists of five members appointed by the Governor with the consent of the Oklahoma Senate. Members shall be farmers with practical experience for at least five of the previous 10 years and shall have lived on and operated a farm after reaching 21 years of age. An at-large position is appointed by the Governor to be the President of the State Board of Agriculture and serves at the pleasure of the Governor. The President also serves as the Commissioner of agriculture. Blayne Arthur was appointed by Governor Kevin Stitt to serve as Secretary of Agriculture in December of 2018. The Secretary is, by law, a member of the State Board of Equalization, the Board of Regents for the Oklahoma Agricultural and Mechanical Colleges, and the School Land Commission. Her annual salary is \$126,508.

State Board of Agriculture				
Name	Appointing Authority	Appointed by Governor	Confirmed by Senate	Term Ends
Blayne Arthur	Governor	January 14, 2019	January, 2019	1/14/2022
Ed Hurliman	Governor	March 28, 2012	March, 2016	4/26/2020
Jay Franklin	Governor	March 28, 2012	March, 2016	4/26/2020
Karen Dodson	Governor	April 27, 2013	March, 2017	4/26/2021
Joe Farris	Governor	March 27, 2019	May, 2019	4/26/2022

Programs



Program	FY-2020 Budget
Administration Services	\$5,571,074
Legal Services	\$595,855
Ag Environ Mgmt Services	\$1,615,945
Statistical Reporting Services	\$66,924
Forestry Services	\$15,926,168
Animal Industry Services	\$2,120,700
Market Development Services	\$3,832,427
Consumer Protection Services	\$4,857,421
Commodity Storage Indemnity Fd	\$1,000,000
Wildlife Services	\$2,308,968
Food Safety	\$4,235,241
Agricultural Laboratory Svcs	\$4,498,662
ISD Information Technology	\$972,500

Administrative services and legal services

The Administrative Services division includes human resources, accounting, budgeting and finance, general administration, capital asset management, investigative services, and legal services.

Agricultural environmental management services

The Agricultural Environmental Management Services (AEMS) division is dedicated to working with producers and concerned citizens to protect the state's soils, air, and waters from animal waste. AEMS was created by the Oklahoma Legislature in 1997 to help develop, coordinate, and oversee environmental policies and programs primarily related to poultry, cattle, and swine. Its primary responsibilities are to implement the Oklahoma Agriculture Pollutant Discharge Elimination System Act, the Oklahoma Concentrated Animal Feeding Operations Act, the Swine Feeding Operations Act, the Oklahoma Registered Poultry Feeding Operations Act, and the Oklahoma Poultry Waste Applicators Certification Act. These programs include the licensing, registration, and inspection of poultry, beef, and swine growing and feeding facilities. Additionally, AEMS is responsible for licensing agricultural compost facilities.

Clients served: Agricultural environmental management services serves 3.9 million Oklahomans.

Forestry

Oklahoma Forestry Services is dedicated to providing the citizens and landowners of Oklahoma with services through forest resources management and wildland fire protection, urban forestry, forest water quality, environmental education, and testing consumer products for quality and quantity of agricultural products.

Clients served: Forestry serves 3.9 million Oklahomans, along with federal, state, and local agencies.

Animal industry services

Our mission is to protect the herd and flock of Oklahoma. We inspect the 60 livestock auctions in the state to be sure that they are keeping records and identifying livestock so we are able to trace animals back to the source if we find diseases. We license feral swine facilities, farmed cervidae facilities, aquaculture facilities, and livestock markets. We work with practicing veterinarians and ag industry partners to keep everyone aware of disease threats and outbreaks. We work with other state agencies to be prepared to shelter pets and companion animals in disaster situations. We manage a large database of cattle ID to assist with the ability to trace livestock in case of disease.

Clients served: Animal industry serves 3.9 million Oklahomans.

Market development

ODAFF's Market Development division is tasked with helping the state's agricultural economy broaden its outlets for agricultural commodities and assisting producers, processors, wholesalers, and retailers in marketing these products.

Clients served: Market development serves 3.9 million Oklahomans. It also serves Oklahoma producers of agricultural commodities, processed products, domestic and international consumers of food and agricultural products and also serves Pre K-12th grade educators and students.

Food safety

The Food Safety division enforces federal and state laws and rules relating to the production of food and food products that are derived from animals and plants to assure citizens of Oklahoma that the food supply derived from meat, poultry, eggs, produce, and milk is safe.

Clients served: Food safety serves 3.9 million Oklahomans. It also serves dairy farms and facilities, poultry processing facilities, and state and federal meat plants.

Consumer protection services

The Plant Industry and Consumer Services division strives to provide consumers and the Oklahoma agricultural and urban communities with the highest level of service possible, including ensuring and enforcing quality standards for agricultural products, regulating pesticide use, and providing information and technical assistance to consumers. We provide consumers and their communities with services that ensure and enforce quality standards for agricultural products. The laws regulated by this division impact the goods and services associated with Oklahoma's apiary, ag-lime, ornamental plant, vegetable plant, feed, seed, fertilizer, and pesticide industries.

Clients served: Consumer protection services serves 3.9 million Oklahomans and also Oklahoma's agricultural industry.

Wildlife services

The Wildlife Services Program is responsible for managing wildlife and reducing damage to agriculture and property by minimizing threats to public health and safety, and to help protect natural resources including endangered species.

Clients served: Wildlife services serves 1.5 million farmers, ranchers, urban/suburban dwellers, air travelers, conservationists, and military personnel.

Agriculture laboratory services

The Laboratory Services division accurately tests samples submitted to assure the quality of agricultural products sold, to protect the environment, to diagnose animal diseases, and to ensure the correctness of all weights and measures.

Clients served: Agriculture laboratory services serves 3.9 million Oklahomans and also serves state and federal agencies and agricultural producers.

Statistics services

The Statistics Services division works in cooperation with the USDA National Agricultural Statistics Service. Information on Oklahoma crops, demographics, economics, environment, livestock and animals, charts and maps, research and science, and education and outreach can be found on the ODAFF website.

Clients served: 78,531 farms and 129,619 producers

Information services

Information Services is responsible for data management, network engineering, hardware, and database and software design.

Performance and projects

Key Performance Measures by program

Food Safety Division – Dairy					
Goal					
No foodborne outbreaks related to permitted dairy facilities.					
Key Performance Measure					
Maintain a list of licensed dairies.					
Key Performance Measure Description					
Maintain the dairy list and the black book of information for dairies.					
Unit of Measure					
Staff					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
5	5.5	6	6	6	6

Food Safety Division – Poultry					
Goal					
To be able to provide grading service on 100% of the poultry processing plants requesting this service.					
Key Performance Measure					
Performance Management Process					
Key Performance Measure Description					
Performance management process on employees					
Unit of Measure					
Percentage of poultry processing plants provided grading services compared to the number of plants requesting the service.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
98%	100%	100%	100%	100%	100%

Food Safety Division – Meat					
Goal					
Maintain at least equal-to status with Food Safety and Inspection Service (FSIS).					
Key Performance Measure					
Complete the yearly self-assessment.					
Key Performance Measure Description					
Self-assessment is a combination of the year's activities and those activities are submitted to FSIS for review.					
Unit of Measure					
Hours spent annually on self-assessments					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
200 hours	150 hours	250 hours	200 hours	200 hours	200 hours

Animal Industry Services					
Goal					
Achieve 90% cattle traceability.					
Key Performance Measure					
Cattle traceability					
Key Performance Measure Description					
Our goal is to achieve 90% traceability for cattle covered under USDA's Animal Disease Traceability rule.					
Unit of Measure					
Percentage of cattle that are traceable					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
83%	85%	90%	92%	95%	98%

Forestry Services					
Goal					
Resilient landscapes – Increase active management of Oklahoma's natural resources by providing leadership, technical expertise, and information in the long-term protection, conservation, management and utilization of forest resources and forest land, both rural and urban, recognizing the importance of healthy, productive forests in the Oklahoma landscape.					
Key Performance Measure					
Acres under active management					
Key Performance Measure Description					
Forestry Services will work with Oklahoma landowners to increase lands under active management.					
Unit of Measure					
Acres under active management					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,721,434	1,721,434	1,739,343	1,757,343	1,770,000	1,780,000

Regional benchmarks and comparisons

The State of Oklahoma leads in multiple agriculture rankings. Historically, Oklahoma agriculture has meant cattle and wheat to most people, but that is just the beginning. Here are some agriculture statistics where Oklahoma ranks in the top 10 of all states.

State Ranking	Item
1st	Rye (1,100,000 bushels), native pecan production (6,030,000 lbs.)
2nd	Beef cows (2,150,000 head), calf crop (2,050,000 head)
3rd	All cows (2,190,000 head), cattle operations (52,048), Beef Cow Operations (46,080)
4th	Other hay, (4,500,000 tons), all cattle & calves (5,300,000 head), meat goats (80,000)
5th	Winter wheat (70,000,000 bushels), all pecan production (9,000,000 lbs.), number of farms (77,300)
6th	Canola (46,640,000 lbs.), sorghum grain (12,000,000 bushels)
7th	Hay (5,121,000 tons)
8th	Land in farms (34,200,000 acres)
9th	Wheat (70,000,000 bushels), cattle on feed (330,000 head), hogs (2,190,000 head), hog operations (2,264)
10th	Cotton (682,000 bales), cottonseed (197,000 tons), peanuts (46,500,000 lbs.), sorghum silage (60,000 tons)
<i>Source: Oklahoma Agriculture Statistics, published October 2019</i>	

Oklahoma forests and wildfire risks

Oklahoma's forests and woodlands cover approximately 12.4 million acres, which is 28% of the state's total land. Oklahoma's forest industry contributes \$5.1 billion annually to Oklahoma's economy with more than 19,000 jobs and a payroll of \$1 billion per year. Huber Engineered Woods operates the largest oriented strand board plant in North America at their Broken Bow, Oklahoma location. International Paper runs the largest paper mill in the world at their Valliant, Oklahoma location.

Oklahoma is one of the most wildfire-prone states in the nation, ranking seventh with approximately 152,900 households at high or extreme risk for wildfires. Oklahoma also ranks seventh in the number of acres burned due to wildfires with 27,255 acres burned since 2002.

Sources: Verisk Analytics (www.verisk.com) and FireScience.org (<https://www.firescience.org/worst-states-fire-danger/>)

Oklahoma National Stockyards

The Oklahoma National Stockyards was founded in 1910 and was the first major industry in Oklahoma. Over 104 million head of cattle have gone through the Oklahoma National Stockyards since its inception, making it the largest stocker and feeder market in the world. In 2018, the Oklahoma National Stockyards ranked second in the nation with the sale of 384,454 head of cattle.

Accomplishments

- Developing coordinated messaging for Made In Oklahoma (MIO) with Commerce and Tourism. Increased staff allocated to MIO.
- Filled Farm to School Coordinator position.
- Established Agriculture Youth Council to develop plan and marketing to increase agricultural workforce.
- Joined the Kansas Department of Agriculture in the cattle traceability pilot project.
- Opened a new Made In Oklahoma restaurant at the Tulsa State Fair.
- Developed electronic pesticide license testing.

Savings and efficiencies

- Automated 100% of travel claims. Increased electronic license and renewals by 80%.
- Achieved 100% inspector electronic reporting.
- Achieved division organizational structure to align with program responses.
- Identified and purchased program to digitally track legal cases.

Agency goals

- Increase Made In Oklahoma companies in international markets by 50%.
- Accomplish 25% of agricultural processing in-state.
- Achieve 100% traceability in cattle.
- Reach 25% of acres in Oklahoma under active conservation management.

Projects for implementation

- Launch Loklahoma. The Department of Agriculture's Market Development team has been working on an app that will allow consumers interested in purchasing locally produced foods to see what is available near them (i.e. farmers markets, roadside stands, etc.).

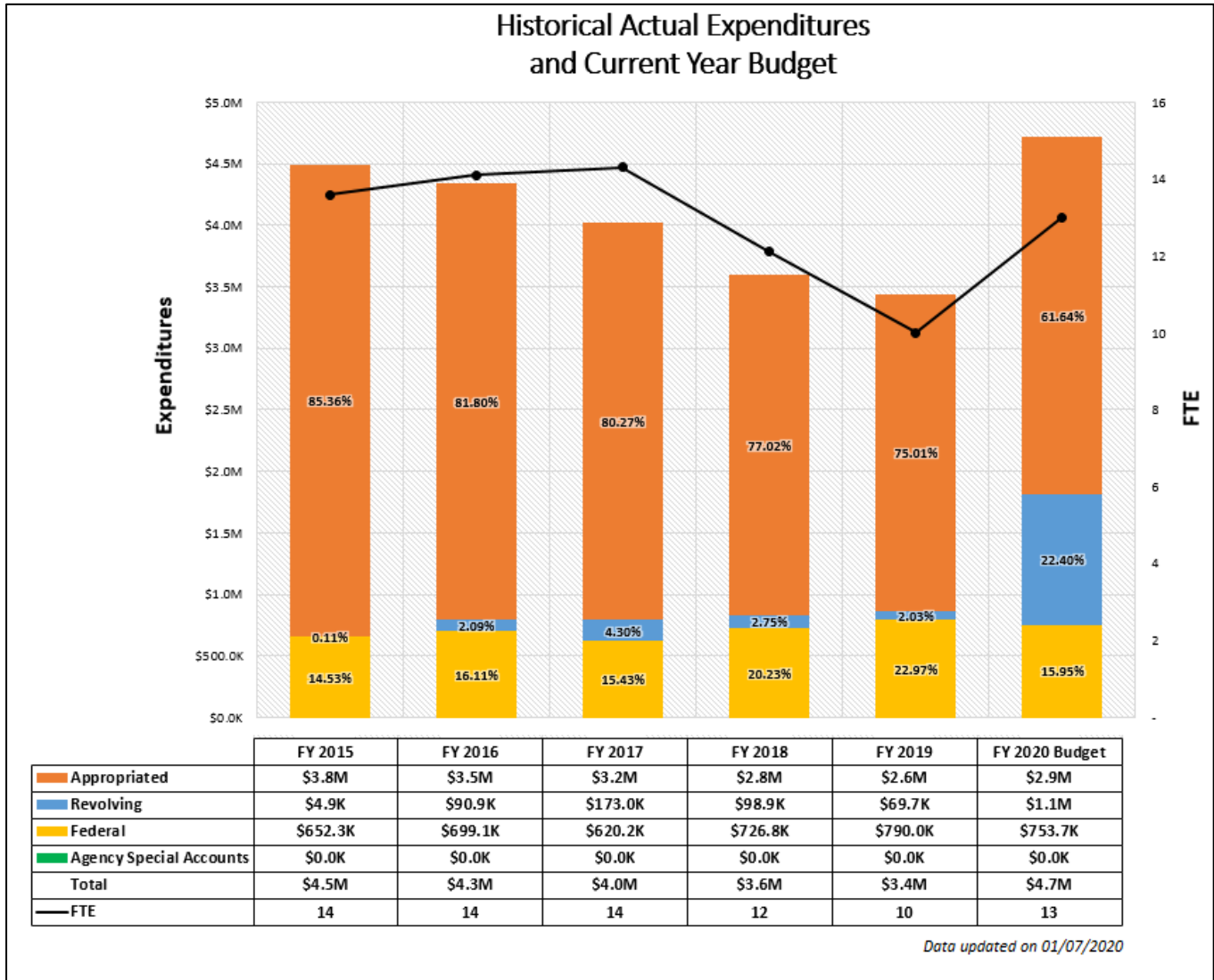
- Update industrial hemp regulations for evolving industry.
- Continue African swine fever preparedness and response efforts.
- Carcass disposal research project.

Oklahoma Arts Council



Agency information

Arts Council



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

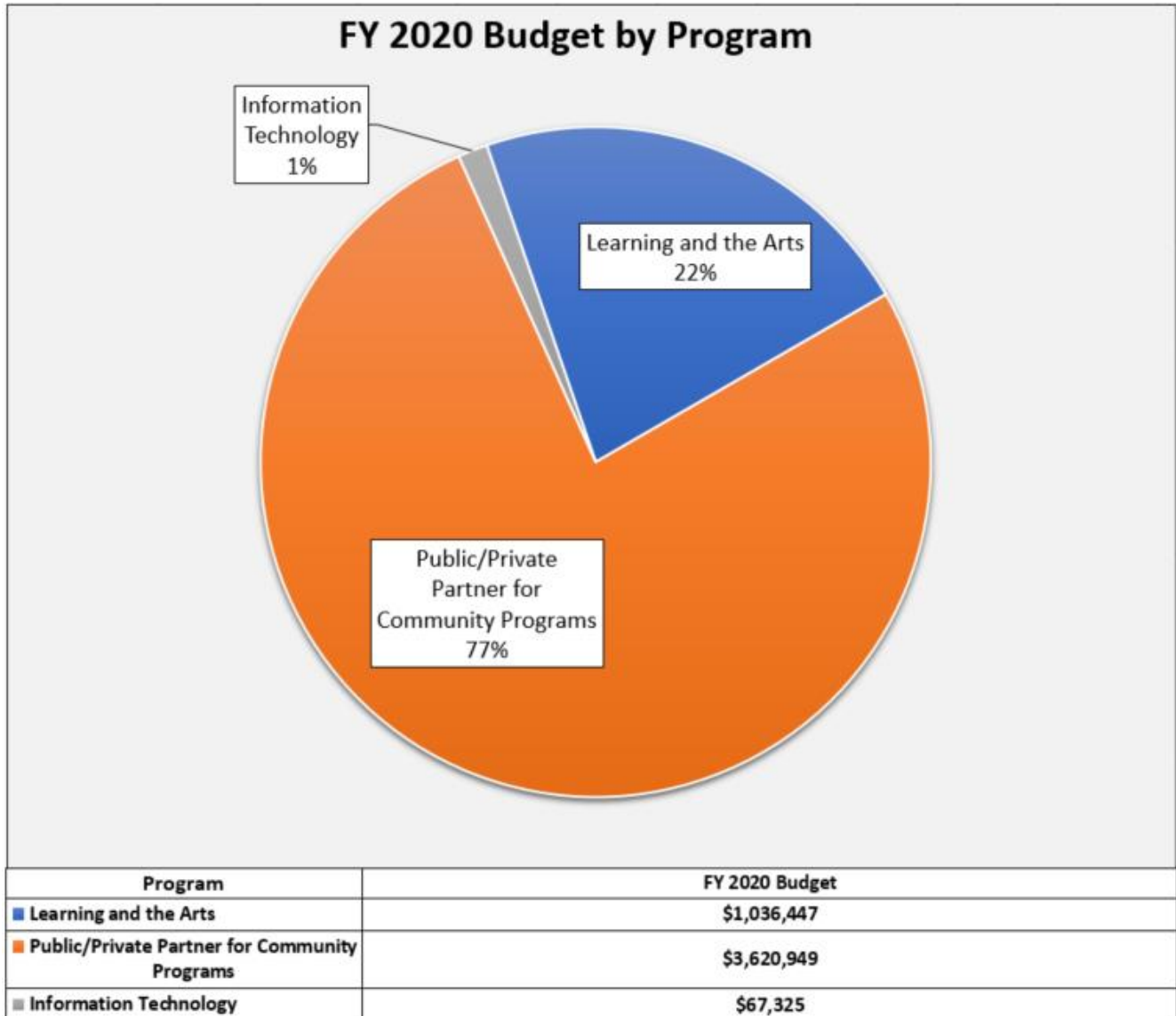
The mission of the Oklahoma Arts Council is to lead in the advancement of Oklahoma’s thriving arts industry. Our vision is that the arts will be a transformative force for Oklahoma by improving education, enhancing quality of life, and boosting economic development.

Governance and administration

The Oklahoma Arts Council consists of 15 members, appointed by the Governor and confirmed by the Senate. Members have a real and active interest in the arts and an understanding of the value of these pursuits to our society. The term of office is three years. Members may not serve more than two consecutive terms. Amber Sharples is the director of the Arts Council, and her salary is \$91,601.

Name	Appointment Date	Term Ending Date
Ann Neal, Chair	7/1/2019	7/1/2022
Darlene Parman, Vice Chair	7/1/2019	7/1/2022
Charles N. Moore Sr., Secretary	7/1/2017	7/1/2020
Kristie Buergler	7/1/2019	7/1/2022
Tracie Chapman	7/1/2018	7/1/2021
Sangita (Sunny) Patel Chatterjee	7/1/2018	7/1/2021
Graham Colton	7/1/2018	7/1/2021
Becky J. Frank	7/1/2017	7/1/2020
Fred Hall	7/1/2017	7/1/2020
Judy Hatfield	7/1/2017	7/1/2020
Robert Henry	7/1/2018	7/1/2021
Shelley Phillips	7/1/2019	7/1/2022
Roshan Pujari	7/1/2017	7/1/2020
Kim Rainbolt	7/1/2019	7/1/2022
Regina Turrentine	7/1/2018	7/1/2021

Programs



Arts education and lifelong learning in the arts

Arts Education Instruction: Preparing Oklahoma’s Creative Workforce

In the classroom, Oklahoma Arts Council grants support high-quality arts instruction as part of curriculum, reinforcing learning across disciplines and encouraging cognitive development and critical thinking skills. These arts education programs represent the Arts Council’s commitment to creative workforce development, especially for Oklahoma’s most rural and low performing school sites, to leverage arts intervention and arts programming for a well-rounded education, to improve school climate, and to ensure arts access to the most

underresourced schools statewide. Agency goals include equipping teachers with professional development training and schools with funding to introduce or expand arts education offerings. Additional resources include a roster of teaching artists, curriculum support, and program guides.

Arts Learning in Communities

These grants provide support for projects that involve arts instruction, classes, and workshops for people of all ages and abilities. From children to older adults to individuals with disabilities, community-based arts learning programs benefit Oklahomans throughout the state. Examples include but are not limited to early childhood programs, summer and afterschool programs for children, prevention or intervention programs for youth or adults involving the arts, military and veteran arts programs, arts and aging initiatives, and arts and health programs. This includes the Oklahoma Arts and the Military Initiative, a strategic effort directed at meeting the needs of Oklahoma's military-connected individuals through the arts.

Public and private partners for community programs

Community Arts Programs

The Oklahoma Arts Council works with community development personnel and organizations statewide to cultivate Oklahoma's cultural infrastructure and industry, which has an estimated \$872.8 million economic impact on our state's economy. Community Arts Program grant funding helps make possible the festivals, performances, and exhibits which contribute significantly to the culture and quality of life in Oklahoma – particularly in rural Oklahoma, ensuring access to the arts, infusing local economies with vital investment, and improving quality of life for all Oklahomans.

Through the Oklahoma Cultural District Initiative, the Oklahoma Arts Council offers funding, guidance, professional consultation, and formal certification of cultural districts throughout Oklahoma. The initiative helps communities identify and leverage local public and privately held arts and cultural assets to promote economic development.

The Oklahoma Arts Council received additional funding from the National Endowment for the Arts to establish a Folk and Traditional Arts statewide program. This program serves to preserve and teach traditional art forms steeped in the history of the diverse people and cultures of Oklahoma which are inseparable from our identity as a state.

Public Awareness

Through this program activity, the Oklahoma Arts Council seeks to increase public awareness of agency programs and services in order to expand opportunities for Oklahomans to create, perform, or attend arts activities at schools and in communities statewide. Additionally, to support the cultural preservation and educational outreach and to present a vibrant image of Oklahoma on a global scale, the agency supports preservation and upkeep of Oklahoma's historic and most significant works of art at the state Capitol.

As the agency plans for the Capitol's post-renovation, the Oklahoma Arts Council plans to leverage the state's top cultural tourism building as a vehicle to teach Oklahoma history, strengthen arts education and instill state pride for all Oklahomans and visitors alike. The agency has a goal to build Oklahoma history and arts-based curriculum so that all Oklahoma students, homeschoolers, and families utilize the Oklahoma State Capitol Art Collection, the Oklahoma State Art Collection, and the rotating galleries featuring the work of Oklahoma artists as a tool in creative workforce development.

Art in Public Places

Signed into law in 2004, the Oklahoma Art in Public Places Act recognizes Oklahoma’s responsibility to foster culture and the arts and requires that eligible state capital improvement projects have 1.5% of their budgets invested in public art that represents the history and values of the state. This program administers the act and augments state economic development goals while enhancing public spaces for residents within their respective communities.

Performance and projects

Key Performance Measures by program

Arts Education in Schools					
Goal					
Support the implementation of arts education as part of the core curriculum in PreK-12 schools.					
Key Performance Measure					
Arts Education Sites					
Key Performance Measure Description					
Increase the number of individual education school sites receiving OAC support for arts education.					
Unit of Measure					
Number of individual education school sites receiving OAC support for arts education					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
561	633	664	664	665	665
Key Performance Measure					
Alternative Arts Education					
Key Performance Measure Description					
Increase the number of individual alternative education school sites receiving OAC support for arts education.					
Unit of Measure					
Number of individual alternative education school sites receiving OAC support for arts education					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
8	8	9	9	10	12

Arts Education in Schools					
Goal					
Support the implementation of arts education as part of the core curriculum in PreK-12 schools.					
Key Performance Measure					
Students Served					
Key Performance Measure Description					
Increase the number of students receiving instruction from OAC grant support for arts education programs.					
Unit of Measure					
Number of students receiving instruction from OAC grant support for arts education programs					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
171,459	202,991	213,140	213,140	223,797	223,797
Key Performance Measure					
Arts Training and Resources for Teachers					
Key Performance Measure Description					
Increase the number of teachers receiving training and resources in arts education.					
Unit of Measure					
Number of teachers receiving training and resources in arts education					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2,284	1,388	1,457	1,457	1,530	1,530

Arts Learning in Communities					
Goal					
Support opportunities for lifelong learning through the arts.					
Key Performance Measure					
Arts Learning in Communities					
Key Performance Measure Description					
Increase the number of Oklahoma communities receiving support for Arts learning in Communities.					
Unit of Measure					
Number of Oklahoma communities receiving support for Arts Learning in Communities					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
29	30	32	32	33	34

Arts Learning in Communities					
Goal					
Support opportunities for lifelong learning through the arts.					
Key Performance Measure					
Arts Learning Sites					
Key Performance Measure Description					
Increase the number of sites served through the Arts Learning in Communities Program.					
Unit of Measure					
Number of Sites Served					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
591	533	551	551	555	555
Key Performance Measure					
Increase the number of participants in community arts programs.					
Key Performance Measure Description					
Increase the number of individuals receiving arts instruction through Arts Learning in Communities.					
Unit of Measure					
Number of Individuals Receiving Arts Learning Instruction					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
90,571	86,828	91,169	91,169	95,727	95,727

Community Arts Programs					
Goal					
Support and provide opportunities for all Oklahomans to experience the value of the arts.					
Key Performance Measure					
Counties Served					
Key Performance Measure Description					
Increase the number of Oklahoma counties served through OAC grants.					
Unit of Measure					
Number of counties served through OAC grants					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
47	41	43	43	45	45
Goal					
Expand the influence of arts organizations within the community through creative partnerships.					
Key Performance Measure					
Number of Attendees at OAC Facilitated Networking Opportunities					
Key Performance Measure Description					
Increase the number of attendees at OAC facilitated networking opportunities by 5% annually.					
Unit of Measure					
Networking Attendees					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,144	800	840	1,340	1,000	1,000

Public Awareness					
Goal					
Support and provide opportunities for all Oklahomans to experience the value of the arts.					
Key Performance Measure					
Organizations funded					
Key Performance Measure Description					
Increase the number of non-profit organizations and schools receiving funding through OAC grants.					
Unit of Measure					
Number of non-profit organizations and schools receiving funding through OAC grants					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
223	202	212	212	222	233
Key Performance Measure					
Communications					
Key Performance Measure Description					
Increase the number of communications distributed through print or electronically via email, e-newsletter, etc.					
Unit of Measure					
Communications Distributed					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
146,644	110,326	115,842	115,842	121,634	121,634

Art in Public Places					
Goal					
Administer the Art in Public Places Program (AIPP) in accordance with the AIPP Act					
Key Performance Measure					
Complete public art installations in a timely and efficient manner, in accordance with program guidelines and community input.					
KPM Description					
Maintain 100% completion of projects on time and under budget.					
Unit of Measure					
Percentage of projects completed on time and under budget					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	100%	100%	100%	100%	100%
Key Performance Measure					
Provide best practices and model program development to municipal and governmental entities statewide by administering the Oklahoma Public Art Network (OPAN).					
Key Performance Measure Description					
Conduct OPAN regional meetings to provide technical assistance and consultation in all 5 regions across the state.					
Unit of Measure					
Number of Regional OPAN Meetings					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	4	5	7	7	9

Regional benchmarks and comparisons

The Oklahoma Arts Council was one of the first state arts agencies in the U.S., established by Governor Bellmon in 1965. Through more than 50 years, our agency has consistently been at the forefront of innovation among state arts agencies in our grant making, programs and services. Created to ensure the benefits of the arts are accessible to all Oklahomans, we remain committed to ensuring our funding is invested strategically across communities statewide. Reflecting this commitment, the total number of grants awarded last year by our agency ranks fourth regionally. Further, our investment of grant funding to rural communities for cultural experiences and education ranks second in the region.

- **Cultural District Initiative: Economic Development through the Arts**

The Oklahoma Arts Council stands as a leader in the state arts agency sector as it is one of only 15 states in the nation with a Cultural District Initiative; the CDI program is unique as it is a two-fold initiative that includes both a development and certification track.

- Oklahoma Arts and the Military Initiative: Serving those that Serve Us**

While there are a number of states serving the military population through project-based grant awards, Oklahoma is one of only four state arts agencies with an arts and military initiative. Oklahoma Arts Council's Arts and the Military Initiative is the only program where the state arts agency partners and collaborates with the state Department of Veterans Affairs. It is a model program that has been recognized by Americans for the Arts and other national entities for leadership in serving veterans and military service members through the arts. In 2020, the agency launched a pilot grant program designed to empower organizations statewide to serve military-connected individuals through the arts.
- Creative Workforce Development and Retention: Professional Development Initiatives**

The Oklahoma Arts Council's Leadership Arts is a program that equips approximately 30 participants from throughout the state each year to become leaders for the arts in their communities. Participants learn about the arts' role in community and economic development, education, and quality of life. Since 2007, the Oklahoma Arts Conference has been a valuable tool for serving the state's arts and cultural industry; convening more than 500 arts administrators, artists, community developers, educators, students, volunteers, and others involved in the arts and cultural industry in Oklahoma. Sessions feature both nationally recognized and Oklahoma-based experts from the industry and focus on nonprofit management, career development, and community and economic development through the arts.
- Preserving the Capitol Artwork**

The Oklahoma Arts Council is the only state arts agency in the nation to manage the artwork in the public spaces of the Capitol, caring for the more than 300 works of art that comprise the art collections belonging to the people of Oklahoma. As part of the Capitol renovation team, the agency has supported and continues to work closely with the construction team and the Office of Management and Enterprise Services in our role as collections manager.

Accomplishments

- Provided \$2.3 million in funding through competitive grant programs to support 359 grants to 200 schools and organizations in 70 Oklahoma communities, with a 40% rural investment.
- Worked with policymakers, Oklahoma Department of Veterans Affairs, and public/private partners to advance the Oklahoma Arts and the Military Initiative for Oklahoma's veterans, military members, and their families and caregivers. In 2020, the agency launched a new pilot grant program to help organizations statewide serve military-connected individuals in their communities through the arts.
- Collaborated with the Oklahoma State Department of Education to lead in the development of dance and theatre/drama standards to accompany those in visual arts and music and support grades pre-K through 12 arts education.
- Expanded alternative education programs in partnership with the Oklahoma State Department of Education to support grades pre-K through 12 arts education and enhance career readiness.
- Launched Classroom Supply Grants for Visual and Performing Arts to meet the critical needs of schools in delivering high quality visual and performing arts education programs. In 2020, the agency received 92 applications from 53 communities in 30 counties (61% rural and 39% urban). A total of 18,494 students were served by this grant. The agency's financial investment included \$27,671 in rural communities, while \$12,861 went to urban communities.
- In FY 2019, the Oklahoma Arts Council laid groundwork for ensuring that traditional forms of art that are inseparable from our identity as a state are not only preserved but fully elevated. Our first ever statewide Oklahoma Cultural Arts, Heritage, and Folk Art Forum set the state for disciplines such as woodcarving, basketmaking, bluegrass music, quilting, and much more to endure.

Savings and efficiencies

- OAC restructured our agency's major programs, to offer our statewide Oklahoma Arts Conference and our Leadership Arts Program every two years, rather than annually. This provides staff with additional time to visit all regions of the state to conduct agency grant and program workshops and training offerings; provide additional technical assistance in the field; conduct additional site visits to arts education and arts programs statewide; and to cultivate new partnership opportunities to leverage and stretch our resources.
- Online services include grant application, final report submission, and panel review system. In addition, the bulk of all publications are produced electronically to keep print and mailing costs to a minimum and adapt to a changing media environment.
- Development and employment of several new databases as a means of more efficiently collecting, managing, and accessing information. Databases have been or are in development for: internal budgeting procedures; the statewide Oklahoma Arts Conference; the state's collection of public art managed through the Oklahoma Art in Public Places program; enhanced collections management of the Oklahoma State Art Collection and the Oklahoma state Capitol art collection; and the agency's two artist rosters.
- Other steps to eliminate or reduce costs include:
 - 1) Installation and expansion of LED lighting for Capitol artwork to save energy costs and protect priceless artwork – savings realized by both OMES and the council;
 - 2) Use of teleconferencing for grant application panel review to eliminate all travel costs for panelists; and
 - 3) Travel: As a small agency, we are able to identify the highest priority needs for travel and seek to maximize our investment of staff time and travel expenses by making the trip as productive as possible, strategically seeking to meet with multiple constituents in each geographic area.

Agency goals

- Support Oklahoma's arts and cultural industry, which generates \$29 million in state and local tax revenue. Funding from the Oklahoma Arts Council sustains Oklahoma's \$314.8 million nonprofit arts and cultural industry and over 10,000 jobs.
- Educate Oklahomans of all ages and abilities by supporting arts education programs that nurture critical thinking skills, improve math and science scores, and develop the state's creative workforce, while leveraging opportunities to promote lifelong learning in the arts.
- Develop a robust cultural infrastructure.
- Preserve Oklahoma's history and cultural heritage with funding to museums and festivals that proclaim Oklahoma's story to thousands of tourists and citizens each year as well as caring for the artwork as part of collections at the Capitol.
- Partner for efficiency and impact. Oklahoma Arts Council develops and strengthens our relationships with other state agencies to support cross-sector opportunities for arts engagement as well as a number of other entities and individuals who believe in the transformative power of the arts to shape the lives of Oklahomans and Oklahoma communities.

Projects for implementation

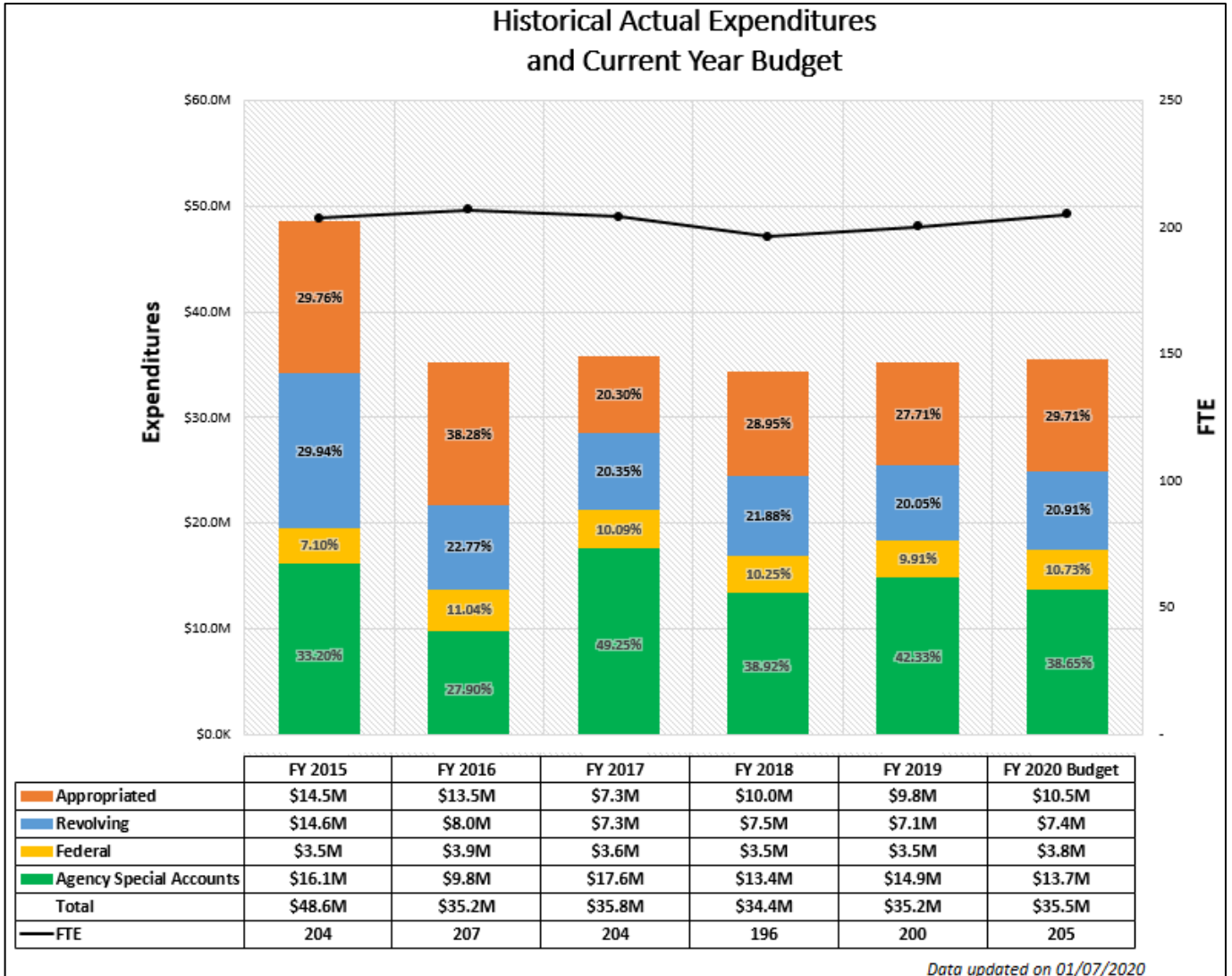
- Continue to serve as a consultant to the Capitol construction team, as well as planning the overall visitor experience through the reinstallation of artworks as part of the Oklahoma Capitol Restoration Project.
- Develop the agency's five-year strategic plan.
- Implement new fine arts standards in partnership with the Oklahoma State Department of Education through professional development and curriculum design.
- Host the 2020 Oklahoma Arts Conference in Muskogee, October 2020.
- Develop an Arts and Incarceration Pilot Program.
- Leverage arts and the military grants to support organizations in their delivery of arts programming to Oklahoma's military-connected individuals.

Office of the Attorney General



Agency information

Office of the Attorney General



Note: FY 2020 budgeted appropriations include budgeted carryover.

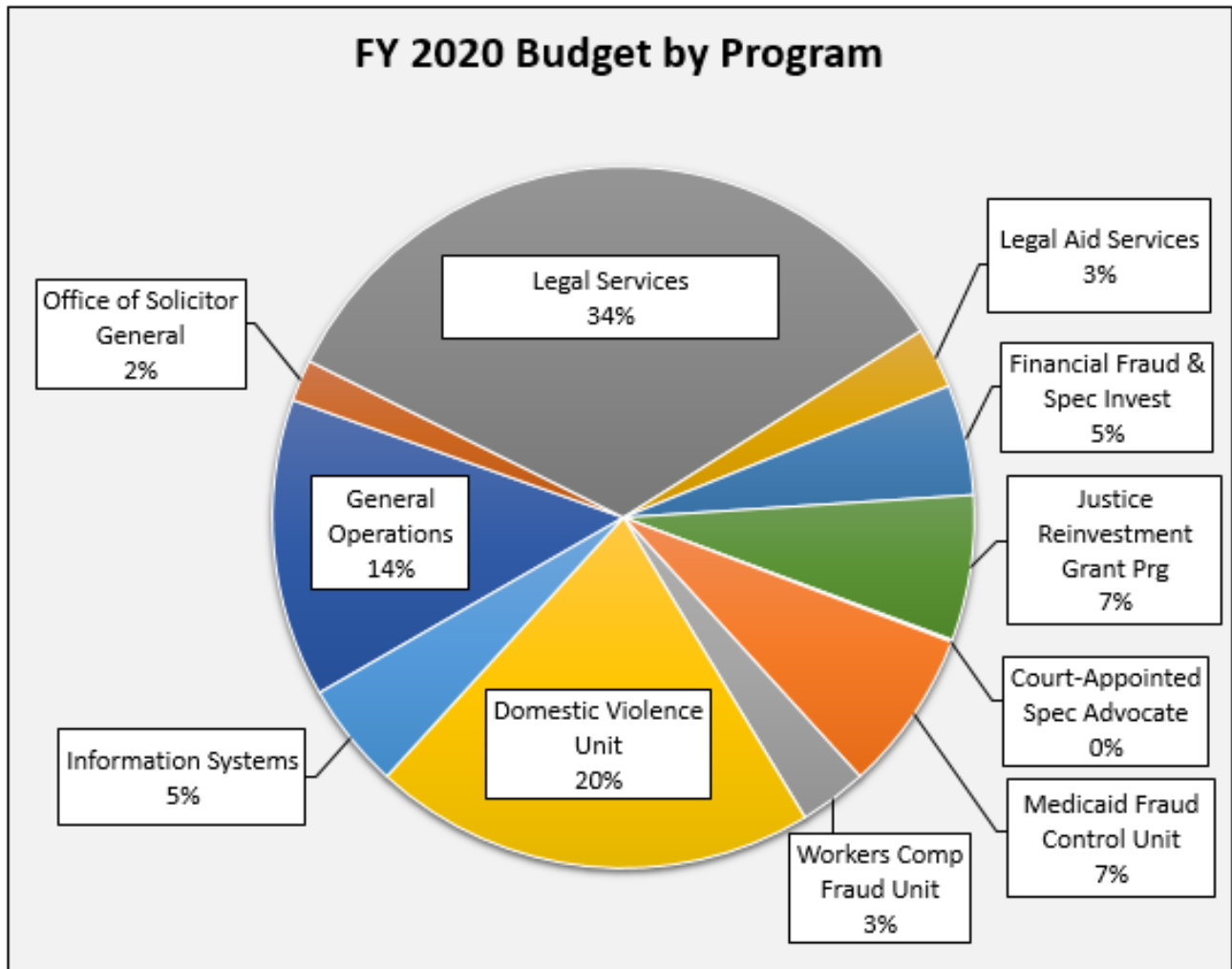
Mission

It is the mission of the Oklahoma Attorney General to protect and defend the interests of Oklahomans and the State of Oklahoma by acting with excellence as its chief legal officer.

Governance and administration

The Attorney General of Oklahoma is an executive position that is elected by popular vote and is limited to two full terms, or eight years, in the office. The position serves as the chief legal and law enforcement officer of the State of Oklahoma and is responsible for advising the various agencies and departments of state government. Mike Hunter was elected as Oklahoma’s eighteenth Attorney General on November 6, 2018, and his current salary is \$132,825.

Programs



Program	FY 2020 Budget
General Operations	\$4,908,763
Office of Solicitor General	\$685,770
Legal Services	\$12,025,488
Legal Aid Services	\$999,352
Financial Fraud & Spec Invest	\$1,815,915
Justice Reinvestment Grant Prg	\$2,390,108
Court-Appointed Spec Advocate	\$35,000
Medicaid Fraud Control Unit	\$2,654,850
Workers Comp Fraud Unit	\$1,112,109
Domestic Violence Unit	\$7,288,869
Information Systems	\$1,741,530

Court-appointed special advocates

Court-appointed special advocates (CASA) are specially trained volunteers sworn in by a judge to represent the best interests of children who are abused/neglected and are active cases in the juvenile court system. The CASA volunteer investigates the child's circumstances, provides fact-based information, and makes recommendations to the court while becoming a source of support for the child. The CASA volunteer will serve as the eyes and ears of the court by providing information the judge needs in order to make a decision that is in the child's best interest.

Victim services unit

The Victim Services Unit works to provide and improve services for crime victims across the state. The Victim Services Unit oversees certification for domestic violence/sexual assault, batterer's intervention, and adult victims of sex trafficking programs across the state. The unit contracts with the domestic violence and sexual assault programs to offer funding for their core services. The unit also provides training for law enforcement officers, prosecutors, and shelter workers. Additionally, the unit provides services to victims and survivors of violent crime.

General operations

Administration is primarily responsible for the overall management of the Office of the Attorney General and establishes the agency's direction in reaching out to Oklahoma citizens. Administration sets the agency's mission and goals and the performance measures needed to achieve them. Administration houses the centralized functions that are essential to all agency units, including but not limited to finance and administration, accounting, file clerks, receptionist, information technology, building maintenance, and senior management. Administration also includes the General Counsel to the Attorney General who advises the Attorney General and senior administration officials on policy and legal matters and is responsible for overseeing the Attorney General Opinion process, Open Records Act request process, and ballot title review.

Information services

The Office of Attorney General contracts with OMES for two IT professionals to provide, maintain, and support computers, hardware, software, software maintenance agreements, upgrades, telephones, and mobile electronics necessary to support agency operations.

Justice reinvestment grant program

As required by Title 74, Section 20k of the Oklahoma Statutes, the Attorney General has developed and is implementing a grant program for local law enforcement. This grant program is available for local law enforcement agencies in Oklahoma to provide funding for new initiatives and strategies to combat violent crime in their community.

Pursuant to this statute, law enforcement agencies can utilize funds for local initiatives, technical assistance, law enforcement training, law enforcement equipment, crime victim services, contractual support, and information systems for criminal justice purposes.

Legal services & public protection

This division works to secure a safe and fair marketplace, to ensure the availability of reliable and affordable utility services, to protect the environment, and to advance the cause of civil rights.

The Office of Civil Rights Enforcement is dedicated to enforcing Oklahoma’s anti-discrimination laws, providing educational resources, and partnering with the public to positively and proactively advance the cause of civil rights for the equal benefit and enjoyment of all Oklahomans.

Through its Consumer Protection Unit, the Office of the Attorney General is committed to ensuring a safe and fair marketplace in Oklahoma.

The Conservation Unit serves as liaison counsel to several state environmental entities (Department of Environmental Quality, Secretary of Energy and Environment, Oklahoma Water Resources Board, and Oklahoma Corporation Commission) and provides general counsel and representation in litigation which involves special expertise in the areas of administrative and environmental law. The unit also serves as General Counsel to the Environmental Quality Board and provides legal assistance to the Secretary of Energy and Environment, who is the trustee for state natural resource damages.

In addition to several specialized duties, the Legal Counsel Unit provides day-to-day legal advice for state agencies, boards, and commissions.

The Litigation Unit defends and prosecutes the state’s civil matters. This unit also works to recover monies wrongfully taken from the state and supports litigation on behalf of the state in every county and jurisdiction.

The Tobacco Enforcement Unit enforces the Master Settlement Agreement between states and tobacco manufacturers. This unit stops untaxed cigarette sales, conducts more than 2,000 compliance inspections at retail locations, and litigates judgements and settlements.

The purpose of the Utility Regulation Unit is to carry out the Oklahoma Attorney General’s duty “[t]o represent and protect the collective interests of all utility consumers of this state in rate-related proceedings before the Corporation Commission or in any other state or federal judicial or administrative proceeding.” The Utility Regulation Unit seeks to accomplish this purpose by fully and consistently advancing positions on utility customers’ behalf in state and federal proceedings. To this end, the Utility Regulation Unit also monitors legal and regulatory developments, participates in rulemakings, and participates in legislative and working group initiatives related to Oklahoma public utilities.

Medicaid fraud control unit

The Medicaid Fraud Control Unit investigates and prosecutes Medicaid fraud, as well as abuse, neglect, and exploitation of patient funds in long-term board and care facilities.

Office of the solicitor general

The Solicitor General serves as a top legal adviser to the Attorney General and advises other agency lawyers and state officials on complex constitutional and other legal matters.

Workers’ compensation fraud unit

The Workers’ Compensation and Insurance Fraud Unit investigates and prosecutes fraud on the part of claimants, doctors, attorneys, and insurance companies. The unit also provides education and training about workers’ compensation and insurance fraud.

Performance and projects

Key Performance Measures by program

Office of Civil Rights Enforcement					
Goal					
Enforce Oklahoma's anti-discrimination laws and educate Oklahomans regarding their rights and responsibilities under civil rights laws.					
Key Performance Measure					
Investigation of complaints					
Key Performance Measure Description					
Administrative interviews of parties, discovery request, production of information, etc.					
Unit of Measure					
Number of complaints investigated					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
167	141	150	150	150	150

Consumer Protection					
Goal					
Broaden our impact and presence statewide to proactively combat consumer fraud.					
Key Performance Measure					
Increase number of registrations among charitable organizations not property registered.					
Key Performance Measure Description					
Contact organizations not registered as required to solicit contributions and update numbers quarterly.					
Unit of Measure					
Number of organizations contacted					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not available	Not available	60	65	70	75

Medicaid Fraud Control Unit					
Goal					
Provide protection of the Medicaid program and participants through the investigation and prosecution efforts of the unit.					
Key Performance Measure					
Continue to investigate providers suspected of fraud against the Medicaid program.					
Key Performance Measure Description					
Investigations opened during the time period.					
Unit of Measure					
Number of investigations					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
36	58	60	60	60	60

Accomplishments

- Took control of the Sexual Assault Forensic Evidence Task Force to address the backlog of untested rape kits. The task force developed and approved a priority list for which untested kits would be submitted for testing. The task force proposed three pieces of legislation that were all passed and signed into law to ensure the backlog does not happen again.
- The Medicaid Fraud Control Unit actively investigated 263 cases including 114 new investigations (56 cases of abuse and 58 cases of fraud). While maintaining the steady volume of investigations, the Medicaid Fraud Control Unit successfully prosecuted 17 Medicaid fraud cases and 12 cases related to abuse or exploitation of nursing home residents. The unit also recovered approximately \$14 million for the Medicaid program. The Medicaid Fraud Control Unit is currently self-funded through a combination of federal grant funding as well as civil and criminal penalties assessed on Medicaid fraud cases at no cost to the citizens of the State of Oklahoma. In fact, for every dollar expended by the Medicaid Fraud Unit, \$4.80 is returned to the Medicaid program.
- The Criminal Appeals Unit filed 477 briefs in state and federal courts and convictions were upheld in 97% of those cases.
- The Attorney General’s Legal Counsel Unit successfully defended or represented 136 state officials, agencies, boards, and commissions in state and federal administrative forums, providing legal services related to administrative hearings before the agencies, boards, or commissions, and representing agencies, boards and commissions in District Court, Court of Civil Appeals, and Oklahoma Supreme Court in connection with appeals of the agency, board, or commission's decisions under the Administrative Procedures Act.
- The 17th multi-county grand jury investigated and returned multiple indictments including racketeering, rape, embezzlement and other public corruption matters; the multi-county grand jury continues to assist federal and state law enforcement agencies throughout all 77 counties to protect its citizens and uphold the laws of Oklahoma.
- The Office of Solicitor General prevailed in defense of several state laws and regulations, including ones that prohibit the living dismemberment of an unborn child, require abortionists to give women at

least 72 hours to reflect on state-mandated information before performing an abortion, and numerous rules and laws regulating the new marijuana industry.

- Oklahoma Energy Results, LLC recommended the Corporation Commission refuse to allow OGE to run its wind farms with excessively negative electricity prices as it allowed the company to charge customers higher fuel prices while the company received additional tax credits that did not benefit customers. The Attorney General's office supported Oklahoma Energy Results. A settlement was approved with \$2.4 million disallowance for uneconomic operation of wind farms. The money went back to the customers.
- Pecan Valley, a small water utility in Lawton, initially requested a \$41,111 or 8.2% annual increase. The Attorney General's office filed a statement of position challenging the increase. A settlement was approved for only a 3% annual increase.
- Arkansas Oklahoma Gas Corporation, a gas utility with ~16,000 Oklahoma customers, asked to waive its annual performance-based rate change plan review from 2017-2019 despite potential tax savings being available for customers. The Attorney General's office recommended a temporary sur-credit, or an adjustment used to reimburse customers for tax savings. A settlement was approved to waive the filing and use tax savings to offset the company's tax assets for two years.
- Public Service Company of Oklahoma (PSO) initially requested an \$88.5 million annual increase with a new performance based rate change (PBRC) plan. The Attorney General's office recommended adjustments resulting in a \$41 million increase and opposed PBRC plan. A settlement was approved with a \$46 million rate increase, including benefits of approximately \$7 million annually in accelerated tax savings, and a special distribution rider limited to \$5 million per year.
- Texoma Water initially requested a \$50,903 or 19.5% annual rate increase. The Attorney General's office recommended adjustments resulting in an annual rate increase of 5.8%. A settlement was approved for an approximately \$16,500 or 6.3% annual rate increase.
- OGE initially requested a \$77 million annual increase. The Attorney General's office recommended a \$32 million annual decrease. As a result, the Oklahoma Corporation Commission held customers harmless and did not increase rates.

Savings and efficiencies

The Legal Counsel Unit expanded its role in the representation of state agencies. By utilizing the Oklahoma Attorney General, these agencies receive representation without paying the salary and benefits of a full-time lawyer; nor are they reliant on outside counsel. Since 2011, these efforts have saved Oklahoma over \$4.25 million.

Agency goals

- Continue to protect the public and defend the laws and citizens of the State of Oklahoma.
- Continue to defend the constitution and legislation pertaining to matters such as pro-life issues and the constitutional right to open carry.
- Continue the battle to protect Oklahomans from opioid abuse through pending drug manufacturer and distributor litigation and the relentless prosecution of drug dealers.
- Continue to safeguard the Medicaid program and protect taxpayer monies through the investigation and prosecution of fraud.
- Continue to defend the elderly and incapacitated victims in Medicaid-funded facilities against abuse, neglect, and exploitation by prosecuting individuals entrusted with their care.

- Continue to utilize the multi-county grand jury to investigate government fraud and prosecute illegal activities such as those perpetrated by state actors.
- Expand the capacity to provide legal services to state agencies at lower costs.

Projects for implementation

- Continue to defend the state's interest.
- Continue to aggressively pursue its suit against major opioid manufacturers.
- Through the Safe Oklahoma Grant, the Oklahoma Attorney General will continue to provide critical resources to local law enforcement to combat violent crime and to create a safe environment for our families and children.
- As litigation continues over water rights, the Oklahoma Attorney General will continue to defend the state's interests in protecting this valuable asset.
- The Oklahoma Attorney General will offer statewide training on compliance and transparency in relation to the Open Records Act and the Open Meetings Act.

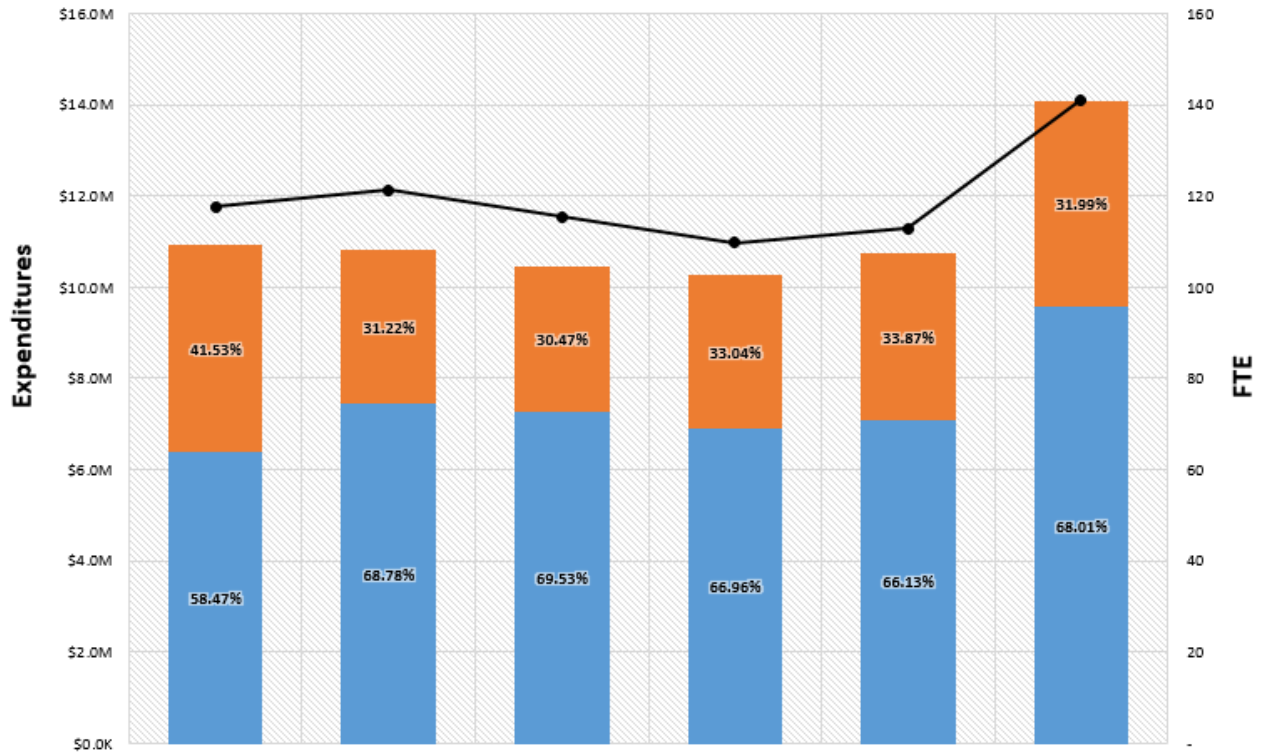
State Auditor and Inspector



Agency information

State Auditor and Inspector

Historical Actual Expenditures and Current Year Budget



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Budget
Appropriated	\$4.5M	\$3.4M	\$3.2M	\$3.4M	\$3.6M	\$4.5M
Revolving	\$6.4M	\$7.4M	\$7.3M	\$6.9M	\$7.1M	\$9.6M
Federal	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Agency Special Accounts	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Total	\$10.9M	\$10.8M	\$10.4M	\$10.3M	\$10.7M	\$14.1M
FTE	118	121	116	110	113	141

Data updated on 01/07/2020

Note: FY 2020 budgeted appropriations include budgeted carryover.

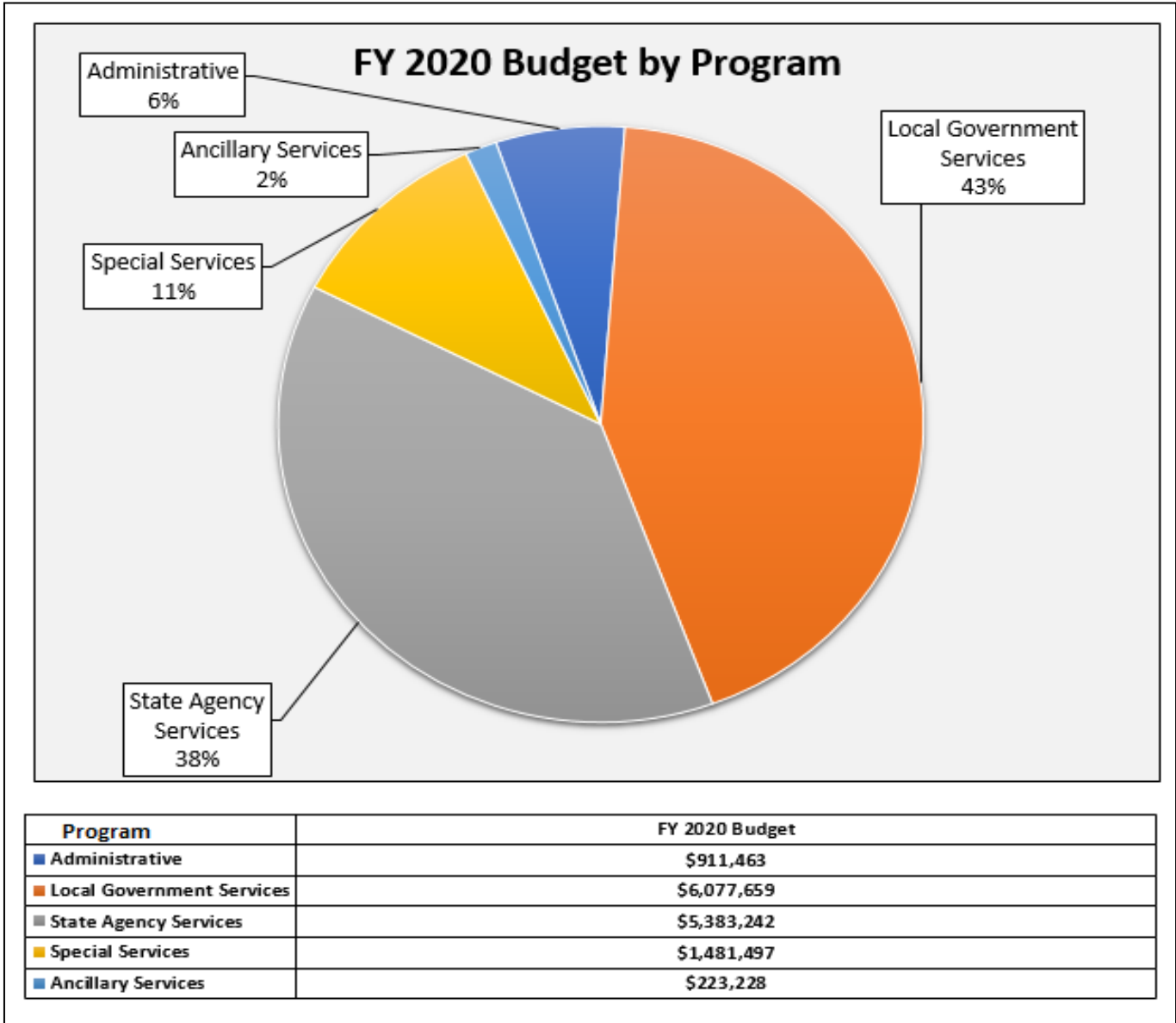
Mission

The mission of the State Auditor and Inspector is to independently serve the citizens of Oklahoma by promoting accountability and fiscal integrity in state and local government.

Governance and administration

The Auditor's Office is directed by the State Auditor and Inspector, a statewide elected official. Cindy Byrd was elected State Auditor in the 2018 general election. The position has a statutory annual salary of \$114,713.

Programs



Administration

The administration division consists of internal agency operations including accounting, budget, human capital management, policy and general administration.

Local government services

County Management Services

County Management Services plays an important role in preventing waste, fraud and abuse through education and ongoing technical budgetary and accounting assistance. This unit consists of one full-time employee dedicated to fulfilling the following statutory requirements:

- 74 O.S. § 214 – Prescribe a uniform system of bookkeeping and accounting procedures for all county officials.
- 74 O.S. § 212.1 – Provide advice on procedural and technical matters pertaining to accounting and budget procedures to all county offices.
- 19 O.S. § 130.1 – Serve on the Commission on County Personnel Education and Training providing oversight over the county training program.
- 19 O.S. § 130.4 – Serve on the advisory boards of the County Personnel Education and Training Program which develops educational programs and materials for training county government officials and county employees.
- 19 O.S. §§ 351, 347, 178.4, 1505, 1705, 68 O.S. §§ 2868, 51 O.S. § 24, 74 O.S. § 212.3 – Prescribe necessary forms and procedures used in county government financial reporting. There are approximately 250 prescribed forms available on the SAI website.

Additionally, County Management Services tracks legislative changes that impact county audit procedures.

Clients served: County governments, emergency medical service districts, elected county officers, district attorneys, and rural fire departments. In FY 2018, answered 3,120 inquiries and presented or assisted with 20 workshops.

Local Government Services Division

The Local Government Services Division performs financial, federal compliance, and statutory compliance audits for all 77 counties across the state, 27 district attorney districts, and 62 emergency management districts. Also, this division is responsible for performing annual reviews of the 77 county treasurers' records and exit audits when officials leave office.

Clients served: County governments including elected county officials, emergency medical service districts, district attorneys, the Oklahoma Public Employees Retirement system, and the citizens of the State of Oklahoma.

Special Investigative Unit

The Special Investigative Unit conducts investigative audits upon request. Statutes prohibit the unit from initiating a special audit unless requested to do so by the Governor, the Speaker of the House, the Senate President Pro Tempore, the Attorney General, a district attorney, a governing board, or by citizen petition. The unit is noted for its work in identifying fraud and waste of public funds.

Clients served: Municipalities, public school districts, counties, state agencies and all other political subdivisions. Approximately 20-25 investigations are pending at any given time.

State agency services

Information Services Division

Audits: The Information Technology Audit Services program performs information technology audits for state agencies and county governments and provides data to other auditors by extracting audit samples from computer systems. ISD Audit division assists the Financial Audit Services, Performance Audit Services, and county audit division groups in assessing internal controls related to state agencies and county governments' information systems. The group also performs stand-alone audits to provide managers of the state's data resources with useful information so they can successfully manage the risks associated with implementing and using technology.

Network Administration: The goal of the ISD Support Services is to provide sufficient software, hardware and equipment to allow agency staff to perform their job duties efficiently and effectively.

Clients served: Agency staff, county officials using prescribed forms, and anyone who reviews audit reports.

Performance Audit Division

Independent, professional performance audits are essential to help achieve accountability and transparency in all public programs. Professional standards describe a performance audit as "...an objective and systematic examination of evidence to provide an independent assessment of the performance and management of a program against objective criteria..." Simply stated, these audits provide information to improve operations and aid those responsible for initiating corrective action.

Clients served: State agencies, board and commissions and citizens of the state of Oklahoma.

State Agency Audit Division

The State Agency Audit Division conducts financial and federal compliance audits and attestation engagements of state agencies, boards and commissions in accordance with government auditing standards to provide accountability of state government agencies. The division also acts on requests for services from legislators, state agency management, and concerned citizens. The division has the responsibility for the audit of the state's comprehensive annual financial report, the scope of which includes financial operations of all state agencies, boards and commissions. The division also performs the state's single audit. Federal funds expended by all state agencies are included within the scope of the single audit.

Clients served: State agencies, boards and commissions and citizens of the state of Oklahoma.

Special services

Horse Racing and Gaming Audit Services

Horse Racing Audit Services monitors all wagering activities at the three operating racetracks and off-track wagering facilities licensed by the Oklahoma Racing Commission. A portion of all wagers are paid to the state. The unit monitors wagers on live and in-state and out-of-state simulcast races. All commissions and funds that are paid to the public for winning pari-mutuel wagers are tracked.

The Gaming Audit Unit monitors all gaming activities at the state's two operating racetracks conducting gaming as licensed by the Oklahoma Horse Racing Commission. All gaming revenue is monitored and tracked to ensure an accurate accounting of proceeds designated for state educational funds at the Oklahoma Tax Commission.

Clients served: Citizens of the state of Oklahoma, Horse Racing Commission, and the Department of Education.

Quality Control and Audit Review

The Quality Assurance Division monitors government audits performed by SAI audit staff to provide reasonable assurance that audits are in accordance with applicable auditing standards. Government auditing standards require a process to monitor the quality of audits. The division reviews all Yellow Book audit reports issued by the office and periodically performs detailed reviews of audit documentation. The Public Audit Division receives audit reports prepared by other independent auditors for all governmental entities within the State of Oklahoma. This division determines whether reports meet applicable audit reporting standards.

Clients served: SAI auditors, public accounting firms and practitioners, and the general public.

Oklahoma Natural Resources Revenue

The Mineral Management Audit Unit is charged with conducting mineral royalty audits on federal lands in Oklahoma. By cooperative agreement with the U.S. Department of the Interior, this unit ensures an accurate accounting of all royalty payments due to both Oklahoma and the federal government. The state receives 50% of all federal royalty dollars paid to DOI as well as 50% of all royalty dollars collected as a result of an audit. Through its cooperative agreement, SAI receives complete reimbursement for the audit services it provides.

Clients served: Department of Interior and Oklahoma citizens.

Ancillary services

Ancillary Services consists of an OSU pass-through program that conducts training and provides technical assistance mandated by legislation for county assessors, county clerks, county commissioners, county court clerks, county sheriffs, county treasurers, their deputies, county excise board members, candidates for county office and other persons according to 19 O.S. § 130.2. This program also includes training for county purchasing agents per 19 O.S. § 1500.

Clients served: County personnel and candidates for county office.

Performance and projects

Key Performance Measures by program

Agencywide					
Goal					
Provide quality audit reports and ensure accountability of state and county government to its leaders, citizens and the federal government.					
Key Performance Measure					
Audit reports issued					
Key Performance Measure Description					
Audit reports issued					
Unit of Measure					
Number of audit reports issued					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
308	343	340	350	350	350

Agencywide					
Goal					
Decrease the percentage of findings repeated in state agency audits from 38% in 2014 to 25% in 2023. (Although SAI have no control over implementation of findings the percent of findings repeated provides valuable information for state administrators.)					
Key Performance Measure					
Findings repeated					
Key Performance Measure Description					
A repeat finding indicates a weakness in an agency's financial process or statutory compliance that has existed during multiple, consecutive audit periods. The percentage indicates the number of findings in a state agency audit report released during the year that are repeated from the same agency's previous audit report.					
Unit of Measure					
Percentage of findings repeated					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
29%	29%	28%	27%	26%	25%

Oklahoma Natural Revenue Resources					
Goal					
Collect all amounts from natural resources mineral royalties owed to the State of Oklahoma.					
Key Performance Measure					
Underpaid royalties detected on federal leases					
Key Performance Measure Description					
By cooperative agreement with the U.S. Department of the Interior, this unit ensures an accurate accounting of all royalty payments due to both Oklahoma and the federal government. The state receives 50% of all federal royalty dollars paid to DOI as well as 50% of all royalty dollars collected as a result of an audit.					
Unit of Measure					
Dollars collected from unpaid or underpaid royalties.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$150,000	\$300,000	\$400,000	\$500,000	\$500,000	\$600,000

Local Government Services Division					
Goal					
Ensure timely completion of quality audits and ensure accountability of local government to its leaders, citizens and state and federal government.					
Key Performance Measure					
County audit reports issued					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
54	116	60	80	60	60
Key Performance Measure					
District attorney audit reports issued					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
10	15	12	12	12	12
Key Performance Measure					
Emergency Medical Services audit reports issued					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
72	41	62	62	62	62

Performance Audit Division					
Goal					
Provide relevant and reliable audit reports to improve program performance and aid in the decision-making process of the Legislature, agency management, and citizens.					
Key Performance Measure					
Number of performance audit reports issued					
Key Performance Measure Description					
Number of performance audit reports issued					
Unit of Measure					
Number of performance audit reports issued					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
23	20	20	25	25	25

Special Investigative Unit					
Goal					
Increase accountability and oversight of public funds, along with reducing fraud, abuse, and waste in government.					
Key Performance Measure					
Reports issued					
Key Performance Measure Description					
Number of investigative audit reports issued					
Unit of Measure					
Number of investigative audit reports issued					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
8	8	12	12	12	12

State Agency Audit Division					
Goal					
Ensure timely completion of quality audits and ensure accountability of state government to its leaders, citizens, and the federal government.					
Key Performance Measure					
Percentage of completion by federal deadlines					
Key Performance Measure Description					
Percentage of CAFR and single audit completed by the federal deadline					
Unit of Measure					
Percentage of CAFR/single audit issued by deadline					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
50%	100%	100%	100%	100%	100%

Regional benchmarks and comparisons

- SAI salaries are significantly less than average state audit organization salaries of the regional surrounding states (Colorado, Kansas, Missouri, Arkansas, Texas, and New Mexico). SAI average salaries at December 31, 2018, for audit manager, supervisor, upper-level, middle-level, and lower-level auditor are 33.1%, 36.5%, 34.5%, 30.7%, and 20.1% less respectively.
- The SAI FY 2018 professional staff turnover rate of 14.71% (20.2% for FY 2019) was slightly higher than the average professional staff turnover rate of the regional surrounding states, which was 12.97%. Individual turnover rates for Colorado, Kansas, Missouri, Arkansas, Texas, and New Mexico were 12%, 20%, 14%, 5%, 12.79%, and 14% respectively. Salaries in Arkansas are the highest overall in the region, which correlates with their low 5% turnover rate.
- SAI rates are significantly less than the average billing rates of a sample of private sector firms. SAI partner/director level, manager level, supervisor/senior consultant level, and associate level rates are 50.4%, 45.1%, 44.3%, 30.7%, and 44.6% less respectively than the average of a sample of private sector firms (Alvarez & Marsal, PFM Group, BKD, and HBC CPAs & Advisors).

Accomplishments

- Issued 345 audit reports in FY 2019.
- Conducted audits of federal expenditures at the county level in approximately 42.9% of its audits to ensure these local governments and the state, as a whole, are positioned to continue to be recipients of federal disaster funds and are in compliance with federal audit requirements.
- The agency is now fully immersed in its electronic audit work paper software for the multiple types of audits it conducts. As a result, printed documents supporting an audit and the resulting space previously required to store and maintain these documents has been dramatically reduced.

- Enhanced public access to government documents as SAI now posts local government annual estimate of needs to its website. In addition to local audit reports, taxpayers now have free access to budget information for local school district, municipal, and county governments.
- Established uniformity in the estimate of needs reporting requirement by working with the OSU-County Training Program to create a standardized electronic form for use by school districts and county government budget makers. Further efficiency will be achieved as the electronic submission of estimate of needs will eliminate the need to scan paper copies prior to publication to our website.
- Eliminated the multi-year backlog of county government audits. SAI county government auditors conducted more than 200 audits of counties, district attorneys, emergency medical service districts, and county treasurer reviews in FY 2018.
- Provided state agencies with recommendations to better improve their internal control processes related to the financial operations and compliance with significant laws and regulations. During FY 2019, this was accomplished through the release of 20 audits (17 operational audits and three performance audits).

Savings and efficiencies

- Utilizing electronic audit workpaper software continues to result in increased productivity and decreased operational costs, including travel, state vehicle leases, mileage costs, paper, copiers and other office supplies.
- Employing audit command language software as an auditing tool to enable auditors to quickly and efficiently analyze and categorize data.
- Travel costs are continually monitored to assign the most equitable transportation source through use of strategic staffing practices whereby audits are staffed with those auditors living in closest proximity to the client's location. Additional savings are realized by reimbursing employees driving personal vehicles when it is more cost effective. County employees now regularly carpool to audit sites to further reduce mileage reimbursement costs.
- Utilizing teleworking for certain agency personnel, with the dual benefit of improving efficiencies and reducing travel costs while permitting personnel to work from home without a loss in productivity.
- SAI has an ongoing agreement with the Office of Management and Enterprise Services to perform payroll processing.

Agency goals

- Remain committed to conducting performance audits to provide its clients with recommendations for improved efficiencies in agency programs and delivery of government services.
- Implement a standardized chart of accounts through county government that will increase transparency and accountability along with more timely financial statements.
- Agencywide, SAI plans for increased productivity of audit reports with additional staff made available with increased appropriations.

Projects for implementation

- In addition to conducting audits mandated by the Oklahoma Constitution and state statute, SAI is engaged in several additional performance and special investigative audits. Governor Kevin Stitt requested a performance audit of the Oklahoma Health Care Authority Medicaid program. Governor Stitt also requested a special investigative audit of Epic Charter Schools amid allegations the state's largest virtual charter school may have embezzled millions in public funds. These audits are expected

to be completed in FY 2020. Performance audits were also conducted at the request of agency heads or governing board at the Oklahoma Department of Wildlife Conservation, Oklahoma Department of Transportation, and the Department of Corrections – OCI. Continual updating of audit programs and staff training required by constant changes to auditing and accounting standards.

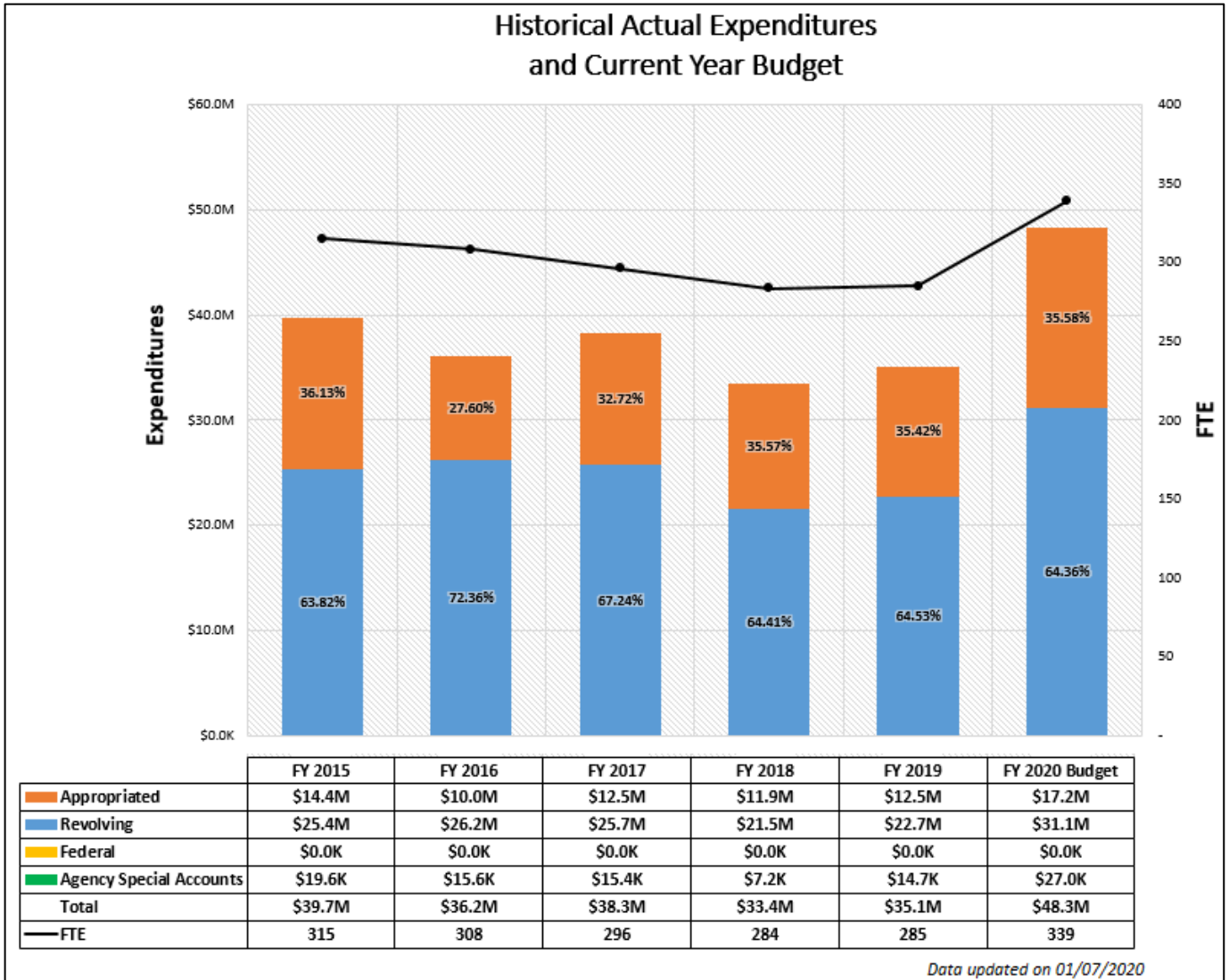
- Special investigative audits initiated include requests from Attorney General Mike Hunter for the OETA Foundation and State Schools Superintendent Joy Hofmeister for Seeworth Academy.
- Several municipal boards requested audits over issues including possible misuse of town credit cards, embezzlement of public funds, utility billing concerns, and violations of the Open Meeting and Open Records Act in the communities of Lone Wolf, Eldorado, Tryon, Claremore, and Davis. District attorneys requested audits of alleged fraud and abuse in the municipalities of Blackwell, Red Rock, Keota, Cherokee, Clayton, Hunter, and Oilton. Citizens gathered signatures to request audits in the towns of Kremlin, Calvin, Bennington, Ochelata, Marshall, and Holdenville. Special Investigations also occurred or are ongoing in the Circuit Engineering District #7, the Yale Housing Authority, Western Heights Public Schools, Chickasha Public Schools, Newcastle Public Schools, and the Ottawa County Sheriff's Office.
- SAI made substantial progress in its ongoing project to establish an electronic estimate of needs for county government. The single largest hurdle was establishing a uniform chart of accounts for use by all 77 counties. This project included both the cooperation and inclusion of specialized, proprietary accounting software companies utilized by various counties, budget makers, and county officials. A similar project for Oklahoma's 300-plus school districts went live in FY 2019. When fully implemented, access to these annual budgets will significantly improve transparency for taxpayers in the expenditure of taxpayer funds by these public entities.

Oklahoma State Bureau of Investigation



Agency information

Oklahoma State Bureau of Investigation



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The Oklahoma State Bureau of Investigation exists to protect citizens and support public safety partners by providing Oklahoma's premier investigative, intelligence, information, and forensic services.

Governance and administration

The Oklahoma State Bureau of Investigation Commission consists of seven members appointed by the Governor with the advice and consent of the Senate. Four members represent the lay citizenry-at-large, one member will be a district attorney, one member must be a sheriff, and one member will be a chief of police. Members are appointed for terms of seven years, and not more than two may be from the same congressional

district. Annually, the Commission selects one of the commission members to serve as chairman and one to serve as vice chairman.

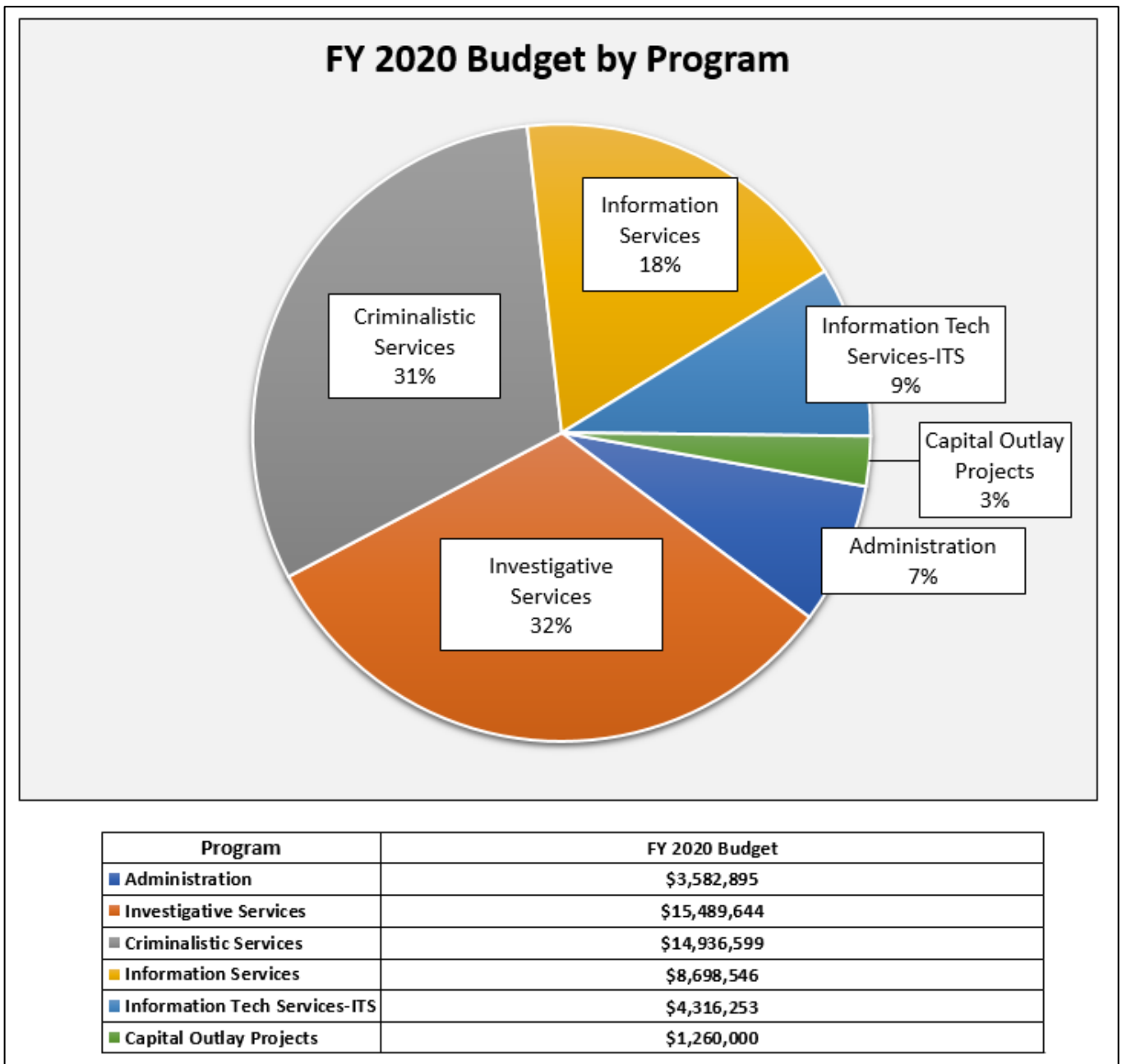
The Bureau shall be under the operational control of a Director, who is appointed by a majority vote of total membership of the Commission. The current Director is U.S. Army Major General (Retired) Ricky Adams, whose annual salary is \$127,000.

Name	Membership Type	Term Ends
Mike Boring*	District Attorney	2020
David Houser	Chief of Police	2021
Vic Regalado**	County Sheriff	2023
Bryan Smith	Lay Member	2026
W. Roger Webb	Lay Member	2024
Mikeal M. Clayton	Lay Member	2022
Ronald Cunningham	Lay Member	2025

*Chair

**Vice Chair

Programs



Administration

This activity is comprised of administration (director's office, deputy director's office, public information office, legal department, and Commission on Accreditation for Law Enforcement Agencies (CALEA) manager) and the Support Services division (division director; human resources and training; accounting and budget; procurement/facilities; and telecommunications). Administration provides leadership, planning, direction, and administrative support to the agency.

Capital outlay projects

The Procurement and Facilities Section is responsible for purchasing supplies and equipment, establishing and managing contracts, and managing owned and leased facilities. Duties include:

- Procurement of all goods and services.
- Telecommunications management of all telephone services, air cards, and cellular phones.
- Fleet management including acquisition, disposal, and repair of all vehicles.
- Risk management including property insurance, vehicle insurance, and directors' and officers' liability coverage.
- Management of central supply.
- Management of purchase card (P-card) program.
- Management of surplus property.
- Maintenance and repair of headquarters building.
- Facilities management including leases, renovations, and construction.
- Receptionist duties for the headquarters facility.

Criminalistic services

The Criminalistic Services Division is the full-service, accredited forensic crime laboratory system for the State of Oklahoma. The program supports law enforcement statewide through forensic services that aid in the investigation and prosecution of crime. Forensic analysis of criminal case evidence is provided to municipal, county, district, state (including services to the OSBI Investigative Services Division), tribal, and federal law enforcement and prosecution agencies. Additional services include crime scene response, expert testimony, drug destruction, technical databases, and forensic training.

Information tech services- ITS

OSBI contracts with the Office of Management and Enterprise Services Information Services division for IT services.

Information services

This program consists of nine units designed to provide internal support to the OSBI, assist local law enforcement, and provide services to the citizens of Oklahoma. The nine units are:

- 1) Criminal History Reporting Unit: Provides dissemination of criminal history information to noncriminal justice agencies and to the general public.
- 2) Self-Defense Act Unit: Issues new and renewal licenses to citizens wishing to carry handguns and maintains all licensing records.
- 3) Crime Data Collection and Analysis Unit: Collects and enters all information related to the filing of criminal charges by Oklahoma's district attorneys. The collection of this data and the disposition data related to the charges provides comprehensive data for the courts, prosecutors, and the public.
- 4) Field Services Unit: Collects crime statistics from Oklahoma law enforcement agencies and assimilates them into the Crime in Oklahoma Annual Report. This report provides law enforcement administrators and other interested parties the data necessary to make informed decisions about the problem of crime in this state. The data is also sent to the FBI for inclusion with national crime statistics. This unit provides training to all law enforcement agencies on record keeping and the proper method of reporting crime statistics. This unit also conducts audits to ensure the integrity of the data collected and submitted.

- 5) Criminal History Management Unit: Captures data from submitted fingerprint cards and dispositions to build the master name index, arrest segment, custodial segment, and judicial segment of the criminal history record for the state central repository. This unit produces and disseminates criminal history rap sheets used by criminal justice agencies nationwide.
- 6) Identification Unit: Processes submitted fingerprint cards to capture fingerprint images and minutia records to facilitate the comparison and positive identification of individuals through fingerprints utilizing the Automated Fingerprint Identification System and manual fingerprint processing. This unit also captures fingerprints of individuals who have experienced difficulty in obtaining legible fingerprints from local law enforcement agencies.
- 7) Biometric Field Services Unit: This unit is dedicated to providing initial and follow-up training to jail sites using OSBI and other law enforcement agency-owned Livescan booking devices. The teams of field services representatives travel around the state and provide training on the Livescan devices as well as the manual fingerprint process. Livescan devices capture data on the subject, charges to be filed, electronic images of fingerprints, palm prints, and digital images including mugshots, scars, marks, and tattoos. Additionally, personnel audit the booking facilities to assure proper submission of booking information has been completed.
- 8) Statistical Analysis Center/Criminal Justice Statistics: This unit is to provide a clearinghouse for criminal justice information; provide a central contact point for federal, state, and local criminal justice agencies; obtain information from criminal justice agencies in this state for analysis of criminal justice issues; collect and analyze criminal justice data; and provide reports for state and local criminal justice agencies.
- 9) Oklahoma Violent Death Reporting System: This unit collects data related to homicides, legal interventions, suicides, and unintentional firearms deaths. The unit works with the State Health Department, state medical examiner, and local law enforcement agencies to collect data that is forwarded to the national reporting system. The goal is to identify trends in the deaths so that local agencies can implement prevention programs.

Investigative services

The primary purpose of the Investigative Services Division is to provide assistance to those entities as authorized by state statutes. Assistance can be any of a full range of investigative services. Most commonly, this involves a complete investigation conducted by OSBI agents with a comprehensive report for use in prosecution efforts.

The types of investigations conducted include, but are not limited to, homicides; rapes; assaults; white-collar crime; threats against public officials; public corruption; property crimes such as burglaries; computer crimes such as internet crimes against children; child abuse response team; insurance fraud; auto theft; and oil field theft.

Services also include polygraph examinations, electronic surveillance, aerial surveillance, unmanned aerial systems support, electronic composites and skull reconstruction, bloodstain pattern analysis, shooting reconstruction, crime scene investigations, forensic art, judicial backgrounds, and local law enforcement training in areas of basic and advanced criminal investigations.

The Crimes Information Unit maintains the Statewide Intelligence Network and provides expanded use of crime analysis to help state and local law enforcement, as well as federal agencies upon request.

For divisional purposes, the state is divided into six regions, each supervised and managed by an agent-in-charge. Agents are assigned by region and work out of a regional office or as resident agents working out of their homes or an office provided by city, county, or state government.

Performance and projects

Key Performance Measures by program

Investigative Services					
Goal					
Enhance services provided by OSBI to the criminal justice community in Oklahoma.					
Key Performance Measure					
OSBI violent crime clearance rate compared to the national violent crime clearance rate.					
Key Performance Measure Description					
This performance measure tracks the success of the Investigative Services Division to resolve violent crime. OSBI's clearance rate was based on the same criteria as the FBI's.					
Unit of Measure					
Percent					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
82%	79%	80%	80%	80%	80%

Criminalistics Services					
Goal					
Provide timely and accurate forensic science services to the criminal justice community.					
Key Performance Measure					
Accurate reporting of results					
Key Performance Measure Description					
Release technically accurate reports within each discipline with no more than five corrective actions within each year related to reporting inaccurate results.					
Unit of Measure					
Number of corrective action reports (CARs) issued due to incorrect reporting of results.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3	3	5	5	5	5

Information Services					
Goal					
Electronic submission of criminal arrest fingerprints					
Key Performance Measure					
Percent of electronic criminal arrest fingerprint submissions					
Key Performance Measure Description					
This performance measure tracks the increase in electronic criminal arrest fingerprint submissions. Electronic submissions of criminal arrest fingerprints increase the efficiency of the Information Services Division.					
Unit of Measure					
Percent of criminal arrest fingerprints received electronically.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
89.90%	93.60%	94%	95%	96%	97%

Regional benchmarks and comparisons

Clearance rate is a type of metric used by law enforcement agencies to gauge the measure of crimes cleared, which is when a suspect has been identified, an arrest made, and charges filed. For violent crimes, the national clearance rate in 2018 was 45.5%, while the OSBI's rate was 78.6% in FY 2018. Oklahoma ranks 40th in violent crime rate with a rate of 4.57 violent crimes per 1,000 people. The U.S. national average violent crime rate is 3.75 violent crimes per 1,000 people.

Table 2. Total Violent Crimes Reported (2009-2018)

Year	Murder	Rape	Robbery	Aggravated Assault	Total
2009	229	1,526	3,339	13,300	18,394
2010	191	1,467	3,320	12,941	17,919
2011	219	1,459	3,287	12,665	17,630
2012	219	1,675	3,213	13,163	18,270
2013	207	1,762	3,052	11,909	16,930
2014	178	1,877	3,028	10,804	15,887
2015	241	1,948	2,960	11,324	16,473
2016	239	2,134	3,135	12,058	17,566
2017	246	2,246	2,978	12,461	17,931
2018	210	2,465	2,765	13,224	18,664

Source: 2018 OSBI Uniform Crime Report

Table 3. Total Non-Violent Crimes Reported (2009-2018)

Year	Burglary	Larceny	Motor Vehicle Theft	Arson	Total*
2009	37,815	82,814	10,336	1,020	130,965
2010	37,358	79,741	10,076	1,011	127,175
2011	36,724	79,970	11,038	991	127,732
2012	35,889	82,288	11,562	1,654	129,739
2013	33,581	81,357	11,131	837	126,069
2014	29,470	74,590	10,484	795	114,544
2015	27,832	71,003	10,169	715	109,004
2016	28,525	73,917	11,869	724	114,311
2017	28,174	70,474	12,034	692	110,682
2018	26,630	71,602	13,055	734	111,287

*A collection of statistics regarding arson is shown separately and is not reflected in the totals of this table.

Source: 2018 OSBI Uniform Crime Report

Accomplishments

- Formed a new cold case unit that has already shown success. The unit continues to bring justice to families whose cases would not otherwise have been solved. One case has been successfully prosecuted and the unit has developed leads in three cold cases that are being actively investigated.
- Readied the Sexual Assault Kit Tracking Program for deployment. This program will allow OSBI to meet the statutory requirement to track and test previously untested sexual assault evidence (rape kits) that are held by law enforcement agencies across the state.
- Expanded crime scene documentation capabilities by equipping each crime scene agent with a FARO Technologies device. FARO devices accurately scan, measure, and document crime scenes in three dimensions, creating better quality crime scene reconstruction. This technology is now available to all local law enforcement in the state.
- Completed the Criminal History Information Reporting Portal (CHIRP) which allows the public to obtain Oklahoma criminal history records via the internet.
- Designed the Record of Arrest and Prosecution Update Portal (RAPUP). This tool, which is nearly ready for deployment, will enable court clerks to update criminal history records to include the final disposition of criminal cases.

Savings and efficiencies

- OSBI reorganized in FY 2019, which eliminated four positions and allowed the reinvestment of \$435,420 into other mission-focused positions and equipment.
- Evaluated and modified the fleet tracking process leading to the recovery of an estimated \$120,000 annually in lost productivity and salaries.
- CHIRP became operational and available to the public, creating an efficient online means of obtaining information that used to require fax, mail, or in-person requests.

- Equipped each crime scene agent with a FARO device, which more efficiently documents crime scenes, reduces time spent at crime scenes, and provides a better exhibit for prosecution.

Agency goals

- Obtain adequate staffing to accomplish the statutory mission of the OSBI.
- Repair the Tahlequah building and solve mold issues to avoid abandoning the building.
- Enhance service to OSBI customers through expansion of the digital evidence program to include technical investigators in each region to retrieve digital evidence from cellphones and other devices containing critical evidence of crimes in the field.

Projects for implementation

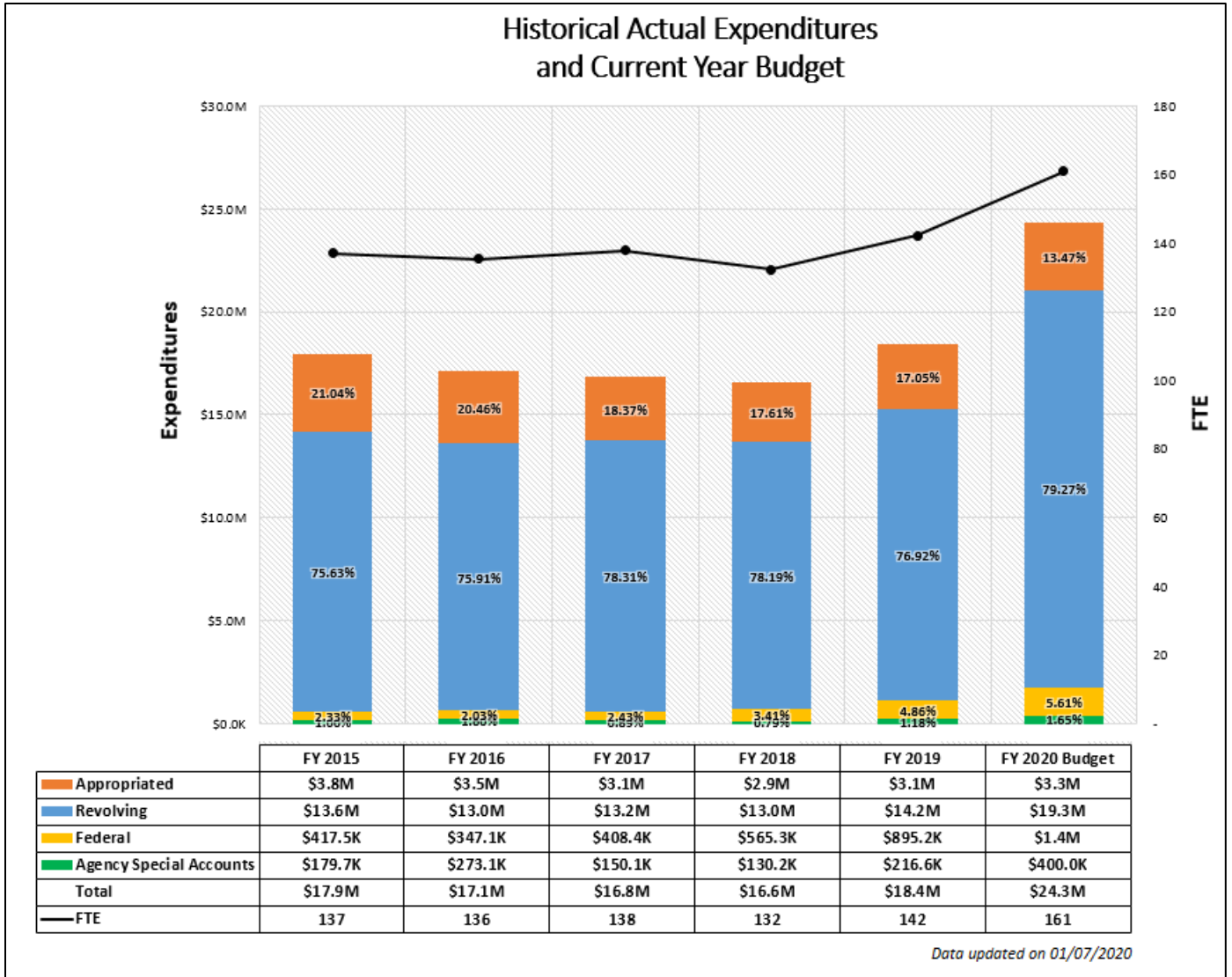
- Launch the Record of Arrest and Prosecution Update Portal (RAPUP).
- Launch the Sexual Assault Kit Tracking System to aid in the tracking of all sexual assault evidence kits (rape kits).
- Continue to work with local agencies to get statewide compliance with National Incident-Based Reporting, which will become mandatory by the Federal Bureau of Investigation on January 1, 2021.

Oklahoma Bureau of Narcotics and Dangerous Drugs Control



Agency information

Oklahoma Bureau of Narcotics and Dangerous Drugs Control



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Oklahoma Bureau of Narcotics and Dangerous Drugs Control is to measurably reduce drug trafficking in Oklahoma through the use of multijurisdictional law enforcement (federal, state and local) and intelligence initiatives designed to attack, disrupt and dismantle major drug trafficking organizations that are operating in Oklahoma through working with medical professionals to stop the diversion of legitimate pharmaceutical drugs; working with various groups educating law enforcement officers, medical professionals, students (in universities and public schools) and the general public; and providing a research base for understanding the threat of drugs.

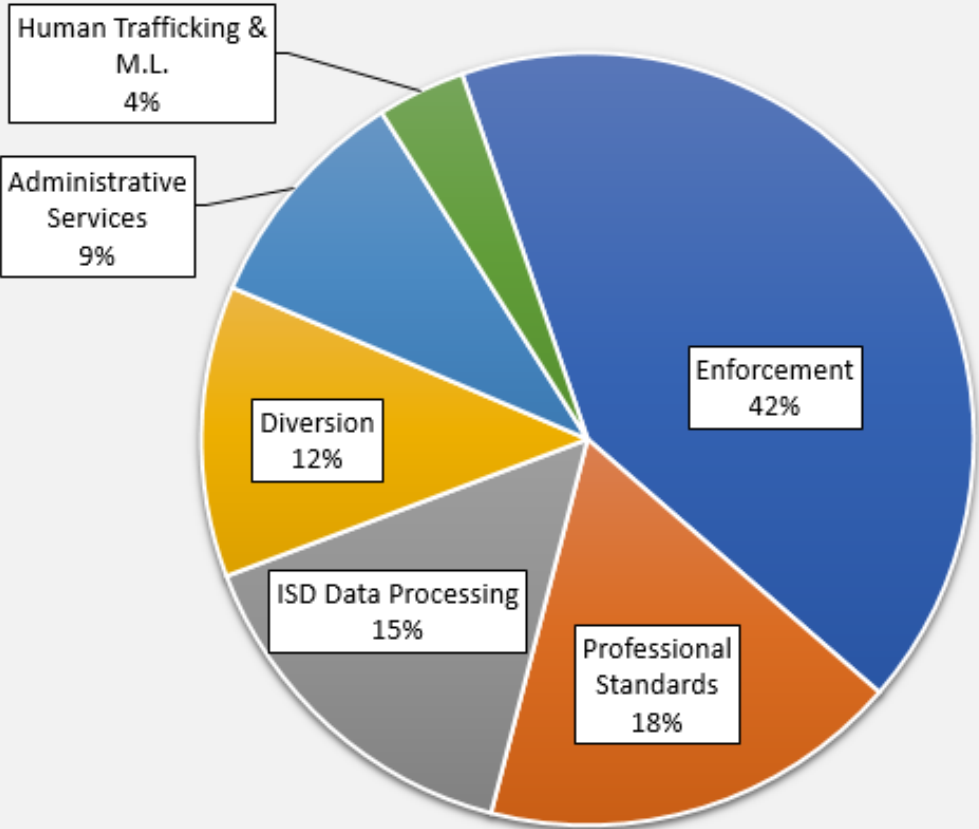
Governance and administration

The OBNDDC is governed by a commission that consists of seven Governor-appointed members, not more than two of whom are from the same congressional district. The commission is comprised of four lay members, one district attorney, one active sheriff, and one active chief of police. The commission provides for another level of accountability and transparency. Robert L. Cook was appointed by the commission on September 5, 2019, and currently serves as Director of OBNDDC. His annual salary is \$122,500.

Member Name	Appointment Date	Confirmation Date	Term Ending Date	Congressional District
Phillip Cole	04/26/2016	05/09/2017	12/31/2024	5
Greg Mashburn	01/15/2015	05/21/2015	12/31/2025	4
Jan Miller	01/01/2010	05/25/2016	12/31/2022	1
Todd Gibson	08/23/2019	Pending	12/31/2022	4
Vacant				
Layne Subera	04/29/2014	05/20/2014	12/31/2020	3
Gretchen Zumwalt-Smith	01/01/2015	05/20/2014	12/31/2021	2

Programs

FY 2020 Budget by Program



Program	FY 2020 Budget
■ Enforcement	\$10,127,994
■ Professional Standards	\$4,292,431
■ ISD Data Processing	\$3,696,982
■ Diversion	\$2,963,394
■ Administrative Services	\$2,340,951
■ Human Trafficking & M.L.	\$893,961

Enforcement

The Enforcement Division consists of the headquarters office in Oklahoma City, five district offices, and 15 regional offices. This division enforces state and federal drug laws through undercover narcotics operations, ranging from small buys to large multi-defendant conspiracies, meth lab investigations, electronic surveillance investigations, and wire intercept investigations. It coordinates the Marijuana Eradication and High-Intensity Drug Trafficking Areas programs, along with the anti-methamphetamine and anti-heroin task forces and related interdiction units. Also, this division provides much-needed manpower, information sharing, and equipment support to various federal, state, local, and tribal task forces across the state.

Clients served: Approximately 3.9 million citizens of Oklahoma.

Professional standards

The Professional Standards Program encompasses many agency-wide departments such as facilities, weapons, official advanced funds, drug education programs, small unmanned aircraft systems and motor vehicles. This program oversees the Augmented Criminal Investigation Support System case reporting system that is also shared with Oklahoma State Bureau of Investigation; the PowerDMS (Document Management System) information management system utilized by OBNDDC personnel and all internal investigations and accreditation-related activities. This division is also responsible for ensuring the state mandate on OBNDDC to provide drug education and training to law enforcement and the public is accomplished.

Clients served: OBNDDC personnel, federal, state and local law enforcement, public health providers, educators, parents and all citizens of Oklahoma.

IS data processing

The Information Services division, contracted through the Office of Management and Enterprise Services, is responsible for data management, network engineering, hardware, database and software design, management and administration of the OBNDDC network infrastructure, and support of many internal/external systems such as the Prescription Monitoring Program, ACISS case reporting system, Replicon time and leave system, PowerDMS internal policy system and any additional data system needs.

Clients served: OBNDDC personnel, state and federal law enforcement agencies, and citizens of Oklahoma.

Diversion

The Diversion Division investigates cases in which legally manufactured and distributed pharmaceutical controlled substances are diverted into an illegal market; coordinates the Prescription Take Back Program and Prescription Monitoring programs; and oversees the registration program which regulates registration and control of manufacturing, distribution, dispensing, prescribing, administering or use for scientific purposes of controlled dangerous substances within this state.

Clients served: OBNDDC began in FY 2019 with over 21,000 active registrants.

Administrative services

Administrative Services provides support services to OBNDDC in the accomplishment of the agency mission. This division provides administrative, legal, public information, communication, fiscal and human resources related services to the agency.

Clients served: Internal personnel, other law enforcement, and the general public.

Human trafficking & money laundering

The Human Trafficking and Money Laundering Division identifies domestic and international persons and/or organizations that traffic victims into prostitution and other forms of commercial sexual exploitation or forced labor and situations of debt bondage. These efforts lead to the arrest of violators and the rescue and recovery of victims of human trafficking. Money laundering investigations include an analysis for a money-laundering nexus related to drug and/or human trafficking.

Clients served: All citizens of Oklahoma.

Performance and projects

Key Performance Measures by program

Enforcement Division					
Goal					
Reduce the availability of illicit drugs and provide a safer place to live for all Oklahomans; utilizing intelligence gathering, investigative techniques and collaborating with all law enforcement to identify violators of state and federal drug laws.					
Key Performance Measure					
Cases					
Key Performance Measure Description					
Number of cases initiated on those who violate state and federal drug laws					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,668	1,007	1,208	1,228	1,248	1,268
Key Performance Measure					
Search/arrest warrants					
Key Performance Measure Description					
Number of search/arrest warrants served on those who violate state and federal drug laws					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
182	91	109	111	113	115

Enforcement Division					
Goal					
Reduce the availability of illicit drugs and provide a safer place to live for all Oklahomans; utilizing intelligence gathering, investigative techniques and collaborating with all law enforcement to identify violators of state and federal drug laws.					
Key Performance Measure Description					
Number of arrests made on those who violate state and federal drug laws					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
395	366	395	400	400	400
Key Performance Measure					
Fatal overdoses of methamphetamine					
Key Performance Measure Description					
Fatal overdoses related to methamphetamine continue to increase in Oklahoma. OBNDCC works closely with public safety and public health providers to address overdose deaths in Oklahoma through enforcement actions and public outreach.					
Unit of Measure					
The measure is the number of fatal overdoses due to methamphetamine. This information is reported annually to OBNDCC by the Oklahoma Office of the Chief Medical Examiner. Note these deaths are reported approximately 6-8 months after death occurs, and on calendar year. Therefore we have no stats to provide for calendar year 2019. The goal is to decrease the number of fatal overdoses due to methamphetamine by 3%.					
Actuals		Targets			
CY 2018	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023
334	N/A	323	314	304	295
Key Performance Measure					
Drug trafficking crimes in relation to total arrests					
Key Performance Measure Description					
OBNDCC targets drug traffickers who are distributing illicit and diverted pharmaceutical drugs in our communities. Drug trafficking is a more serious crime compared to other drug crimes due to the quantity of drugs; larger quantities of drugs make it more likely that the arrestee planned to distribute or sell the drugs (as opposed to just possess and/or consume the drugs).					
Unit of Measure					
The measure is the percent of individuals arrested for drug trafficking crimes in relation to all agency arrests. The goal is to increase the percent of individuals arrested by agents for drug trafficking crimes in relation to total arrests by 2% each fiscal year.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
16%	18%	20%	22%	24%	26%

Enforcement Division					
Goal					
Reduce the availability of illicit drugs and provide a safer place to live for all Oklahomans; utilizing intelligence gathering, investigative techniques and collaborating with all law enforcement to identify violators of state and federal drug laws.					
Key Performance Measure					
Local law enforcement assist (agency-wide statistic)					
Key Performance Measure Description					
OBNDDC provides drug-related investigative support to local law enforcement in Oklahoma. Agents working in district and regional offices work with local law enforcement to reduce the availability of drugs in communities. For purposes of this measure, assists are defined as “activities and cases not initiated by OBNDDC.” An increase in the number of activities and cases not initiated by OBNDDC is indicative of strong partnerships and communication with local law enforcement.					
Unit of Measure					
The measure is the number of assists agency-wide reported in ACISS (the agency’s records management system) by OBNDDC agents. The goal is to increase the number of assists by 2% each year.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
415	385	392	400	408	416

Anti-Methamphetamine Task Force					
Goal					
Increase enforcement efforts in Oklahoma through aggressive enforcement activities against methamphetamine drug traffickers and other organizations operating in Oklahoma.					
Key Performance Measure					
Methamphetamine-related investigations					
Key Performance Measure Description					
Number of investigations initiated on those who violate state and federal drug laws pertaining to the distribution of methamphetamine					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	46	49	52	55	58
Key Performance Measure					
Methamphetamine-related arrests					
Key Performance Measure Description					
Number of arrests made on those who violate state and federal drug laws pertaining to the distribution of methamphetamine					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	25	28	31	34	37

Anti-Heroin Task Force					
Goal					
Increase enforcement efforts in Oklahoma through aggressive enforcement activities against heroin drug traffickers and other organizations operating in Oklahoma.					
Key Performance Measure					
Heroin-related investigations					
Key Performance Measure Description					
Number of investigations initiated on those who violate state and federal drug laws pertaining to heroin and illicit and diverted pharmaceutical opioids					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	35	37	40	43	46
Key Performance Measure					
Heroin-related arrests					
Key Performance Measure Description					
Number of arrests made on those who violate state and federal drug laws pertaining to heroin and illicit and diverted pharmaceutical opioids					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	14	17	20	23	26

High Intensity Drug Trafficking Area Program (HIDTA)					
Goal					
OBNDCC operators and dispatchers will provide entry of de-confliction data. Sometimes federal, state, and local law enforcement agencies could be monitoring the same suspect or operation without prior communication with one another. De-confliction is designed to prevent "blue on blue" situations by ensuring local, state, and federal agencies are communicating and on the same page.					
Key Performance Measure					
Subjects de-conflicted					
Key Performance Measure Description					
Number of subjects entered into the de-confliction system for local, state or federal law enforcement					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
6,908	7,377	7,000	7,000	7,000	7,000
Key Performance Measure					
Events de-conflicted					
Key Performance Measure Description					
Number of events entered into the de-confliction system for local, state or federal law enforcement					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3,292	3,489	3,000	3,000	3,000	3,000

Interdiction Unit					
Goal					
Target drug trafficking individuals and organizations by utilizing K-9 searches to interdict loads of illegal drugs on Oklahoma highways and assist other units with K-9 searches. In targeting these individuals and organizations, the goal is to reduce the number of drug traffickers and the amount of illicit narcotics, monies, vehicles and firearms directly linked to illegal drugs transported through Oklahoma.					
Key Performance Measure					
Arrests					
Key Performance Measure Description					
Increase the number of arrests made on those who violate state and federal drug laws.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
111	22	30	35	40	40

Interdiction Unit					
Goal					
Target drug trafficking individuals and organizations by utilizing K-9 searches to interdict loads of illegal drugs on Oklahoma highways and assist other units with K-9 searches. In targeting these individuals and organizations, the goal is to reduce the number of drug traffickers and the amount of illicit narcotics, monies, vehicles and firearms directly linked to illegal drugs transported through Oklahoma.					
Key Performance Measure					
Cases					
Key Performance Measure Description					
Increase the number of cases initiated on those who violate state and federal drug laws.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
77	63	66	69	72	72
Key Performance Measure					
Firearms seized					
Key Performance Measure Description					
Increase the number of seized firearms, obtained and possessed illegally, during investigations.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
8	4	5	6	8	8
Key Performance Measure					
Narcotics seized					
Key Performance Measure Description					
Increase the amount of seized narcotics during investigations (in pounds).					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,669	317	400	450	500	500

Human Trafficking and Money Laundering Division					
Goal					
Identify victims and refer to suitable placement within government and non-government organizations for health and safety, training for job skills and placement into society. Referrals for these victims varies based on age. Juvenile victims are typically referred to Department of Human Services.					
Key Performance Measure					
Adult victims					
Key Performance Measure Description					
Identify at least five adult victims per year with the intent to find suitable placement as stated above.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3	4	5	5	5	5
Key Performance Measure					
Juvenile victims					
Key Performance Measure Description					
Identify at least five juvenile victims per year with the intent to find suitable placement as stated above.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3	5	5	5	5	5
Goal					
Investigate, identify and arrest individuals or organizations who violate state and federal human trafficking and/or money laundering laws and related crimes.					
Key Performance Measure					
Individuals and organizations identified					
Key Performance Measure Description					
Individuals and/or organizations identified as violators of state and federal human trafficking and money laundering laws					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
78	51	50	50	50	50

Human Trafficking and Money Laundering Division

Goal

Identify victims and refer to suitable placement within government and non-government organizations for health and safety, training for job skills and placement into society. Referrals for these victims varies based on age. Juvenile victims are typically referred to Department of Human Services.

Key Performance Measure

Human trafficking arrests

Key Performance Measure Description

Number of those individuals arrested for and charged with human trafficking

Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
9	6	9	9	9	9

Key Performance Measure

Arrests (human trafficking related violations such as prostitution, solicitation, pandering, etc.)

Key Performance Measure Description

Number of those individuals arrested for other human trafficking related violations such as prostitution, solicitation, pandering, etc.

Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
44	20	30	30	30	30

Diversion Division					
Goal					
To provide public safety as related to controlled substances to the citizens of Oklahoma.					
Key Performance Measure					
Reduce the diversion of opioid drugs in Oklahoma.					
Key Performance Measure Description					
Fatal overdoses related to opioids continue to impact communities throughout Oklahoma. To address this, OBNDCC works to reduce the diversion of opioids by conducting administrative and criminal investigations. This reduction will lead to a decrease in the number of fatal overdoses related to opioids.					
Unit of Measure					
The goal is to decrease the number of fatal overdoses related to opioids in Oklahoma by 2%. This information is reported to OBNDCC by the Oklahoma Medical Examiner's Office annually. Note these deaths are reported approximately 6-8 months after death occurs, and on calendar year. Therefore we have no stats to provide for calendar year 2019.					
Actuals		Targets			
CY 2018	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023
292	N/A	287	282	277	272
Key Performance Measure					
Increase the number of pounds of unused pharmaceutical drugs collected by OBNDCC.					
Key Performance Measure Description					
OBNDCC implemented the Safe Trips for Scripts Program in 2011. The program's purpose is to provide citizens with a safe method to dispose of expired and/or unwanted medication, thereby reducing the availability of harmful medication in communities around the state. Currently, OBNDCC maintains 181 take-back boxes that are strategically located around Oklahoma.					
Unit of Measure					
The measure is the total number of pounds collected in the take-back boxes. The goal is a 1% increase in the number of pounds collected through the Safe Trips for Scripts Program. This stat is captured by calendar year, therefore FY 2019 stats are January 1 to June 30.					
Actuals		Targets			
CY 2018	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023
25,226	11,291	25,478	25,733	25,990	26,250

Diversion Division					
Goal					
To provide public safety as related to controlled substances to the citizens of Oklahoma.					
Key Performance Measure					
Investigations					
Key Performance Measure Description					
Increase number of investigations related to diversion of controlled substances.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
370	380	390	400	410	420
Key Performance Measure					
Diversion training hours					
Key Performance Measure Description					
Diversion agents training hours given and received. Number of training hours is expected to rise with the increase in Diversion FTE. FY 2019 is expected to be slightly higher with initial onboarding trainings for new hires.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2,200	2,255	2,400	2,520	2,650	2,750
Key Performance Measure					
Customer service					
Key Performance Measure Description					
Provide excellent internal and external customer service to include but not be limited to telephone calls, mailing/faxing correspondence and meeting with citizens, registrants, legislators, health care professionals and law enforcement. In FY 2018, saw a marked increase in customer service calls and correspondence due to the Opioid and Drug Abuse Commission and diversion legislation. This number is projected to increase as diversion remains a focus in the state.					
Unit of Measure					
Calls/emails received and handled by diversion agents, compliance agents, inspectors, and other employees each year on average.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
21,140	25,000	26,500	28,000	29,500	31,000

Diversion Division					
Goal					
Regulate the dispensing of controlled drugs by physicians, pharmacies, etc. through the registration office.					
Key Performance Measure					
Registrations and renewals					
Key Performance Measure Description					
Number of new registrants and/or renewals					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
7,935	8,500	9,000	9,500	9,750	10,000

Prescription Monitoring Program					
Goal					
Provide access to PMP system by maintaining consistent customer service and an updated system at all times through efficient PMP help desk services, including support and account management.					
Key Performance Measure					
Provide support through help desk for PMP users.					
Key Performance Measure Description					
PMP help desk calls/emails received and handled by staff each year on average					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
7,000	7,350	7,720	8,100	8,500	9,000
Key Performance Measure					
Registered PMP users					
Key Performance Measure Description					
Current number of total PMP system users as of June 30 each year					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
27,478	30,952	32,500	34,000	35,700	37,500

Prescription Monitoring Program					
Goal					
Provide PMP reports/records to end users in compliance with state law and administrative rules. Ensure accuracy of information and work with dispensers to correct errors. Ensure prescription records information remains confidential.					
Key Performance Measure					
End user reports					
Key Performance Measure Description					
OBNDCC produces PMP reports for law enforcement, health service providers, pharmacists, and medical licensing and regulatory boards. OBNDCC provides reports to law enforcement to aid them with administrative and criminal investigations. OBNDCC provides reports to health service providers and pharmacists to support them in making educated decisions about patient care. ODNDCC also provides reports to medical licensing and regulatory boards.					
Unit of Measure					
The measure is the number of reports produced for end users. The goal is to increase the number of PMP reports produced for end users by 5%.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
5,506,711	5,661,969	5,945,067	6,242,320	6,554,436	6,882,158
Key Performance Measure					
Prescription records					
Key Performance Measure Description					
Track the number of prescription records submitted successfully per fiscal year.					
Unit of Measure					
Number of prescription records submitted successfully per fiscal year. The projection is that fewer prescriptions will be written and filled each fiscal year.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
8,005,203	7,868,738	7,596,972	7,217,123	6,856,267	6,513,454

Professional Standards Division					
Goal					
Provide drug enforcement training opportunities to federal, state, local and tribal law enforcement agencies in Oklahoma.					
Key Performance Measure					
Training provided to law enforcement					
Key Performance Measure Description					
This performance measure tracks trainings provided to law enforcement by OBNDDC each fiscal year to include but not be limited to the two-week Narcotics Investigation Course, the Narcotics Air Assault Marijuana Investigator's Course, the Clandestine Laboratory Investigator's Course, the Clandestine Laboratory Site Safety Course, the Clandestine Laboratory Recertification Course.					
Unit of Measure					
The measure is the number of trainings conducted by OBNDDC each fiscal year. The goal is to increase the number of trainings provided to law enforcement by OBNDDC by 5% each fiscal year.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
168	171	179	187	196	205
Key Performance Measure					
Participant satisfaction of training provided to law enforcement					
Key Performance Measure Description					
This performance measure tracks participant satisfaction with law enforcement trainings provided by OBNDDC.					
Unit of Measure					
The measure is the percent of participants who rate the training they receive as "above average" or "excellent" on a post training survey. The goal for this measure is 98%. This is a new KPM beginning FY 2019, therefore no stats are available for FY 2018.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	95%	98%	98%	98%	98%

Professional Standards Division					
Goal					
Provide drug enforcement training opportunities to federal, state, local and tribal law enforcement agencies in Oklahoma.					
Key Performance Measure					
Drug education and community outreach activities					
Key Performance Measure Description					
OBNDCC believes community outreach activities are a critical component in eliminating drug use and abuse in Oklahoma. This measure tracks community outreach activities provided by OBNDCC. Community outreach activities include drug awareness presentations to students, educators, community groups, and other community members.					
Unit of Measure					
This measure tracks the number of community outreach activities offered to communities by OBNDCC. The goal is to increase the number of community outreach activities conducted by 5% each year.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
134	235	246	259	272	285
Key Performance Measure					
Participant satisfaction with drug education presentations					
Key Performance Measure Description					
This performance measure tracks participant satisfaction with drug education presentations conducted by OBNDCC.					
Unit of Measure					
The measure is the percent of participants who rate that they attended as "above average" or "excellent" on a post presentation survey. The goal for this measure is 98%. This is a new KPM beginning FY 2019, therefore no statistics are available for FY 2018.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	95%	98%	98%	98%	98%

Regional benchmarks and comparisons

Oklahoma consistently ranks among the top 10 states nationally for our opioid prescribing rate. With the exception of Arkansas, Oklahoma also consistently ranks higher in opioid prescribing rates compared to other states in our region. In 2018, pharmacists dispensed over 4.1 million opioid prescriptions in Oklahoma, which equated to a prescribing rate of 105.1 opioid prescriptions per 100 people. In 2018, the top five controlled prescription drugs dispensed in Oklahoma included Hydrocodone, Oxycodone, Tramadol, Alprazolam, and Zolpidem.

Oklahoma also continues to lead the nation in the abuse of prescription opioids. In 2017, Oklahoma ranked first in the nation for the nonmedical use of prescription opioids for all age groups 12 and older (SAMHSA, 2017). Hydrocodone is the most frequently diverted opioid in Oklahoma – it is also one of the most commonly abused drugs present in fatal overdoses. In 2018, 45% of all fatal overdoses reported in the state were related to prescription drugs.

Accomplishments

- The OBNDDC continued the process for achieving the prestigious accreditation from the Commission on Accreditation for Law Enforcement Agencies. The purpose of CALEA's accreditation process is to improve the delivery of public safety services, primarily by maintaining a body of standards covering a wide range of up-to-date public safety initiatives to achieve professional excellence.
- Implemented the Overdose Detection Mapping Application Program. Presentations continue to be provided at several meetings, conferences, trainings, etc. to make all Oklahoma law enforcement aware of the program and its importance.
- Developed and made the 2018 Drug Threat Assessment Program available to all law enforcement and public.
- The Human Trafficking Division continued to work with local and federal law enforcement agencies to identify victims and investigate criminals involved in human trafficking related activities.
- The OBNDDC and Covanta in Tulsa marked the seven-year anniversary of the Safe Trip for Scripts program to safely dispose of expired, unwanted pharmaceutical drugs collected from home medicine cabinets. The OBNDDC has now installed 177 drug take-back boxes in law enforcement lobbies across the state. In the past seven years, the OBNDDC has collected more than 88 tons of home medication. Covanta destroys the drugs and converts the waste material into clean energy at no charge to the OBNDDC or the State of Oklahoma.
- Continued to work with legislators on measures to address opioid abuse as well as new synthetic drug threats.
- The OBNDDC continued to work with the Drug Enforcement Administration and Office of the Attorney General in conducting investigations that result in criminal and administrative actions taken against practitioners who are involved in illegal distribution of controlled drugs via "pill mills" throughout the state.
- Initiated several significant cases involving prescription fraud to address the growing issue of "doctor shopping."
- The K-9 Highway Interdiction Unit seized numerous shipments of illicit drugs being transported in vehicles across Oklahoma interstate/highway systems.
- Conducted CLEET-certified meth lab, fentanyl lab, and marijuana THC hash oil lab courses for agencies across the state.

- Conducted statewide regional training for the Oklahoma Drug Endangered Children program to protect and rescue children found living in deplorable conditions inside drug homes.
- Provided free drug education programs to thousands of Oklahoma school students, staff, parents and the general public.
- Continued to initiate complex investigations to target distribution networks operating in Oklahoma.
- Worked with the medical community on a variety of upgrades to the state’s PMP for early intervention and detection of potential patient prescription drug fraud and abuse.
- Hired three part-time compliance investigators to conduct inspections of Narcotics Treatment programs and ambulance services, allowing diversion agents to investigate waiver requests and various registrant investigations concerning potential violations of OBNDDC rules and/or state statutes.
- Coordinated with OSBI to provide information sharing through the ACISS system.

Savings and efficiencies

- Maintained 181 drug take-back boxes for the public to safely dispose of unwanted home medications. The OBNDDC partnered with Covanta in Tulsa to destroy the drugs and convert the waste material into clean energy. Covanta provides this service at no cost to the State of Oklahoma and OBNDDC continues to refine efficiency with Oklahoma roll-off partnership.
- In FY 2019, the agency provided over 200 free drug education programs for schools which save school districts thousands of dollars otherwise spent paying private drug education organizations.
- Continued to operate the High Intensity Drug Trafficking Areas Deconfliction Center with federal grant funding through the federal HIDTA office. The Deconfliction Center provides 24-hour case support and is vital to the safety of Oklahoma law enforcement by preventing officer-to-officer confrontations and also facilitates the exchange of information to enhance investigations.
- Worked on human trafficking investigations with a special emphasis on underage teens, as well as young children, with an ongoing partnership with the OSBI’s Internet Crimes Against Children Unit.
- Continued to increased utilization of task force operations to improve efficiency and cooperation by having additional capacity for overtime through federal reimbursement agreements.
- Continues to aggressively pursue grant opportunities in support of the agency mission.
- Continues to increased utilization of task force operations to improve efficiency and cooperation by having additional capacity for overtime through federal reimbursement agreements.
- Coordinated with OSBI to share information between agencies through the ACISS system.
- Continues to work with OMES IS to ensure the most efficient technological tools are being utilized.

Agency goals

- Enhance public and internal educational opportunities for preventing a wide variety of threats – a key component of our mission.
- Per HB 2931, OBNDDC will be working to provide prescription pads for those who receive waivers from the e-prescribe mandate beginning January 2020.
- Register 100% of all practitioners for the PMP system who administer, prescribe or dispense controlled substances.
- Continue to upgrade security requirements within the new PMP to ensure appropriate use and auditing of accounts for users of the PMP.
- Continue OBNDDC’s presence in the rural communities of Oklahoma, especially in those areas that are lacking the necessary resources to combat their specific drug issues.

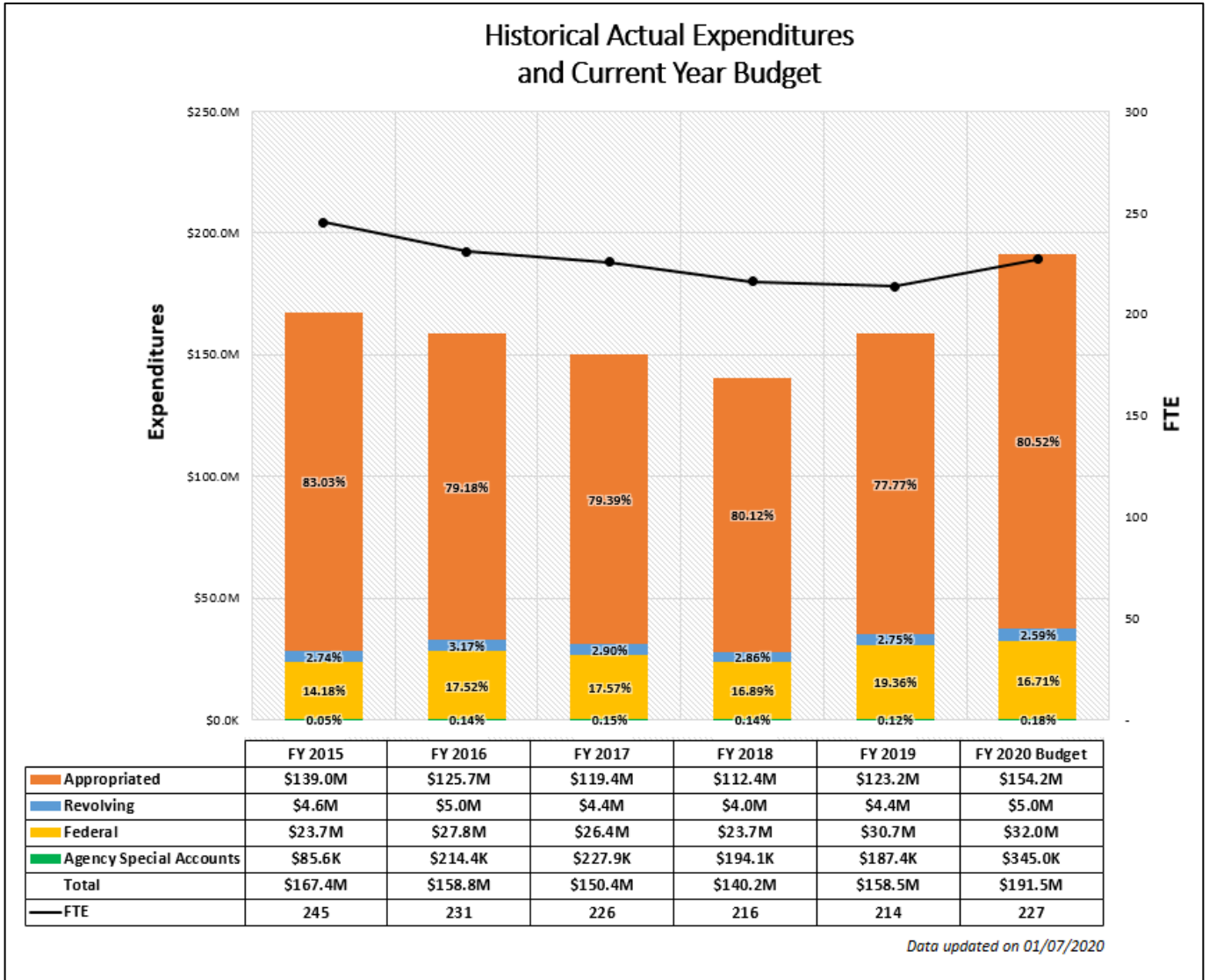
- Continue to build on the ACISS system in an effort to connect with other law enforcement agencies in the state and adjoining states for information sharing.
- Continue to participate on the attorney general’s Opioid Commission to develop programs and evaluate strategies to best address Oklahoma’s opioid epidemic.

Oklahoma Department of Career and Technology Education

*career*tech

Agency information

Oklahoma Department of Career and Technology Education



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

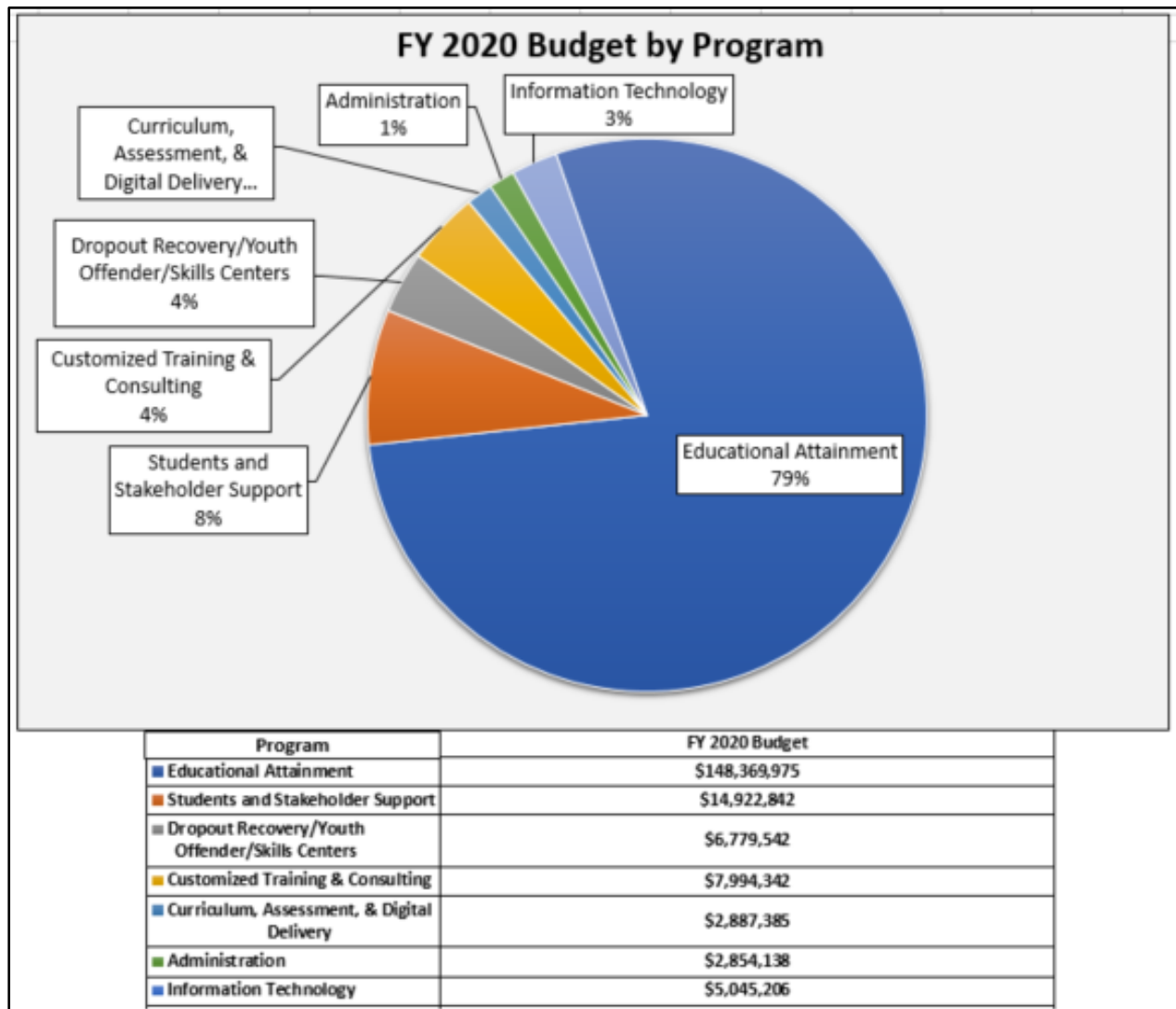
The mission of Oklahoma CareerTech is to prepare Oklahomans to succeed in the workplace, in education and in life.

Governance and administration

The CareerTech Board consists of the following members: the State superintendent of Public Instruction, who shall be an ex officio voting member; two appointed members of the State Board of Education, selected by the Governor to serve as ex officio voting members; five members to be appointed by the Governor with the advice and consent of the Senate; and one member who represents the public, private and/or educational interests of the state, appointed by the Governor from the state at-large with the advice and consent of the Senate. The salary of the Executive Director of the Oklahoma Department of Career and Technology Education is \$170,000.

Name	Governor Appointment Date	Senate Confirmation Date	Term Ending Date	Other Statutory Requirements
Marcie Mack, Director				Ex-Officio, Non-voting Member
Joy Hofmeister				Chair, by State Statute
Brian Bobek	6/24/2019		4/1/2023	Ex-Officio, State Board of Education
Michael Brown	3/12/2019	5/6/2019	4/1/2025	Congressional District 4
Tim Burg	1/28/2015	3/16/2015	4/1/2021	At Large Member
Randy Gilbert	12/12/2013	3/18/2014	4/1/2020	Congressional District 5
Estela Hernandez	6/24/2019		4/1/2022	Ex-Officio, State Board of Education
Janet Smith	5/2/2016	5/10/2016	4/1/2022	Congressional District 1
James Stallings	3/16/2018	5/4/2018	4/1/2024	Congressional District 3
David Stewart	2/21/2017	5/3/2017	4/1/2023	Congressional District 4

Programs



Educational attainment

This strategic priority utilizes agency leadership, operations, dissemination of best practices, and delivery arms to increase educational attainment for Oklahomans. CareerTech’s delivery arms are 394 K-12 school districts with CareerTech offerings; 29 technology center districts with 58 campuses; 16 skills centers; as well as business and industry, with 8,082 industries served in FY 2019, and 111 adult basic education sites. CareerTech uses an instructional framework that exhibits a complete array of options through career and technology education coursework. Through this coursework, individuals will acquire the academic knowledge and technical skills to succeed in education and gain a competitive edge in society. Additionally, one of the key components to decreasing Oklahoma’s educational gap is the attainment of industry-recognized certifications and credentials, which is a primary focus of this program.

Customized training and consulting

CareerTech business and industry services help companies expand and improve operations by providing customized training and organizational development opportunities through technology centers. Economic development resources include training for industry programs for new, existing and growing companies, as well as funding for volunteer firefighter training and for safety and health training. Our agricultural business management and small business management services and incubators provide entrepreneurial consulting and training across the state. The Oklahoma Bid Assistance Network assists companies with contracting with local, state, federal, and tribal governments.

Dropout recovery/youth offender/skills centers:

Instructional Support

CareerTech Skills Centers offer specialized occupational training to adult and juvenile offenders within correctional facilities through the state. Offenders are trained in several areas, including transportation, distribution, and logistics; construction; machining; auto service; and business and information technology. These services are offered in coordination with the Oklahoma Department of Corrections and the Oklahoma Office of Juvenile Affairs.

Student and Stakeholder Support

The Student and Stakeholder Support program provides state supervision of the skills centers system. Staff assist in the support and guidance of education at the skills centers.

Educational Attainment

The Educational Attainment program assists with dropout recovery by helping students who drop out of high school earn their diplomas and gain skills to enter the workforce. During FY 2019, 833 students received dropout recovery services.

Curriculum, assessment and digital delivery

This program provides curriculum and assessment tools to schools in alignment with industry needs, which plays a vital role in providing quality educational experiences to customers and validates student achievement.

Student and stakeholder support

This program manages accreditation for technology center programs, administers programs utilizing federal and state funds in matters related to vocational and technical education, provides for formulation and adoption of curricula, develops a plan to provide adequate vocational offerings accessibility so all students have the ability to benefit, and participates in the recruitment and training of companies to locate or expand operations in the state.

Performance and projects

Key Performance Measures by program

Educational Attainment					
Goal					
Provide Oklahomans with the skills and abilities needed to enter the workforce and postsecondary education.					
Key Performance Measure					
Expand <u>CareerTech</u> offerings aligned with workforce demand.					
Key Performance Measure Description					
Increase total enrollment in <u>CareerTech</u> system by 10% over a 5-year period.					
Unit of Measure					
Number of Enrollments					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
558,007	558,169	569,167	580,550	592,161	604,005
Key Performance Measure Description					
Ensure positive placement for Oklahoma <u>CareerTech</u> students exceeds 90% annually.					
Unit of Measure					
Positive Placement Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
94%	94%	94%	94%	94%	94%

Educational Attainment					
Goal					
Provide Oklahomans with the skills and abilities needed to enter the workforce and postsecondary education.					
Key Performance Measure					
Expand CareerTech offerings aligned with workforce demand.					
Key Performance Measure Description					
Increase industry credentials by 5% per year.					
Unit of Measure					
Number of Credentials Issued					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
19,566	Not yet available.	20,743	21,780	22,869	24,012
Key Performance Measure Description					
Expand business and industry services and support through increasing the number of businesses served through customized training by 10% per year.					
Unit of Measure					
Number of Businesses Served					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3,928	4,565	4,007	4,087	4,168	4,252
Career Awareness					
Goal					
Provide students with the resources to choose career paths that help them attain wealth-generating jobs.					
Key Performance Measure					
Be an integral part of deploying HB2911 through individual career and academic plans (ICAP) for all Oklahoma students.					
Key Performance Measure Description					
Increase My Educational Plans through okcareerguide.org by 25% (5% per year) in the next 5 years.					
Unit of Measure					
Students with My Educational Plans					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
10,278	12,527	10,792	11,331	11,898	12,493

Career Awareness					
Goal					
Provide students with the resources to choose career paths that help them attain wealth-generating jobs.					
Key Performance Measure					
Expand okcareerguide.org to be the foundation for career awareness and planning for students, parents, educators, and business and industry, enhancing partnership experiences to expand knowledge of Oklahoma careers.					
Key Performance Measure Description					
Increase OK Career Guide usage by 40% (8% per year) in the next 5 years.					
Unit of Measure					
People Using OK Career Guide					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
198,450	238,110	214,326	231,472	249,990	269,989

Business/Educational Partnerships					
Goal					
Collaborate with key business and educational partnerships to expand economic development and improve education experiences for students, including diverse perspectives and backgrounds.					
Key Performance Measure					
Foster Oklahoma industry/education partnerships to expand students' and teachers' knowledge of Oklahoma careers through teacher externships and student work-based learning experiences.					
Key Performance Measure Description					
Increase teacher externship opportunities by 10% per year.					
Unit of Measure					
Teacher Externships					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
194	180	213	235	258	284

Regional benchmarks and comparisons

The CareerTech System is focused on developing a world-class workforce through high-quality career technology education. The agency does significant work in workforce development with each of our delivery arms. Published outcomes are not defined consistently across the region. Oklahoma's data elements provide outcomes for the various areas, and further data alignment is needed to produce valid regional data trends.

CareerTech's Educational Attainment outcomes, Career Awareness outcomes, and Business/Educational partnership outcomes contribute to the Oklahoma Works Together statewide goals. Using CareerTech's delivery arms of pre-K through grade 12 school districts, technology center districts, business and industry services, skills centers sites, and adult basic education providers, CareerTech's goal is to improve Oklahoma's economy by providing individuals with the training and skills necessary to be successful in the workplace and provide companies with the required workforce to compete globally. During FY 2019:

- Provided specialized career training to 408,363 students in the 29 technology center districts.
- Provided hands-on learning and leadership skills to 135,088 students in 394 K-12 school districts.
- Offered specialized occupational training to 2,071 students in 16 skills centers sites.
- Served 12,647 students in adult basic education programs across the state, teaching them how to become employable, productive, and responsible citizens, workers, and family members.
- Provided dropout recovery services to 833 students, helping them earn their diplomas and gain skills to enter the workforce.
- 19,566 industry-endorsed certificates were earned (FY 2018).
- Helped 8,082 companies expand and improve operations through customized training and organizational development.
- Provided career awareness and planning to 238,110 users of okcareerguide.org, expanding their knowledge of Oklahoma careers.

Accomplishments

- Expanded sSkills centers programs through partnerships to increase training opportunities for criminal-justice involved individuals, preparing them to receive certifications and credentials to enter the workforce.
- Implemented pre-K through grade five Galaxy modules in OK Career Guide to enhance career exposure, improving career awareness and planning for students, parents, and educators.
- Expanded teacher externship opportunities with an increase in the number of Oklahoma industry/education partnerships locations from three to four with a goal of five locations in FY 2020.
- Strengthened emphasis on labor market information with program alignment.
- Updated transitional support for skills centers students.
- Continued updating and eliminating curriculum to meet educators' needs.
- Leveraged public and private partnerships to deliver customized training.
- Continued expansion of professional development for educators and administrators.

Savings and efficiencies

- Continued to expand partnerships with the Department of Corrections and the Office of Juvenile Affairs.
- Improved private and nonprofit partnerships to expand CareerTech opportunities.
- Continued to identify efficiencies through grant online system.
- Gained efficiency through negotiation of the DSU with the Office of Management and Enterprise Services for information services.
- Evaluated memberships to ensure return on investment.
- Streamlined wireless devices to eliminate monthly user fees.

- Launched a learning management system for statewide use, eliminating the need for local purchases.
- Added the ICAP Oklahoma feature on okcareerguide.org, eliminating the need for individual schools to purchase the software.

Agency goals

- Expand CareerTech accessibility and outcomes through educational attainment.
- Expand teacher externships and engage more business and industry in work-based learning experiences.
- Continue partnerships with State Department of Education and the State Regents for Higher Education to expand career awareness at all grade levels.
- Enhance labor market alignment and program quality assurance across the system.
- Increase CareerTech access for all delivery arms with the addition of the energy cluster as the 17th career cluster area.
- Illustrate through outcomes the impact CareerTech has in providing a critical workforce pipeline to Oklahoma's economy.

Projects for implementation

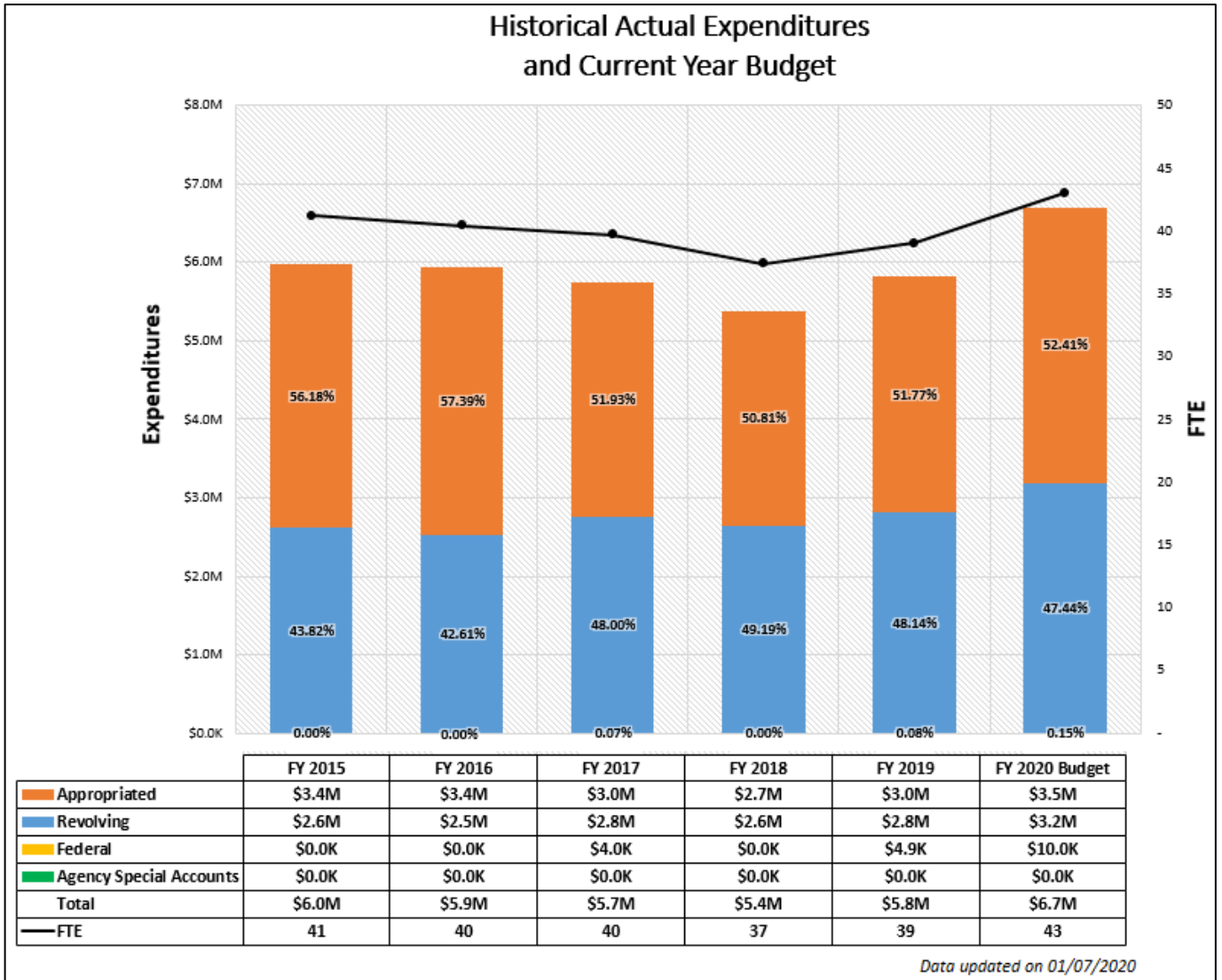
- Continue enhancement of statewide contracts to provide cost savings and efficiencies for our partners.
- Continue documentation and evaluation of agency processes by department to ensure efficiencies.
- Develop a systematic process to analyze work-based learning.
- Deploy a learning management system for educator support and professional development.
- Implement the reauthorized Carl Perkins legislation (Perkins V) and involvement at the federal level in new legislation for Perkins and the Workforce Innovation and Opportunity Act.
- Continue to pursue resources to support the expansion of our K-12 school districts, technology centers, and skills centers programs to make certain students have access to CareerTech training.

Council on Law Enforcement Education and Training



Agency information

Council on Law Enforcement Education and Training



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

To provide the citizens of Oklahoma with peace officers who are trained to be professional, ethical, conscientious, sensitive to needs of the public, knowledgeable, and competent in identified learning objectives; and to protect the public by regulating private security in the State of Oklahoma through education and licensing requirements and to ensure licensees practice within the provision of the law.

This mission was adopted in 1967 when the agency was established.

Governance and administration

The governing council of the Council on Law Enforcement Education and Training is appointed pursuant to statutory provisions and is composed of 13 members as follows:

1. Commissioner of the Department of Public Safety, or designee.
2. Director of the Oklahoma Bureau of Narcotics and Dangerous Drugs Control, or designee.
3. Director of the Oklahoma State Bureau of Investigation.
4. A law enforcement administrator representing a tribal law enforcement agency, appointed by the Governor.
5. A chief of police of a municipality with a population over 100,000, appointed by the Governor.
6. A sheriff of a county with a population under 50,000, appointed by the Oklahoma Sheriffs and Peace Officers Association.
7. A chief of police of a municipality with a population over 10,000, appointed by the Oklahoma Association of Chiefs of Police.
8. A sheriff of a county with a population over 25,000, appointed by the Oklahoma Sheriffs' Association.
9. A member appointed by the Fraternal Order of Police.
10. A member appointed by the Chancellor of Higher Education who shall be a representative of East Central University.
11. A sheriff of a county with a population of under 25,000, appointed by the Oklahoma Sheriffs' Association.
12. An appointment by the President Pro Tempore of the Senate.
13. An appointment by the Speaker of the House of Representatives.

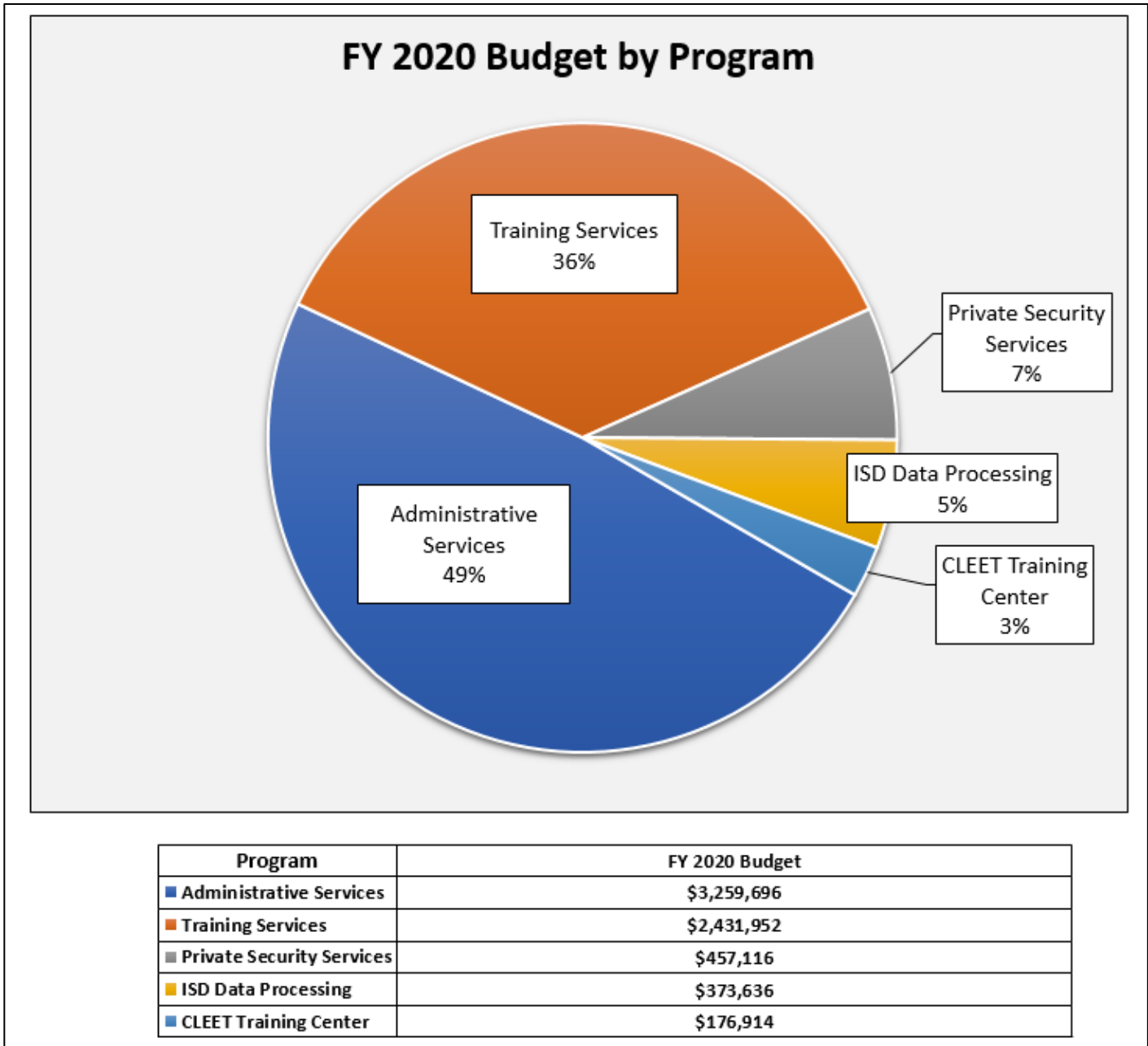
The Director and Assistant Director are appointed and serve at the pleasure of the council. The current Director is Jesus Campa with an annual salary of \$93,654.

Name	Appointing Authority
Chief Brent Sugg	Commissioner of Department of Public Safety or his designee
Interim Director Bob Cook	Director of Oklahoma Bureau of Narcotics and Dangerous Drugs or designee
Director Ricky Adams**	Director of Oklahoma State Bureau of Investigation or designee
Commissioner Randy Wesley	Governor
Chief Brandon Berryhill	Governor
Sheriff John Christian	Oklahoma Sheriffs and Peace Officers Association
Chief Ike Shirley	Oklahoma Association of Chiefs of Police
Sheriff Chris West	Oklahoma Sheriffs' Association
Sergeant Kyle Bruce	Fraternal Order of Police
Dr. Katherine Lang	Chancellor of Higher Education
Sheriff Bobby Whittington	Oklahoma Sheriffs' Association
Russ Higbie	President Pro Tempore of the Senate
Chief Michael Robinson*	Speaker of the House of Representatives

*Chair

**Vice Chair

Programs



Administrative services

The purpose of this program is to provide management and administrative operations necessary for the function of the agency. Activities within this program include the collection and reconciliation of approximately \$6 million annually in fees; preparation of purchase orders and contracts; processing of claims and disbursements of warrants for the same; inventory management of assets and disposable inventory items; and budget preparation, revisions, and management. The goal is to ensure compliance with state rules and laws governing fiscal activities and generally accepted accounting principles.

Clients served: CLEET currently serves nearly 14,000 certified peace officers and 11,000 private security and bail enforcement licensees. The database contains over 126,000 files for current and previous certified peace officers and private security/bail enforcement licensees.

CLEET training center

The purpose of this program is to provide a training facility that is utilized to provide law enforcement training to basic academy and continuing education students. It is also used to enter and maintain all peace officer, private security, and bail enforcer training records for the state. The facility provides classrooms, dormitories, firearms range, and a driving track that are used to accomplish the mission of the agency.

ISD data processing

The purpose of this program is to provide, through collaboration with the Office of Management and Enterprise Services Information Services, information technology assets and supports for the function of the agency. This program provides management of the software containing certification records, licensing records, and financial deposits; technology infrastructure and network capabilities; all telecommunications; and compliance with OMES IS standards and requirements.

Private security services

The council is responsible for establishing standards for the employment, licensing, training, and regulatory functions of the Oklahoma Security Guard and Private Investigator Act, as well as the Bail Enforcement and Licensing Act.

Training services

An individual must be certified by CLEET to serve as a full-time or reserve peace officer in Oklahoma. The primary purpose of the state police academy is to prepare new officers for a career in law enforcement. The requirements for certification are set both by state statute and council rule. CLEET conducts basic academy training for municipal, county, tribal, and state officers with the exception of eight agencies that have been approved to conduct their own academy due to the size of their departments and complexity of training issues.

CLEET provides Oklahoma peace officers mandated continuing and advanced training to enhance officer skills to better serve the citizens of and visitors to Oklahoma. Officers must be prepared to handle increasing diversity in communities and learn new skills to adapt to modern police issues that are complex and global. Training courses are selected based upon direct input from chiefs, sheriffs, and officers.

This program also monitors compliance for reporting employment changes and completion of annual continuing education required for officers to retain their certification. Complaints against peace officers are investigated for the purpose of possible certification withdrawal.

Performance and projects

Key Performance Measures by Program

Certification					
Goal					
All CLEET graduates will possess the skills and knowledge needed to perform their law enforcement functions effectively and professionally.					
Key Performance Measure					
Review and update curriculum.					
Key Performance Measure Description					
This measure requires a minimum of 85% of the basic academy lesson plans, objectives, and outlines to be reviewed in-depth by the Curriculum Review Board on an annual basis and updated as necessary.					
Unit of Measure					
Percent of curriculum reviewed					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
90%	100%	90%	90%	90%	90%

Certification					
Goal					
All CLEET graduates will possess the skills and knowledge needed to perform their law enforcement functions effectively and professionally.					
Key Performance Measure					
Certification examination					
Key Performance Measure Description					
This measure requires CLEET to monitor the basic academy instructional effectiveness as tested through an "End of Instruction" certification examination with a target of 95% pass rate on the first of two examinations.					
Unit of Measure					
Percent pass rate					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
96.66%	95.69%	95%	95%	95%	95%

Certification					
Goal					
Expand access to and availability of quality law enforcement training.					
Key Performance Measure					
Monitor and enforce compliance with mandated continuing education.					
Key Performance Measure Description					
Facilitate appropriate training opportunities for statewide law enforcement while recording continuing education and firearms requalifications submitted to CLEET on behalf of certified peace officers. The annual target for peace officer certification suspensions for those officers who fail to meet minimum continuing education standards should not exceed 200 suspensions.					
Unit of Measure					
Number of suspensions of certified peace officers					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
322	427	200	200	200	200

Licensing					
Goal					
Evaluate license applicants and license holders thoroughly and efficiently.					
Key Performance Measure					
Efficiently process completed licensure applications.					
Key Performance Measure Description					
In order to meet industry hiring trends, this measure will require CLEET private security employees to process a minimum of 2,600 applications annually.					
Unit of Measure					
Number of applications processed					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2,877	2,534	2,600	2,600	2,600	2,600

Licensing					
Goal					
Evaluate complaints thoroughly and efficiently.					
Key Performance Measure					
Investigate complaints on licensees.					
Key Performance Measure Description					
This measure requires all complaints be reviewed and assigned to an investigator within five days of receipt.					
Unit of Measure					
Number of days					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
15.77	11.03	5	5	5	5

Regional benchmarks and comparisons

The U.S. Department of Justice published a study on state and local law enforcement training academies in July 2016. This study compiled and compared various attributes of these academies observed over the three-year period 2011-2013 (Census of Law Enforcement Training Academies, 2013, compiled by the Bureau of Justice Statistics). According to this study, the national average number of classroom hours across all types of academies was 843 hours. However, the number of classroom hours for state Peace Officer Standards and Training (POST) was only 650 hours. CLEET is currently training 588 hours in the basic academy.

According to this study, the national completion rate for recruits who started basic training at a state POST was 89%. CLEET's average completion percentage in this category is above the national average at 95%. Major subject areas in almost all basic law enforcement training programs include legal training (national average = 63 hours, CLEET = 52.5 hours), patrol (national = 52, CLEET = 70.5), firearms (national = 71, CLEET = 72), defensive tactics (national = 97, CLEET = 72), and driver training (national = 38, CLEET = 53).

Oklahoma is one of several states that utilize a state-run law enforcement academy. States with structures relatively similar to Oklahoma's include Kansas, Tennessee, Washington, and Wyoming. These states have annual training budgets ranging from \$4.5 million to almost \$6 million, while Oklahoma's annual training budget is only \$2.4 million. The full-time instructor staffing at these other states' law enforcement academies runs between seven and 20 instructors. Oklahoma currently employs seven full-time instructors. The only other state with such a low full-time instructor cohort trains approximately 120 law enforcement cadets a year. CLEET is projected to train approximately 500 cadets in FY 2020. The overall cadet-to-full-time instructor ratio at these state-run law enforcement academies ranges from 5:1 (Wyoming and Kansas) to 10:1 (Washington). CLEET often hosts two active academies on campus at a time. When that occurs, our cadet-to-full-time instructor ratio is at approximately 28:1. During the times that only one academy is on campus, that ratio decreases to approximately 14:1.

Accomplishments

- Collected over \$53,662 of overdue registration fees after initiating more aggressive collection efforts.
- Worked with the Legislature to reinstate funding so that agencies no longer have to pay a registration fee to cover cadets' meal and ammunition expenses while at CLEET academies.
- Created an Office of Futures, Planning, Research, and Development to help CLEET implement a 21st century policing curriculum through the use of technology and off-site continuing education (CE) training to provide a better service to all agencies.
- Hired a compliance manager to review all CLEET policies and curriculum, to establish new guidelines for CE courses so that courses will be accredited, and to prepare CLEET to seek international accreditation through the International Association of Directors of Law Enforcement Standards and Training.
- Established and created a strategic planning committee comprised of CLEET personnel from every section as we develop a five-year strategic plan for moving CLEET forward.

Savings and efficiencies

- Continued to utilize shared services with the Office of Management and Enterprise Services for financial and purchasing processes.
- Restored funding to CLEET allows the agency to purchase ammunitions for firearms training. In a push for efficiency, CLEET is only purchasing the more economical 9 mm round for use by cadets in training.
- Moved academy graduations to East Central University resulting in savings of approximately \$10,000 annually.

Agency goals

- Continue process of campaign to introduce 21st century police training methodology to Oklahoma by offering a revamped basic police training curriculum based on 21st century best practices.
- Hire additional instructors.
- Request funding for the purchase and maintenance of a Learning Management System such as Blackboard or Canvas to be able to provide live or recorded training, livestream courses, and offer a major portion of the basic peace officer academy online.
- Locate funding to repair the track at CLEET.

Projects for implementation

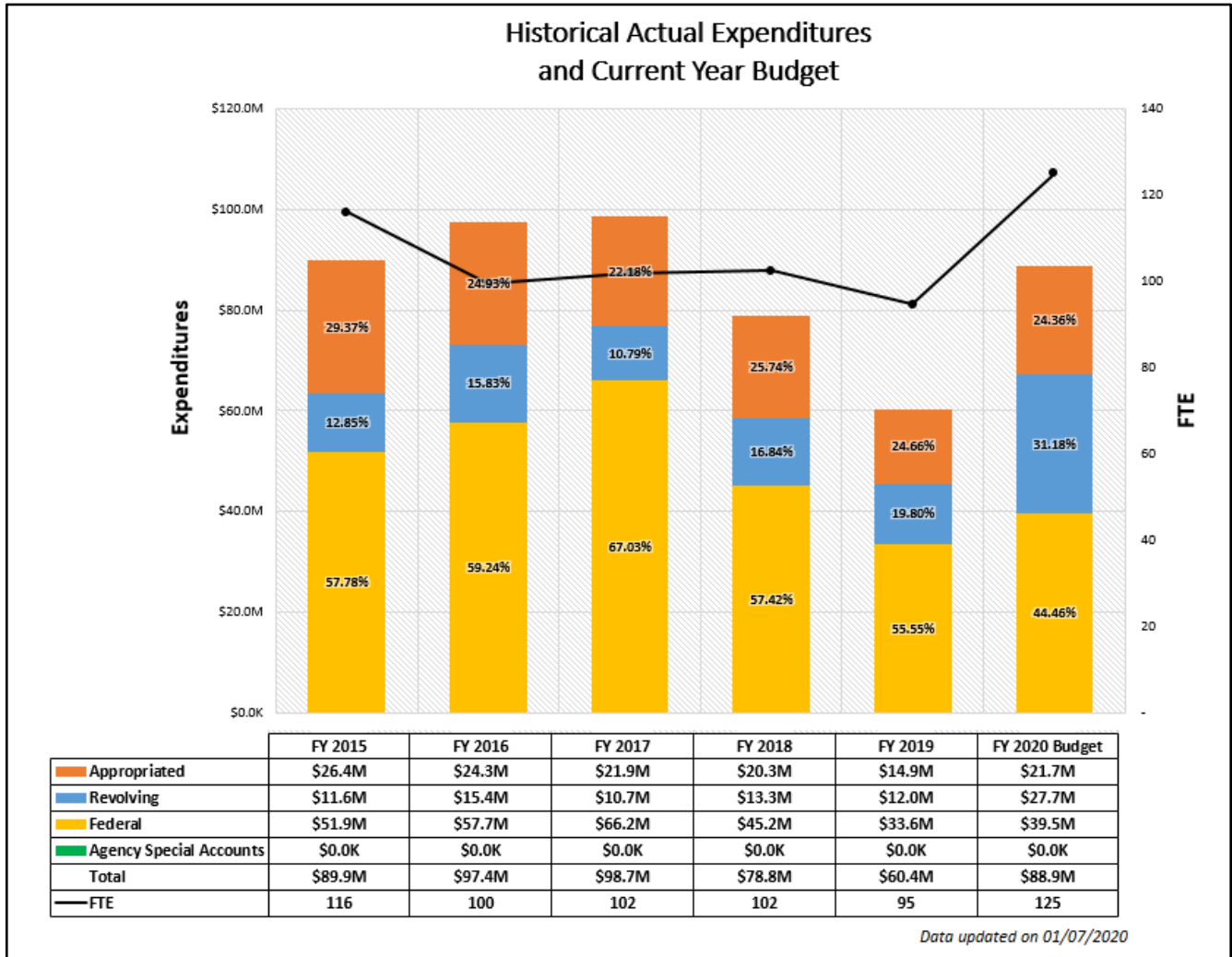
- Change the culture and way of thinking of CLEET staff.
- Staff additional instructors.
- Upgrade technology.
- Repair the track and skills pad at CLEET.

Department of Commerce



Agency information

Department of Commerce



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

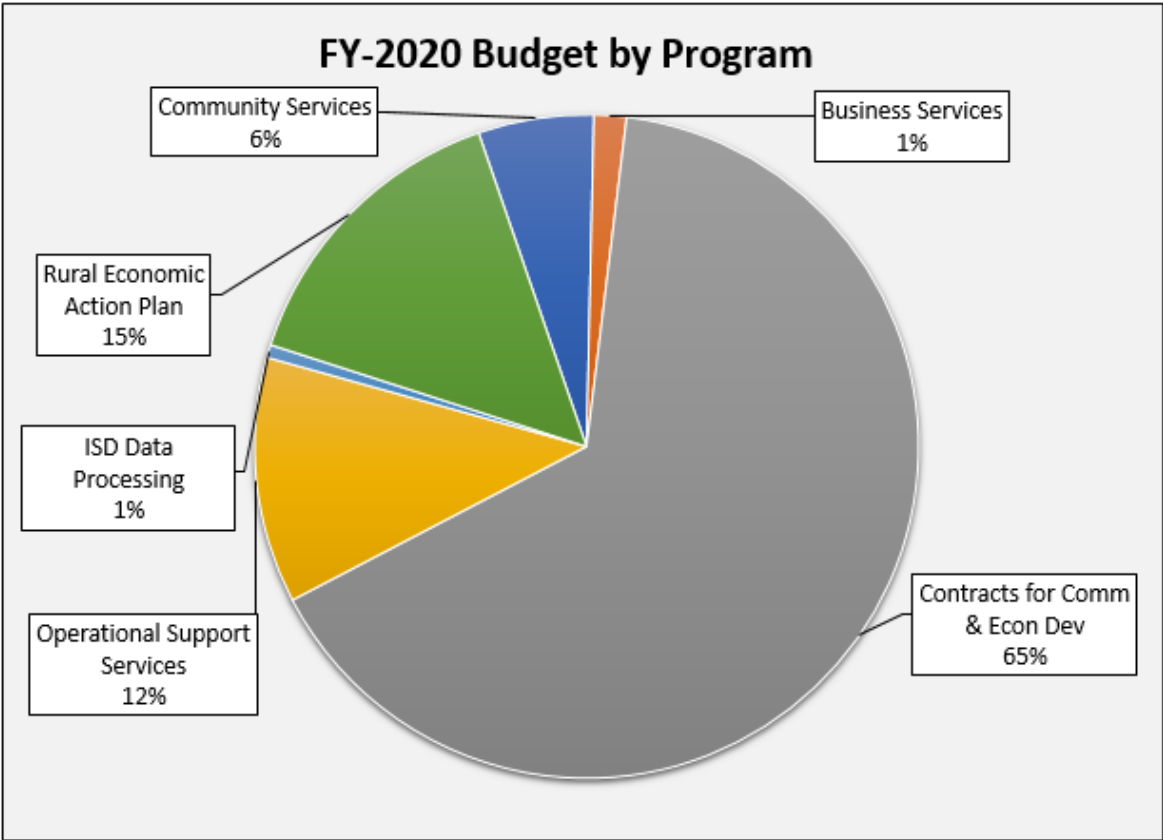
To create and deliver high-impact solutions that lead to prosperous lives and communities for all Oklahomans.

Governance and administration

The Oklahoma Department of Commerce is governed by the Oklahoma Governor and not governed by a board, authority, commission, council or court. The Governor appoints a secretary of commerce. An executive director may also be hired, or the secretary of commerce may assume both positions. Sean Kouplen has been appointed as Secretary of Commerce and Workforce Development. This cabinet position requires Senate

confirmation. Brent Kisling is the executive director of the Department of Commerce. His annual salary as executive director is \$141,000.

Programs



Program	FY-2020 Budget
Community Services	5,004,360
Business Services	1,401,645
Contracts for Comm & Econ Dev	58,138,784
Operational Support Services	10,656,730
ISD Data Processing	558,992
Rural Economic Action Plan	13,126,817

Community services

Community services consists of several programs:

Community Development fosters economic development by helping communities understand and implement infrastructure projects and comprehensive planning in order to maximize their resources.

Number of clients served: 300,000+; all Oklahoma communities, especially rural; all Oklahoma households, especially low- to moderate-income.

The Main Street Program provides specific services and training to participating towns or neighborhoods as they begin the process of revitalizing their districts. It also offers education to non-Main Street communities on the benefits of historic preservation and community commercial development.

Number of clients served: 92 communities; small businesses throughout Oklahoma; communities in Oklahoma with retail business/sales tax issues and 30 contractual customers across the state from Collinsville to Altus and Guymon to Idabel.

Other programs administered within community services:

Community Expansion of Nutrition Assistance; Rx for Oklahoma; Community Action Agency; Community Action Agency Head Start; Sub-state Planning Districts; federal program Community Services Block Grant; federal grant Weatherization Assistance Program; federal Emergency Solutions Grant; federal Head Start Grant; federal grant State Energy Program; federal Low-Income Home Energy Assistance Program; federal Community Development Block Grant; Housing and Community Development Act of 1974, as amended; and federal program CDBG Disaster Recovery – Disaster Relief Appropriation Act.

Business services

The purpose of this program is threefold: to provide for the creation and retention of jobs; to recruit business investment to Oklahoma; and to contribute to economic development through export trade and the attraction of foreign investment.

Estimated clients served: about 2,000 key executives of targeted corporations and existing Oklahoma companies that have indicated an active need for expansion or relocation, national site location consultants, tax professionals, and real estate firms acting as third-party brokers for the company.

Aerospace Commerce Economic Services

To date, through fiscal 2019, the ACES program has engaged over 785 companies through leads at industry trade events, personal sales calls, and existing Oklahoma aerospace business support. The ACES team has currently worked over 48 potential recruiting projects and won 14 aerospace-related new announcements. There are 130 members in the Oklahoma ACES supply chain initiative, over 700 followers in the ACES social media campaign, and ACES has held two career fairs in the two metros with over 1,300 potential workers in attendance.

- 331 activities (days at tradeshow, engagements with legislatively-mandated partners, business meetings, organizational events/meetings, project support meetings and site visits).

- 170 business/project support meetings and site visits (51% of total activities).
- 112 unique companies engaged.
- Adding more than two business development projects per month.
- Currently have 26 open business development projects.
- Projecting 10,000 new aerospace jobs across Oklahoma over the next 3-5 years.
- Over 100,000 social media impressions sharing the ACES/Oklahoma aerospace message.
- Almost 2,400 ACES Advocate subscribers.
- 39 tradeshow partners/sponsors = record-sized delegation at every aerospace tradeshow attended.

Stats were measured between November 1, 2018, and October 31, 2019.

Automotive Industry

The automotive initiative of fiscal 2019 has produced 113 sales leads and three successful wins. We have seven domestic and international trade show events under our first year's belt and plan to attend more. Currently, Commerce is working 10 solid automotive projects currently looking at Oklahoma as a potential place to do business.

Automotive-Related Events Attended

Commerce attended the following automotive-related shows to both showcase Oklahoma and to learn more about how the state can be a serious competitor in this industry.

- SelectUSA Canadian International Auto Show, Toronto, CA, February 14, 2019
3 Leads, 1 Project;
- JEC World Composite Show, Paris, France, March 12-14, 2019
42 leads;
- Automotive Testing Expo, Stuttgart, Germany, May 21-23, 2019
23 leads, 1 Project;
- The Battery Show, Novi, MI, September 10-12, 2019
21 leads, 1 Project;
- Southern Automotive Conference, Nashville, TN, September 25-27, 2019
10 leads;
- Auto and Aero Suppliers Summit, St. Louis, MO, October 8-10, 2019
14 leads; and
- Automotive Testing Expo, Novi, MI, October 22-24, 2019
0 Leads.

2019 shows produced a TOTAL of 113 leads and 3 projects

Open Projects

Commerce is currently working 10 automotive-related projects.

Automotive Manufacturing Initiative Steering Committee

In late 2018, Commerce formed a steering committee to help guide this initiative. The committee is chaired by Oklahoma Commissioner of Labor Leslie Osborn and includes representation from CareerTech, Oklahoma Department of Transportation, Oklahoma Railroad Association, Oklahoma Manufacturing Alliance, state legislators, and local communities. The committee has met multiple times to discuss a

strategy for moving the initiative forward – including how to position the state through research, marketing materials, and events.

Priority of the FDI Strategy Team

The Oklahoma foreign direct investment strategy team is a group of 10 economic development communities and organizations (several of them rural) that are committed to promoting Oklahoma's business development in international markets. The team has made automotive parts manufacturing a top industry target as these projects are often a good fit for communities in more rural areas. Members of this team have travelled with Commerce to many automotive-related shows to engage with companies and organizations. Their support is valuable as the FDI team plays a significant role in Oklahoma's international recruitment activities, funding and marketing efforts.

Inbound Asset Tour Event for Site Selectors

April 5-7, the FDI Strategy Team and Commerce will host 10 international site selectors for an asset tour of the state. Multiple automotive-related site selectors will attend. The event will showcase local communities and industrial sites, as well as presentations from companies that have had success in Oklahoma.

Scout Economics Partnership

In December, Commerce began a partnership with Michael Press of Scout Economics. Press was hired to help position the state in the automotive sector. He is currently conducting a comparative analysis of Oklahoma's workforce and financial incentives with other states, identifying top sectors and subsectors in the industry for targeting, and providing assistance with the asset tour event.

Battery Cluster Initiative

Commerce is working with OCAST to develop a battery cluster in the state. The initiative will build on the EV-related battery companies and EV infrastructure currently located in here.

Quality Jobs

Three quality jobs programs are administered by the Commerce for which the state provides incentive payments that are paid from income tax collections:

FY 2019

Quality Jobs:

- 5,797 jobs were projected by 19 new enrollees.
- Average wage of those jobs is projected to be \$69,291.
- An average of 11,442 jobs were claimed for benefits during FY 2019.

Small Employer QJ:

- 218 jobs projected by six new enrollees.
- Average wage of those jobs is projected to be \$51,893.
- An average of 217 jobs were claimed for benefits during FY 2019.

21st Century QJ:

- 570 jobs projected by two new enrollees
- Average wage of those jobs is projected to be \$140,609.
- An average of 4,121 jobs were claimed for benefits during FY 2019.

The Oklahoma Quality Jobs Program was established by the Legislature (68 O.S. § 3601) to provide an incentive for companies to expand or relocate jobs to Oklahoma. Companies meeting certain statutory requirements can receive a rebate up to 5% of new taxable payroll for up to 10 years. The requirements include creating jobs within a qualifying industry as noted by the North American Industry Classification System description; paying wages on the newly created jobs equal to the average county wage or state threshold wage, whichever is lower; achieving \$2,500,000 in new annual taxable payroll within three years; and offering basic health insurance to employees within 180 days of employment. Companies can receive up to a 6% rebate if at least 10% of new payroll is comprised of qualified military veterans. Under certain circumstances, some program requirements may be amended or waived.

A company that participates in the Oklahoma Quality Jobs Program but fails to maintain a business presence in the State of Oklahoma within three years of start date must repay all program benefits they received and may not re-apply for the program for one year following dismissal.

The Small Employer Quality Jobs Program (68 O.S. §3901) was established to provide appropriate incentives to support the creation of quality jobs, particularly for small businesses, in basic industries in the state. Companies applying for the Small Employer program must have 90 employees or less at the time of application to the program. Rebates under the program are received for up to seven years. Program requirements include creating a minimum number of new jobs based on the population of the community where the company is located; having 35% out-of-state sales for the first two years and subsequently 60% out-of-state sales; paying the newly created jobs at 110% of the average county wage; and offering basic health insurance within 180 days of employment (the employee must not pay more than 50% of the premium).

The 21st Century Quality Jobs Program (68 O.S. §3911-3920) was established to provide appropriate incentives to attract growth industries and sectors to Oklahoma in the 21st century through a policy of rewarding businesses with a highly skilled, knowledge-based workforce. The program allows a net benefit rate of up to 10% of payroll for up to 10 years and requires at least 10 full-time jobs at an annual average wage of the lesser of \$95,243 (the state wage, which is indexed every year) or 300% of the county's average wage. Out-of-state sales for the company must be at least 50% for most participants. The program targets industries such as knowledge-based service industries, including professional, scientific and technical services; music, film and performing arts; and specialty hospitals.

During the fiscal year ended June 30, 2019, 97 companies received payments totaling \$69,629,000 as part of the Oklahoma Quality Jobs Program.

Contracts for community and economic development

Contracts for community and economic development are contracts to local governments and community action agencies which include ones the Oklahoma Department of Commerce has been statutorily mandated to administer via annual appropriations.

Operational support services

These services include executive leadership, finance, human resources, communications, purchasing, general counsel and research and economic analysis. Each of these services provides tools and support services for the agency to operate. Business services are also included in this division to provide for the creation and retention of jobs, to recruit business investment to Oklahoma, and to contribute to economic development through export trade and the attraction of foreign investments.

Rural Economic Action Plan

The Rural Economic Action Plan Program was developed in partnership with the Sub-state Planning Districts to make a greater impact on each district by matching Community Development Block Grant funds dollar-for-dollar on each project in their respective areas.

Performance and projects

Key Performance Measures by program

Business Development Group					
Goal					
Prosperity: Prosperous people and communities throughout Oklahoma.					
Key Performance Measure					
New direct jobs					
Key Performance Measure Description					
Commerce will have facilitated business expansions, new locations, and startups that result in 37,000 new direct jobs (projected by customers served) by the end of FY 2023.					
Unit of Measure					
Jobs.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
^12,320	^8,730	8,500	9,000	9,500	10,000

Business Development Group					
Goal					
Prosperity: Prosperous people and communities throughout Oklahoma.					
Key Performance Measure					
Average annual wage of new jobs					
Key Performance Measure Description					
The average wage for new direct jobs (using customers' third-year projections) created during the year from Commerce-assisted projects. The current average wage for Oklahoma is \$47,579.					
Unit of Measure					
Dollars					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
^\$44,205	^\$63,332	\$52,000	\$53,000	\$54,000	\$55,000

Business Development Group					
Goal					
Prosperity: Prosperous people and communities throughout Oklahoma.					
Key Performance Measure					
New investment					
Key Performance Measure Description					
Commerce's Business Development Division-assisted projects will generate \$5,890,000,000 of new private investment in Oklahoma by the end of FY 2023. *See note below.					
Unit of Measure					
Dollars					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$1,001,481,450	^\$1,953,356,518	\$1,450,000,000	\$1,465,000,000	\$1,480,000,000	\$1,495,000,000

Business Development Group					
Goal					
Prosperity: Prosperous people and communities throughout Oklahoma.					
Key Performance Measure					
New private investment.					
Key Performance Measure Description					
Commerce's Main Street Division-assisted community improvement projects will generate \$219,510,000 of new private investment in Oklahoma by the end of FY 2023. *See note below.					
Unit of Measure					
Dollars					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$61,716,395	\$53,525,256	\$54,061,000	\$54,602,000	\$55,148,000	\$55,699,000

^Note: Significant increases to new jobs and new investment were as a result of commitments from Amazon in FY 2018 and commitments from Valkyrie and Google in FY 2019. The average wage in FY 2019 increased significantly based on the higher projected salaries for several aerospace commitments. These jobs are usually higher paying engineering positions. This was as a result of the ACES program and our efforts to diversify Oklahoma's economy.

Regional benchmarks and comparisons

Oklahoma per capita income

- According to the Bureau of Economic Analysis, the median per capita income for Oklahoma was \$48,109 compared to the U.S. per capita income of \$56,832 third quarter of 2019.

Oklahoma unemployment rate

- According to the Bureau of Labor Statistics, the unemployment rate was at 3.4%, compared to the U.S. unemployment rate of 3.5% in November 2019.

State gross domestic product

- According to the Bureau of Economic Analysis, Oklahoma Real Gross Domestic Product year-over-year growth rate was 2.7%, compared to the U.S. Real GDP year-over-year growth rate of 2.1% in third quarter of 2019. In 2018 the real GDP for Oklahoma (in millions) was \$196,524.6 compared to the national GDP (in millions) of \$18,638,164.

Accomplishments

- Outcome metrics for FY 2019: 8,730 new direct jobs; 37.69% wage growth (average annual wage \$63,332); \$2,053,568,927 new investment; and 590 completed community capacity improvement projects.
- Service metrics for FY 2019: 364,083 Oklahomans; 381 Oklahoma businesses; 167 communities; and all 77 counties.

Savings and efficiencies

- Commerce has realized several cost saving efficiencies during the past few years. We rent out office space to another state agency, the Oklahoma Tourism and Recreation Department. In addition, we electively share services with OTRD including general office operation services (mail, maintenance and a shared receptionist), public information officer, and chief human resource officer.

Agency goals

- Diversify Oklahoma's economy resulting in GDP growth 5% above the national average.
- Increase Oklahoma's labor participation rate from 60% to 62%.
- Generate \$1 billion in capital investment through business development and community development efforts.
- Create 10,000 new private sector jobs with an average wage of \$52,000 per year.
- Achieve top 20 status in U.S unemployment rate.

Projects for implementation

- Improve communication with local economic developers and ensure businesses know about our state's resources.
- Roll out new integrated Oklahoma workforce program and target process improvement effort for Oklahoma Works workflow.
- Improve marketing of pooled finance program and evaluate incentives to ensure they encourage capital investment.

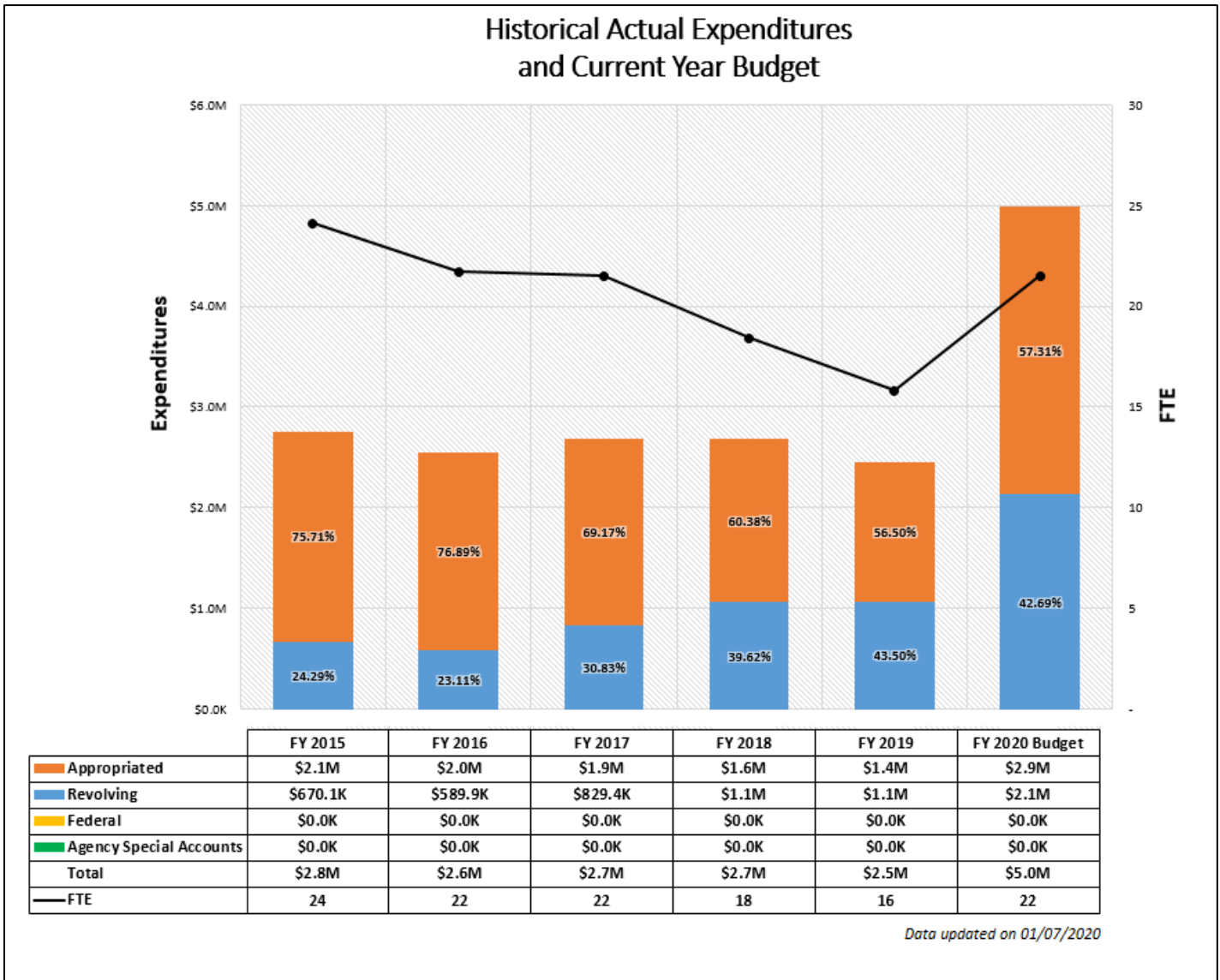
- Make okjobmatch.com more user friendly and target recruitment efforts for higher paying jobs in aerospace, high tech, medical etc.
- Work closely with the lieutenant governor to brand Oklahoma and release an employer toolkit so businesses know what Workforce Development provides.

Oklahoma Commission on Children and Youth



Agency information

Oklahoma Commission on Children and Youth



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Oklahoma Commission on Children and Youth is to 1) improve services to children by planning, coordinating and communicating with communities and between public and private agencies; 2) provide independent monitoring and investigating of the children and youth service system; 3) prepare and publish reports; 4) establish services for children of incarcerated parents; 5) provide professional training for those serving children; and 6) test models and pilot programs for effectiveness.

Governance and administration

The commission is composed of 19 members:

- The Director of the Department of Human Services;
- The Commissioner of the Department of Health;
- The Commissioner of the Department of Mental Health and Substance Abuse Services;
- The State Superintendent of Public Instruction;
- The Chairman of the Oklahoma Supreme Court Juvenile Justice Oversight Committee (SJR 13);
- The Director of the Office of Juvenile Affairs;
- The Director of the Oklahoma Health Care Authority;
- The Director of the Department of Rehabilitation Services;
- One member elected by the Community Partnership Boards;
- Six members appointed by the Governor from the following organizations:
 - Oklahoma Children's Agencies and Residential Enterprises;
 - Statewide Association of Youth Services;
 - The Oklahoma Bar Association;
 - A statewide Court Appointed Special Advocate Association;
 - The metropolitan juvenile bureaus; and
 - The Post-adjudication Review Boards.
- One member appointed by the Speaker of the House of Representatives who is a parent of a child with special needs;
- One member appointed by the President Pro Tempore of the Senate who is an individual with interest in improving children's services who is not employed by or paid with funds from the state;
- One direct Governor appointee of a person representing business or industry; and
- One direct Governor appointee of a person representing the District Attorneys Association.

All members must have active experience in services to children and youth and may serve four terms of two years each.

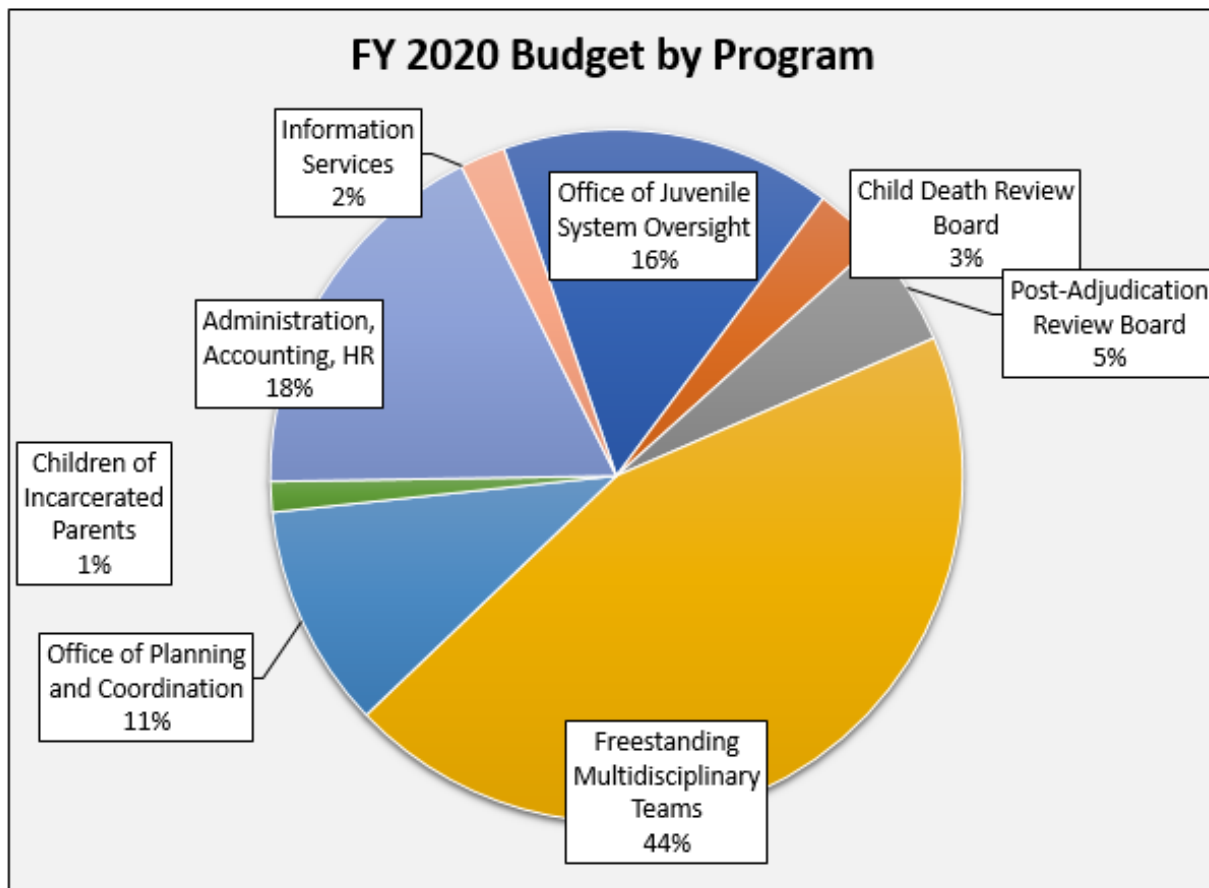
The Administrative Rules for Children's Endowment Fund of Oklahoma were promulgated in 2019. Statute states that earnings from the endowment fund would be governed by the OCCY Commissioners with input from the legislated OCCY Parent Partnership Board. The Parent Partnership Board will be established in the coming year.

The Director of OCCY is Annette Wisk Jacobi. The position currently pays \$98,700.

Oklahoma Commission on Children and Youth

Name	Statutory Requirement	Appointing Authority	Term End Date
The Honorable Mike Warren	Chair of the Senate Joint Resolution 13 Oversight Committee	Ex officio	No term
Joy Hofmeister	Superintendent of Public Instruction	Ex officio	No term
Kallie Kerth	Post Adjudication Review Board	Governor	6/30/2021
Lee Roland	Business and Industry	Governor	6/30/2020
Sheryl Marseilles	Court Appointed Special Advocate Assoc.	Governor	6/30/2020
Jason T. Charles	OK Children's Agencies and Residential Enterprises	Governor	12/31/20
Gary Cox	State Commissioner of Health	Ex officio	No term
Vacant	Community Partnership Boards		
Angela Donley	Parent of a child with special needs	Speaker of the House of Representatives	1/10/2020
Kevin Corbett	OK Health Care Authority	Ex officio	No term
Justin B. Brown	Department of Human Services	Ex officio	No term
Melinda Freundt	Department of Rehabilitation Services	Ex officio	No term
Terri White	Department of Mental Health and Substance Abuse Services	Ex officio	No term
Javier Ramirez	Oklahoma Bar Association	Governor	12/31/2021
Tera Snelson	Metropolitan Juvenile Bureaus	Governor	12/31/2020
Steven L. Buck	Office of Juvenile Affairs	Ex officio	No term
John Schneider	Statewide Association of Youth Services	Governor	06/30/2021
Angela Marsee	District Attorneys Association	Governor	06/30/2021
Lindsey Laird	Improvement to Child Services	President pro tempore	9/10/2020

Programs



Program	FY 2020 Budget
Office of Juvenile System Oversight	\$663,271
Child Death Review Board	\$135,278
Post-Adjudication Review Board	\$220,288
Freestanding Multidisciplinary Teams	\$1,902,530
Office of Planning and Coordination	\$448,423
Children of Incarcerated Parents	\$60,945
Administration, Accounting, HR	\$766,070
Information Services	\$90,679

Office of juvenile system oversight

The Office of Juvenile System Oversight has the responsibility of investigating and reporting misfeasance and malfeasance within the children and youth service system, inquiring into areas of concern, investigating complaints, and performing issue-specific system monitoring to ascertain compliance with established responsibilities. The OJSO conducts regular, periodic unannounced inspections of state-operated children’s institutions and facilities.

Oklahoma Foster Parent Voices

Oklahoma Foster Parent Voices is a neutral setting for foster parents and kinship foster parents to submit complaints or grievances. Foster parents can submit complaints/grievances concerning their rights as foster parents, as well as complaints alleging retaliation by OKDHS or a child-placing agency employee. OJSO works with the OKDHS Office of Client Advocacy to ensure grievances are addressed timely and appropriately.

Foster Youth Matters

The OJSO works with the OKDHS Office of Client Advocacy to foster child complaints through the grievance procedures to ensure a resolution of each complaint. These complaints may be submitted by the foster child or by an adult on behalf of the foster child. For more information, go to <http://www.okfosteryouthmatters.org>.

Clients served: OJSO worked investigation cases involving 2,419 youth in custody of the Department of Human Services and Office of Juvenile Affairs. In all, 159 foster parent and 173 foster children complaints were addressed.

Child death review board

This multidisciplinary board is responsible for reviewing the deaths and near-deaths of all children up to 18 years of age in Oklahoma. The board collects statistical data and systems evaluation information to develop recommendations for the improvement of policies, procedures and practices within and among agencies that protect and serve children. There is one statewide board as well as four regional boards.

Clients served: CDRB reviewed 161 child death cases of the 591 child deaths that occurred during FY 2019 (provisional data, Oklahoma State Department of Health). CDRB reviewed 31 child near-death cases in FY 2019. Approximately 118 child near-deaths occur annually in Oklahoma.

Post-adjudication review boards

Post-adjudication Review Boards are made up of citizen volunteers who serve district courts throughout Oklahoma. The boards review documentation of court-involved child abuse/neglect and delinquent cases. They serve in an advisory capacity to the district courts, developing findings and recommendations regarding the appropriateness of treatment/service plans, permanency plans, and the services provided to the children and their families.

Clients served: PARB completed reviews involving 3,891 children adjudicated as deprived by an Oklahoma district court.

Freestanding multidisciplinary teams

Freestanding Multidisciplinary Teams are established throughout the state in coordination with each District Attorney's Office. Each FSMDT is comprised of a law enforcement member, OKDHS child welfare worker, a mental health professional, a medical professional and an attorney from the District Attorney's Office. The FSMDT uses a collaborative approach to conduct joint investigations of cases involving child sexual abuse, child physical abuse, or neglect. OCCY conducts annual reviews to ensure teams are functioning effectively. OCCY maintains the Child Abuse Multidisciplinary Team Account Fund, which is available to functioning teams for training and other needs related to investigations.

The Children's Justice Act Grant

OCCY is the recipient of funds from the federal Children's Justice Act Grant through an OKDHS contract process. These funds are utilized to provide training to Multidisciplinary Teams, Post-adjudication Review Boards volunteers, court appointed special advocates volunteers and various other first responders and

prosecutors regarding the investigation of child abuse. CJA funds are also used to provide ChildFirst training, which is a forensic interviewing technique for use with children.

Clients served: 37 freestanding multidisciplinary teams of mental health professionals, law enforcement personnel, medical personnel, child protective services, district attorneys, and local citizens; about 291 CASA volunteers trained; and 67 professionals trained in ChildFirst forensic interviewing.

Office of planning and coordination

The Office of Planning and Coordination coordinates public and private agencies serving children and youth to facilitate joint planning and services. Community partnership boards are to be established to assist communities in establishing plans to improve services for children and youth. P&C is also charged with developing the State Plan for Services to Children and Youth annually and issuing reports regarding the development of services; progress toward effective joint planning and service coordination; and assuring compliance with established state policies/goals. The following programs and activities are supported by P&C.

Board of Child Abuse Examination

The Board of Child Abuse Examination and the chief child abuse examiner are responsible for the establishment and implementation of a continuing training program for child abuse examiners and for consultation services to medical providers in matters relating to child abuse and neglect. During the 2019 session, HB 2610 established a medical maltreatment review by a child abuse examiner or pediatrician following the death of a child. Rules for these reviews will be promulgated.

Clients served: The BCAE serves physicians, nurses, physician's assistants, and other health care professionals who work with children alleged to be victims of child abuse or neglect. The BCAE will oversee the newly legislated medical maltreatment reviews following a child's death.

Strengthening Custody and Transition Services Advisory Team

OCCY provides staff support to this advisory group which seeks to identify issues relating to youth in state custody as they transition out of custody into adulthood. Public and private stakeholders are convened every two months to identify solutions to barriers facing these youth.

Clients served: Public and private service providers.

Homeless Children and Youth Committee

OCCY provides staff support to the Homeless Children and Youth Committee, which seeks to improve conditions and services for homeless children and youth in Oklahoma. A variety of stakeholders meet every two months to address goals from assisting these youth.

Clients served: Public and private service providers.

Credentialed Forensic Juvenile Competency Evaluators

OCCY establishes procedures for ensuring the training and qualifications of individuals approved to conduct juvenile competency evaluations ordered by district courts in Oklahoma.

Clients served: Oklahoma Juvenile Competency Forensic Evaluators served 21 judges who determine whether a minor is competent to face charges in delinquent court.

Oklahoma Children of Incarcerated Parents

OCCY provides staff support to the Oklahoma Children of Incarcerated Parents Advisory Committee. The committee recommends measures that promote the safety and well-being of children whose parents are

incarcerated. The committee works collaboratively with agencies and service providers to better meet the needs and to improve the quality of life for these children. OCCY is charged with issuing contracts each year for the Oklahoma Mentoring Children of Incarcerated Parents Program.

Clients served: Public and private stakeholders. In all, 37 children of incarcerated parents received mentoring services through the contract with Big Brothers Big Sisters of Oklahoma.

Performance and projects

Key Performance Measures by program

Office of Juvenile System Oversight					
Goal					
Children in state custody are safe and receive proper care.					
Key Performance Measure					
Oversight investigations					
Key Performance Measure Description					
Staff investigate complaints regarding child-serving agencies. As OJSO has a greater presence in the agencies and programs serving children, the intent is that fewer incidents threatening child safety and well-being will occur. In FY 2019 there were 404 new complaint cases.					
Unit of Measure					
Percent of oversight complaint cases investigated					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	100%	100%	100%	100%	100%

Child Death Review Boards					
Goal					
Identify and address system failures related to child deaths and near-deaths.					
Key Performance Measure					
Case reviews of child deaths					
Key Performance Measure Description					
The CDRB program is charged with reviewing all child deaths in Oklahoma for the purpose of identifying prevention trends and systemic changes that, if addressed, could result in fewer child deaths. Due to capacity constraints, the CDRB program is not able to review all child death cases in a timely manner.					
Unit of Measure					
Percent of total child death cases reviewed and closed in a year. There were 598 child deaths in FY 2018 and 591 in FY 2019.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
32%	27%	42%	42%	50%	50%

Child Death Review Boards					
Goal					
Identify and address systems failures related to child deaths and near-deaths.					
Key Performance Measure					
Child near-death case reviews					
Key Performance Measure Description					
The CDRB program is charged with reviewing all near-deaths of children in Oklahoma for the purpose of identifying prevention trends and systemic changes that, if addressed, could result in fewer near-deaths. Due to capacity constraints, the CDRB program is not able to review all child near-death cases in a timely manner.					
Unit of Measure					
Number of child near-death cases reviewed and closed in a year. Approximately 118 child near-deaths occur annually.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
64%	26%	50%	50%	60%	70%

Oklahoma Juvenile Forensic Evaluators					
Goal					
Juvenile competency evaluations will be submitted to the court within 30 days of the court order.					
Key Performance Measure Name					
Timely evaluations					
Key Performance Measure Description					
100% of juvenile competency evaluations will be completed and submitted within 30 days of the court order.					
Unit of Measure					
Percentage complete					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
45%	52%	80%	100%	100%	100%

Regional benchmarks and comparisons

OCCY appears to be unique when compared to other states, particularly regarding the independent oversight and investigation work of the Office of Juvenile System Oversight. The OJSO is the only known independent and external review entity for the public- and private-operated child-serving programs. Regional benchmarks aren't known.

The Child Death Review Board reviewed approximately 42% of child deaths for 2019. In 2015, Texas reported a review of 32% of all child death cases. In 2016, Arkansas reported a review of 78% of their child death cases, but the scope of cases Arkansas reviews is narrower than Oklahoma.

The Post-adjudication Review Board (PARB) program is similar to programs in other states, but differences in each state result in difficulty comparing the programs. Each state has differing criteria for the type of child-involved court cases that are reviewed and the frequency of those reviews. In 2019, PARB reviewed 6,599 cases involving 7,782 children. Nebraska reported 4,223 case reviews involving 3,277 children in its latest annual report.

Freestanding Multidisciplinary Teams (FSMDTs) in Oklahoma seem to be unique regionally and nationally for two reasons, both of which are codified in state law and, thus, no regional benchmarks are available. First, all district attorneys are required to collaborate with the OCCY to develop MDTs to cover every county in each district attorney's district. These teams are not associated with any children's advocacy centers for the centers' accreditation with the National Children's Alliance, and thus operate independently of such centers. Other states mandate that child welfare services and law enforcement engage in joint investigations, and sometimes require other professionals (e.g., medical) when needed, and require a multidisciplinary approach for child abuse investigations, but none have statutes to require FSMDTs as full teams (i.e., includes five core disciplines) to exist outside of children's advocacy centers. Second, FSMDTs receive annual funding from the collection of court fees to support teams to receive ongoing professional training (including required travel) and equipment needed to remain current in the field of child maltreatment. No other states require FSMDTs to exist outside of children's advocacy centers and none provide state-based funding.

Accomplishments

- Implemented new contracts with all FSMDTs to ensure the proper use and monitoring of funds.
- Accomplished legislative changes allowing FSMDTs to receive funding at the beginning of the contract period, enabling FSMDTs to accomplish necessary team functions. Established a program manager position to oversee the operations of the FSMDT department.
- Filled the program manager position for the Post-adjudication Review Boards program, significantly increasing effectiveness of the department.
- Following the deaths of two youths in Oklahoma government-operated facilities, implemented the Detaining Youth Task Force to improve statutes, policies and practices affecting detained youth.

Savings and efficiencies

- Partnered with the OU-Tulsa's Haruv USA to provide child abuse medical examiner training, a statutory task of the agency's Board of Child Abuse Examination. Haruv USA will cover all costs for two training dates in Oklahoma.
- Initiated training for FSMDT contractors to enhance their knowledge and ability to fulfill the services of the FSMDT contracts and appropriately manage and monitor received funds.

Agency goals

- Initiate the process to implement a data system to serve several OCCY departments, greatly enhancing the effectiveness of the agency.
- Develop a state-parent partnership network to collect parent input, helping assure that services offered are needed and desired.
- Re-establish the Office of Planning and Coordination to provide much-needed support to local communities and assist in seeking solutions for local and statewide problems facing children, youth and their families.

Projects for implementation

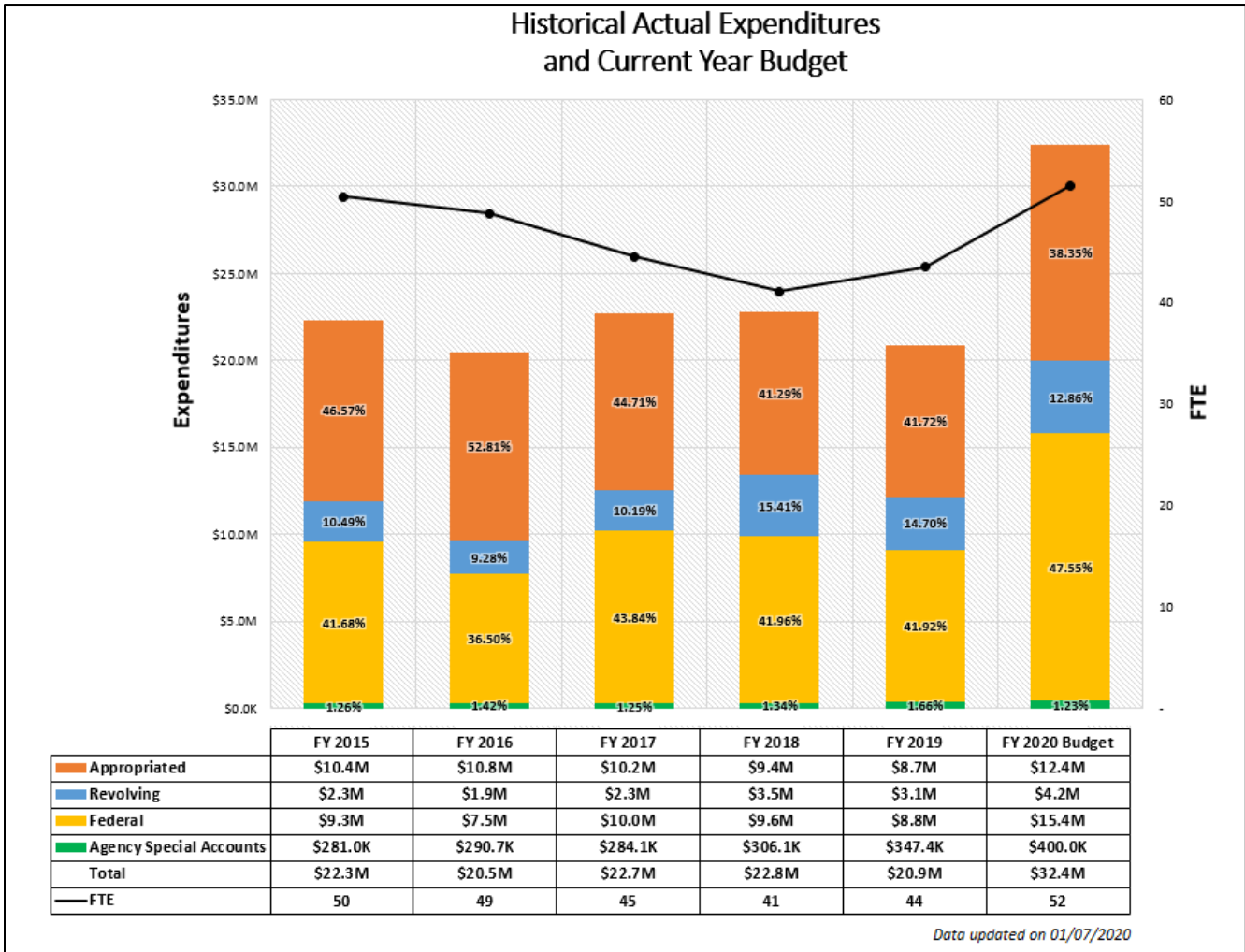
- Develop the framework for a database to serve several agency departments.
- Identify steps to digitize work of the Post-adjudication Review Boards and Freestanding Multidisciplinary Teams to enable entry into a new data system.
- Market the oversight services of the agency to ensure the public is aware of the complaint process.

Conservation Commission



Agency information

Conservation Commission



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

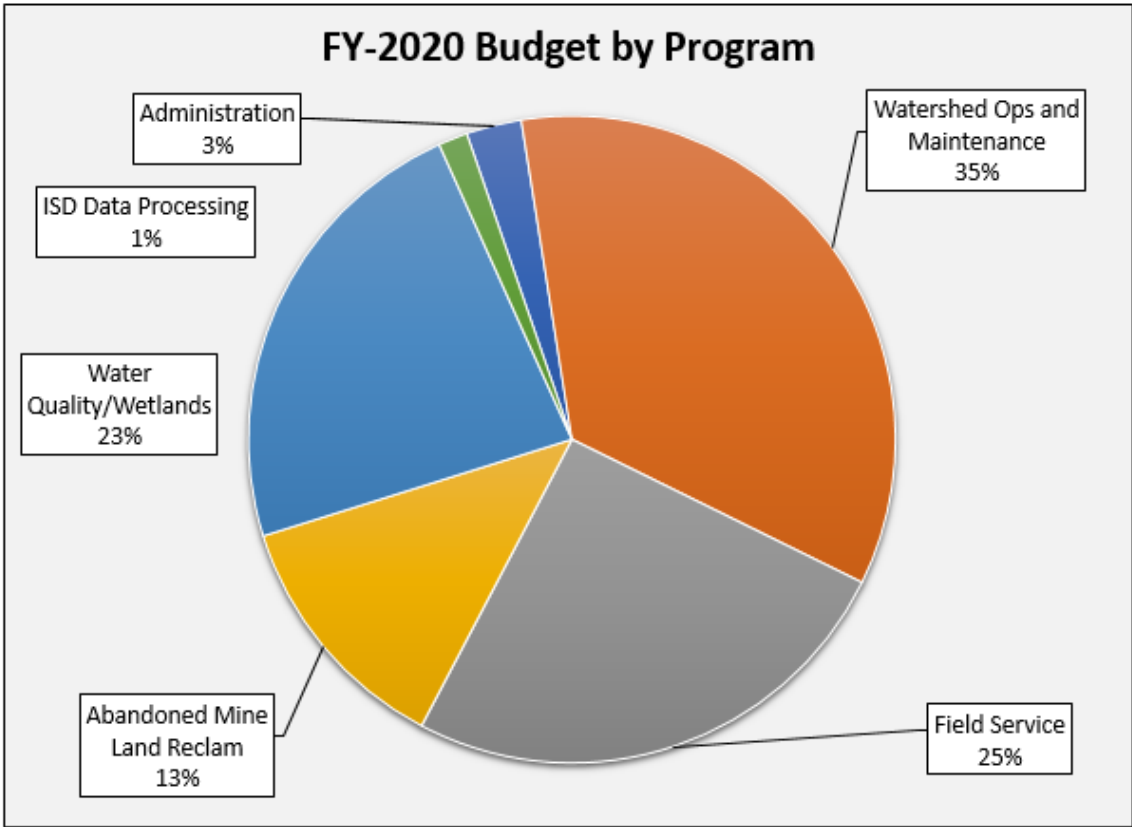
To conserve, protect and restore Oklahoma’s natural resources, working in collaboration with the conservation districts and other partners on behalf of the citizens of Oklahoma.

Governance and administration

In 1971, the state Legislature established the Oklahoma Conservation Commission, replacing the duties, responsibilities and property of the State Soil Conservation Board. The commission consists of five members, listed in the chart below. The state is divided into five state areas for the purpose of selecting Conservation Commission members. Members are appointed by the Governor subject to confirmation by the Senate. Members serve a term of five years. Trey Lam has been Executive Firector of the department since November 17, 2014. His annual salary as executive director is \$93,000.

Name	Appointed by Governor	Confirmed by Senate	Term Ends
Clay Forst	July 1, 2019	July 1, 2019	June 30, 2024
Bill Clark	July 1, 2015	July 1, 2015	June 30, 2020
Karl Jett	July 1, 2016	July 1, 2016	June 30, 2021
Phil Campbell	May 10, 2017	July 1, 2017	June 30, 2022
Scotty Herriman	July 1, 2018	July 1, 2018	June 30, 2023

Programs



Program	FY-2020 Budget
Administration	\$898,550
Watershed Ops and Maintenance	\$11,285,453
Field Service	\$8,238,385
Abandoned Mine Land Reclam	\$4,045,380
Water Quality/Wetlands	\$7,489,217
ISD Data Processing	\$472,900

Watershed Operations and Maintenance

Upstream Flood Control Program

Operation and Maintenance – Provides technical and financial assistance to conservation districts in support of the districts' responsibilities to operate and maintain 2107 upstream flood control dams. These dams represent a \$2 billion public infrastructure that provides \$91 million in state benefits annually.

Watershed Rehabilitation

Working in cooperation with the Natural Resources Conservation Service and conservation districts, the agency provides technical and financial assistance to modify high hazard dams to ensure they meet state dam safety criteria for reducing the risk of loss of life and improving public safety.

Locally Led Conservation Cost-Share

Provides funds to conservation districts to assist landowners to install conservation practices on the land to reduce soil erosion and improve water quality.

Field Service

Provides funding to the state's 84 conservation districts for personnel and operations to support the administration of their duties per the Conservation District Act, Title 27A, and Chapter 3 of the Oklahoma statutes. District Services provides tools, training and technical assistance to conservation district boards and employees on public official governance, personnel management and financial management in compliance with state laws, rules, regulation and policy.

Abandoned Mine Land Reclamation (AML)

The mission of the AML Program is to protect lives, repair scarred land and improve the environment. The primary objective is to protect the public from hazards left as a result of past coal mining practices by eliminating the hazards through the reclamation of abandoned surface and underground coal mine sites that pose the highest threat to the public's health, safety and general welfare. To accomplish the mission of the AML Program, abandoned mine sites must be identified, inventoried, assessed, prioritized, right-of-entry acquired, plan developed, surveys performed, design completed, construction contracted, construction performed with AML inspection, vegetation established and maintenance monitored for at least two years. Additionally, the AML Program responds to emergencies created by sudden occurrences involving abandoned coal mines when a public health or safety issue requires immediate action.

Water Quality/Wetlands

Water Quality

Responsible for identifying state waters impaired by nonpoint source pollution and then prioritizing and implementing projects to reduce pollutants by measureable amounts and improve water quality to remove streams from the state's List of Impaired Waters (Clean Water Act Section 303(d)List).

Wetlands

Responsible for preparing and updating the state's wetlands conservation plan and coordinating the state's Wetland's Working Group in order to conserve, enhance and restore the quantity and biological diversity of wetlands in Oklahoma.

Priority Watershed Cost Share

As federal and state funds are available, provides management of funds on a watershed basis to assist landowners with installing conservation practices to address water quality problems. The Soil Health Education Program, in cooperation with conservation districts and other partners, educates agricultural producers and other citizens about soil health and the potential for regenerative farming.

Blue Thumb Water Quality Education Program

In cooperation with conservation districts and other partners, educates citizens across the state about water quality and nonpoint source pollution and trains citizen volunteers to collect data that can be used to supplement the state's data collection capabilities.

Performance and projects

Key Performance Measures by program

Upstream Flood Control					
Goal					
Support and encourage the conservation and responsible management of Oklahoma's renewable natural resources to improve the quality of life for current and future generations.					
Key Performance Measure					
Water quantity					
Key Performance Measure Description					
The 2,107 small upstream watershed flood control structures throughout the state will be inspected, operated, maintained and modified to extend the operational life, reduce flooding and capture rainfall runoff for water supply.					
Unit of Measure					
Number of structures					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2,107	2,107	2,107	2,107	2,107	2,107

Field Services					
Goal					
Increase the efficiency and effectiveness of Oklahoma's grassroots conservation delivery system.					
Key Performance Measure					
Conservation District Long Range Plan implementation					
Key Performance Measure Description					
Number of districts implementing 75% of actions and strategies outlined in their Long Range Plan.					
Unit of Measure					
Number of districts					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	N/A	40	65	75	84

Abandoned Mine Land Reclamation (AML)					
Goal					
Support and encourage the conservation and responsible management of Oklahoma's renewable natural resources to improve the quality of life for current and future generations.					
Key Performance Measure					
Scarred lands					
Key Performance Measure Description					
OCC, working with conservation districts and other units of government, will reclaim abandoned mine sites that are hazardous to the public and/or degrading the environment.					
Unit of Measure					
Number of projects/acres reclaimed					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
4/162	4/150	4/150	4/150	4/150	4/150

Water Quality/Wetlands					
Goal					
Support and encourage the conservation and responsible management of Oklahoma's renewable natural resources to improve the quality of life for current and future generations.					
Key Performance Measure					
Soil resource					
Key Performance Measure Description					
Reduce erosion and improve soil health by increasing the number of participants and the number of best management practices implemented through state supported cost share programs.					
Unit of Measure					
Number of participants/number of practices					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
677/775	602/675	650 / 750	650/750	650/750	650/750

Water Quality/Wetland					
Goal					
Support and encourage the conservation and responsible management of Oklahoma's renewable natural resources to improve the quality of life for current and future generations.					
Key Performance Measure					
Water quality					
Key Performance Measure Description					
Stream segment/waterbody pairs removed from the 303(d) list for nonpoint source-related causes and published in EPA accepted success summaries. EPA requests one per year, but Oklahoma will produce the following numbers per year.					
Unit of Measure					
Number of success stories					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
12	12	5	5	5	5

Water Quality/Wetland					
Goal					
Support and encourage the conservation and responsible management of Oklahoma's renewable natural resources to improve the quality of life for current and future generations.					
Key Performance Measure					
Wetlands					
Key Performance Measure Description					
OCC will continue development of Oklahoma's Wetland Program Plan by implementing core elements of the program including monitoring and assessment, regulation, voluntary restoration and protection and water quality standards.					
Unit of Measure					
Number of projects/federal money for projects					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3 projects/ \$385,000	2 projects/ \$338,079	2 projects/ \$300,000	2 projects/ \$300,000	2 projects/ \$300,000	2 projects/ \$300,000

Regional benchmarks and comparisons

- No. 1 72 fewer polluted streams;
 - Three-time national champion.
- No. 1 phosphorus load reductions;
 - 22% of national reduction credited to Oklahoma.
- No. 4 nitrogen load reductions in streams; and
 - This equates to Lower water treatment costs.
- 10,000 Oklahomans educated in soil and water conservation, protection and restoration.

Comparing Oklahoma and Texas upstream flood control

Oklahoma has more upstream flood control infrastructure than Texas. The Texas State Soil and Water Conservation Board employs two registered professional engineers as well as three FTE for their flood control program. Oklahoma employees four FTE, none are engineers.

Water Quality Program

Oklahoma's Nonpoint Source Water Quality Program is a national leader with more recognized success at cleaning up impaired waterbodies than any other state in the nation. Eleven percent of the nations reported stories come from Oklahoma, yet Oklahoma receives only about 1.5% of the national program budget. This year's 12 success stories are 11 more than the goal set nationally for each state to produce. The program also ranks in the top 5 states nationally in reducing nutrient pollution to waterbodies for at least the last nine years. As a national leader, representatives of the program are often asked to speak to other state programs, and the Oklahoma program has been recognized by EPA, the Natural Resources Conservation Service, and by national and international organizations in reports that identify successful programs to address natural resource challenges.

Field Services

The Oklahoma Conservation Commission, as the oversight agency for local conservation districts, provides more support than any other state in the region including Texas, Arkansas, Louisiana and Kansas. This support comes in the form of funding for salary and benefits for conservation districts as well as cost-share funding, flood control operation and maintenance funding and assistance, administrative oversight and training. Oklahoma's conservation districts have a stronger voice in identifying and addressing local natural resource concerns than its neighboring states. Oklahoma's conservation districts have a more robust local program than other states regionally, which includes administering and delivering more conservation funding to Oklahoma landowners in the form of a locally led cost-share program, upstream flood control operation and maintenance, soil health initiatives, water quality programing and conservation education.

Abandoned mine Lands

Among the 10 minimum program states, the Oklahoma Abandoned Mine Land (AML) Reclamation Program ranks second in the amount of AML reclamation completed and third in the amount of remaining AML sites needing reclamation.

Office of Geographic Information

One of the primary functions of the Office of Geographic Information (OGI) is the coordination of the development, maintenance and distribution of geographic information data and policies for the State of Oklahoma. The National States Geographic Information Council, in the summer of 2019, conducted a survey of all 50 states using eleven metrics to assess their ability to coordination geospatial activities. Since the OGI does

not receive any State General Funds to support its operation and does not have a paid staff, the scores for all states were adjusted to remove these two metrics from the comparison. Looking at the scores of the top 11 states places Oklahoma in the Top Ten nationally. The rankings are: Indiana – 19; Arkansas, Montana, Virginia – 18.5; Oklahoma, Idaho – 18 and Texas, Kentucky, Nebraska, Oregon, Utah – 17.5. It is interesting to note that both Arkansas and Texas each have annual budgets of over \$1 million from General Revenue Funds.

Accomplishments

Conservation

- Completed the required dam safety inspections of 2,107 upstream flood control dams.
- Performed operation and maintenance on 414 upstream flood control dams.
- Responded to more than 19,824 Okie One-Call locate tickets to prevent damage to the \$2 billion public infrastructure of flood control dams.
- Continued more than 20-year working relationship with USDA – APHIS Wildlife Services for beaver eradication on flood control dams with conservation districts submitted 37 requests for assistance. On average, three beavers per request have been eradicated thus removing the threat to damage to the dam.
- Worked cooperatively with OWRB completed a Statewide Probable Maximum Precipitation Study. The study used existing methodologies and science to create updated data, tools, and procedures for estimating extreme precipitation depth, area, and duration relationships.
- Improved soil health, water quality and air quality by providing technical assistance services to 639 land managers. The Locally Led Cost Share Program leveraged \$1.01 million in state funds against \$2.2 million in private funds to apply best management practices to improve soil health and water quality.

Water Quality

- Ranked in the top five nationally among states for the reported load reductions of phosphorus and nitrogen contaminants in streams and rivers (EPA’s nonpoint source pollution management program) for the ninth year in a row, accounting for 13% of the nitrogen reduction and 29% of the estimated phosphorus reduction to the nation’s streams, rivers, lakes and oceans.
- Delisted 12 stream segments from Oklahoma and EPA’s impaired streams list for a total of 84 (more streams delisted than any other state). This includes delisting five segments in the Illinois River watershed for bacteria, which resulted in improved public safety for river floaters, fishers, and swimmers.
- Continued water quality focused efforts in the Elk City Lake, Grand Lake, New Spiro Lake, and Little Beaver Creek (Waurika Lake) to protect and improve water quality and to help mitigate impacts of drought.

Abandoned Mine Lands Program

- Added \$2.8 million to Oklahoma’s economy with federal AML reclamation funds at no cost to the state, benefitting jobs in the areas of construction, equipment, supplies, labor and services.

Office of Geographic Information

- The Office of Geographic Information is an integral member of the State Incident Management Team and provided GIS support during the Governor's Inauguration. The office is also involved in providing GIS support to the State Emergency Operation Center and supported the SEOC operations during the various tornado outbreaks, flooding events and wildfires throughout the year.
- The Office of Geographic Information has provided GIS assistance and guidance to several state and local governmental agencies. Some of those include the State Bureau of Investigation, Department of Human Services, Office of Management and Enterprise Services, State Department of Education, Governor, House, Senate, Commissioners of the Land Office, County Commissioners, Department of Transportation, Oklahoma Department of Homeland Security, Department of Public Safety, Oklahoma Department of Agriculture, Department of Environmental Quality, Oklahoma Mesonet, Oklahoma City Police, Highway Patrol, U.S. Secret Service, Office of Emergency Management, Oklahoma 911 Management Authority, Rockport, TX (OKIMT support for Hurricane Harvey) and eight south-central Oklahoma county enhanced 911 call centers.
- Over the past year, the Office of Geographic Information has been working with the Oklahoma 911 Management Authority to assist in the apportionment of the cellular tax collected by the Tax Commission to the 129 Public Service Answering Points. The Office of Geographic Information processes Census data in conjunction with the jurisdictional boundaries of the PSAP's to determine the amount of tax that will be available for each PSAP.

District Services

- Conservation Districts delivered over \$2 million of state cost-share funds to landowners to improve soil and water quality.
- All Conservation Districts completed the Long Range Planning process outlining their plan of work, goals and actions for the next five years. Included in this process was the development of a succession plan for district directors and the identification of one major project to implement in the coming fiscal year.
- Provided direct assistance to an average of 50% of conservation districts each month.

Savings and efficiencies

- Continuing the use of Lidar photography to eliminate the need for on the ground surveying to prepare breach inundation maps for high hazard dams and also using this photography for design work to rehabilitate dams and reclaim abandoned mine land.
- Continuing the implementation of a Dam Watch program to allow conservation districts to be automatically notified when rainfall and seismic events threaten flood control dams and endanger public safety.
- Provided GIS data base to the Okie One-Call System to include the state's 2,107 upstream flood control dams.
- Working with state and federal partners to develop shared services agreements for jointly funded positions in conservation districts. Currently have over 30 shared positions between conservation districts and USDA – NRCS.
- Restructure AML organizational chart for more efficient supervision.
- Prepare development plans and begin AML program succession planning and implementation.
- Request \$3 million in grant funds from the Office of Surface Mining Reclamation and Enforcement to advance abandoned mine land reclamation at no cost to the State of Oklahoma.

- Inject \$3 million of AML grant funds into the state's economy to advance AML reclamation at no cost to the state. According to the National Association of Abandoned Mine Land Programs, for every AML dollar spent for construction, \$1.59 was returned to the local economy.

Agency goals

- Begin the required dam safety modification of five high hazard upstream flood control dams.
- Provide financial assistance to conservation districts to continue educating landowners about the importance of reducing the feral hog population.
- Provide assistance to conservation districts in the development of effective long range plans.
- Rank in the top five states in the country in reducing phosphorus and nitrogen contaminants in Oklahoma's streams.
- Remove an additional five to 10 stream segments from EPA's 303d list of impaired streams, reducing costs for the state in terms of total maximum daily load development, reducing costs for industry and municipalities in terms of requirements for updated treatment facilities, and protecting citizens from potential additional regulation.
- Maintain the current number of water quality monitoring sites and water sample collections.
- Secure new federal grants to replace dwindling EPA funds used to support OCC partnership activities that conserve and protect water and other natural resources.
- Complete stream restoration in scenic rivers watershed to reduce nutrient, sediment and bacteria pollution.
- Increase the knowledge and awareness of Oklahoma's natural resources and improve the natural resource decision-making in Oklahoma through conservation education provided to 50,000 citizens.
- Promote reauthorization of federal fee collections to continue funding Oklahoma's Abandoned Mine Land Reclamation Program.

Projects for implementation

- Small Watershed Flood Control Program: Provide technical and financial assistance to conservation districts.
- Locally Led Cost Share Program: Provide technical and financial assistance to conservation district.
- Begin dam safety modification to three high hazard upstream flood control dams.
- Maintain a statewide water quality monitoring system to ensure water quality problems are identified and water quality improvement can be verified.
- Priority Watershed Projects that were funded through EPA and NRCS to use voluntary conservation programs to improve and protect water quality in the Elk City Lake, New Spiro Lake, Lake Waurika, Grand Lake, Illinois River, and Eucha-Spavinaw watersheds are ongoing. Efforts including water quality monitoring, conservation practice installation and maintenance monitoring, and assistance to landowners will continue in these areas as funding allows.
- Partnerships with state, federal, and local agencies, tribes, landowners, and other partners to address concerns related to expansion of the poultry industry in eastern Oklahoma.
- Provide GIS assistance and guidance to over 20 state, local and federal agencies.
- Next Generation 911 – The Office of Geographic Information will be working with the 911 Management Authority to implement the Next Generation 911 System for the State. The OGI will be creating

authoritative data layers, providing training to local 911 authorities, providing processing, quality control and storage of 911 data created locally and consolidation of local 911 data into a statewide 911 database.

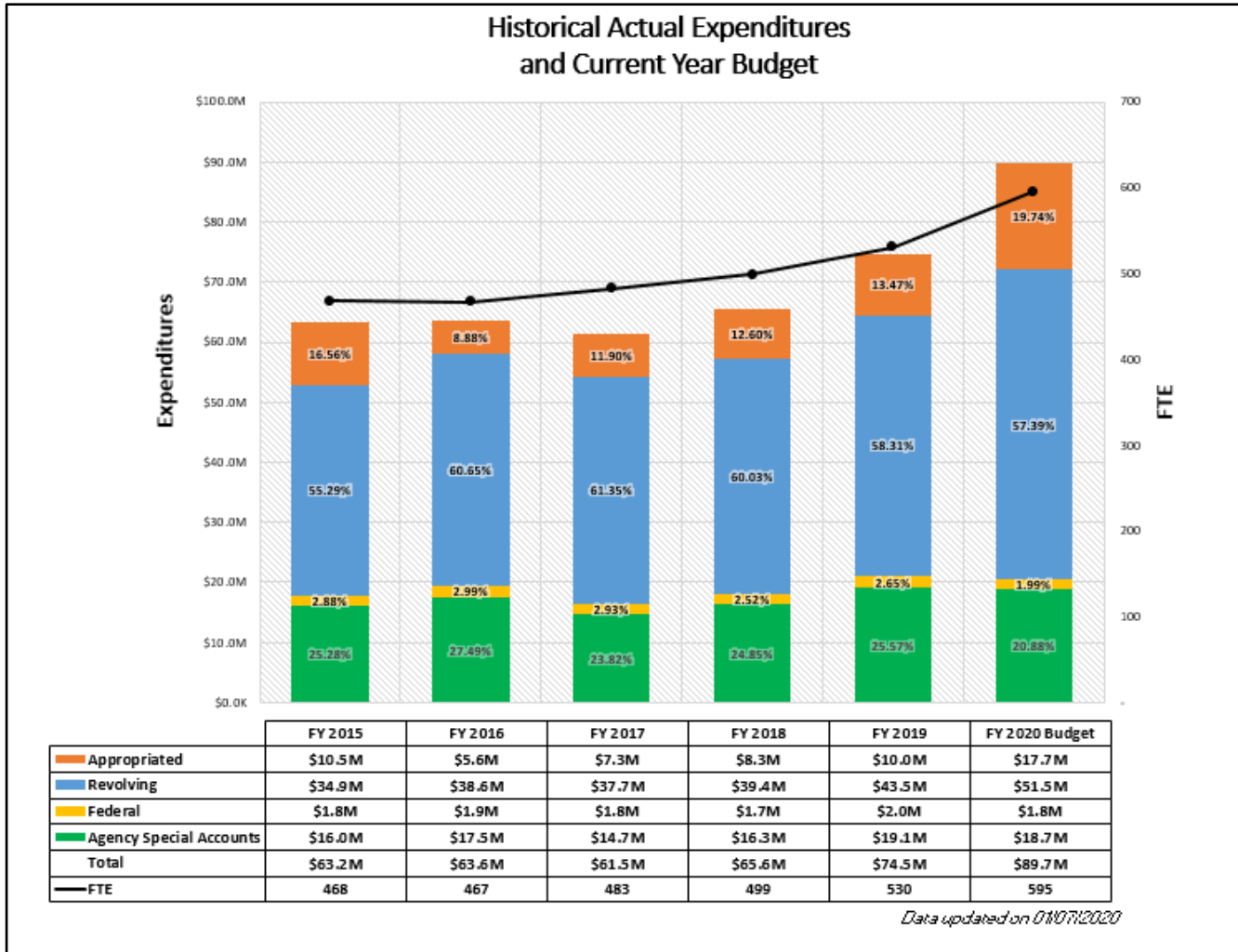
- Reclaim three abandoned coal mine sites, manage vegetation and maintenance on five reclaimed sites, complete designs for five projects and release three reclaimed sites to landowners.

Corporation Commission



Agency information

Corporation Commission



Note: FY 2020 budgeted appropriations include budgeted carryover.

Corporation Commission’s total FY 2020 budget is \$89,528,808; of those funds, \$18,735,000 is budgeted in their 700 Funds (ASA). These funds include 710-Conference Fund, 711-Mineral Owners Escrow Account and 720-Surety Fund.

Mission

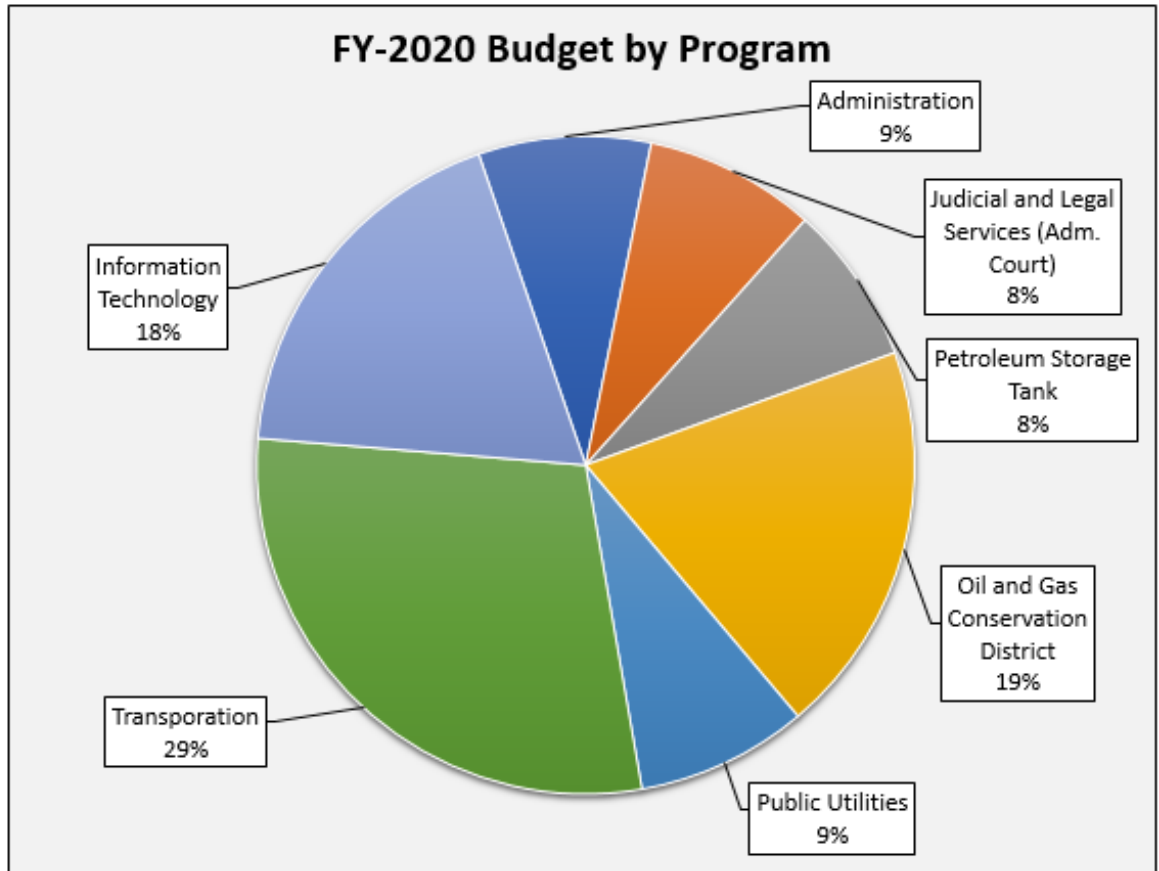
The mission of Oklahoma Corporation Commission is to ensure responsible and safe development of oil and gas resources; ensure reliable utility service at fair rates; ensure safe and legal operation of motor carriers, pipelines, rail crossings and fueling stations; and ensure prevention and remediation of energy-related pollution of the environment while balancing the rights and needs of the people with those of regulated entities through development and enforcement of regulations in an open, transparent, ethical and just manner.

Governance and administration

Established in 1907 by Article 9 of the Oklahoma Constitution and authorized by the first Legislature to regulate public service corporations, the commission currently regulates a wide range of activities in four core program areas: 1) oil and gas drilling and production; 2) public utility; 3) motor carrier, rail and pipeline transportation; and 4) petroleum storage tanks. Taken together, these responsibilities affect industries that are critical components of the state economy and touch the lives of all Oklahomans. Bob Anthony, Todd Hiatt and Dana Murphy are the elected commissioners of the Oklahoma Corporation Commission. Bob Anthony's salary is \$114,713, Todd Hiatt's salary is \$114,713, and Dana Murphy's salary is \$116,713.

Oklahoma Corporation Commission		
Name	Elected Date	Term End Date
Dana Murphy/Chairman	7/1/2016	1/1/2023
Todd Hiatt/Vice Chairman	11/1/2014	1/1/2021
Bob Anthony/Commissioner	11/1/2018	1/1/2025

Programs



Program	FY-2020 Budget
Administration	\$6,003,128
Judicial and Legal Services (Adm. Court)	\$5,962,210
Petroleum Storage Tank	\$5,542,248
Oil and Gas Conservation District	\$13,716,768
Public Utilities	\$5,968,755
Transporation	\$20,560,479
Information Technology	\$13,040,220

Note: Corporation Commission's total FY 2020 budget is \$89,528,808; of those funds, \$18,735,000 is budgeted in their 700 Funds (ASA). These funds include 710-Conference Fund, 711-Mineral Owners Escrow Account and 720-Surety Fund.

Administration

Administration includes human resources, accounting, budgeting and finance, general administration, capital asset management and legal services.

Judicial and legal services (Administrative Courts)

The Judicial and Legislative Services (JLS) component of AJLS consists of the OCC court clerk, administrative law judges, attorneys, court reporters, and administrative and support personnel. JLS is responsible for maintaining all documents filed on record with the agency and for fulfilling the Commission's constitutional and statutory court of record duties by ensuring the opportunity for fair and open hearings in all legislative and judicial matters. These functions ultimately support the Commissioners' roles as decision makers by facilitating the development of proper evidentiary records in proceedings before the Commission.

Petroleum storage tank

The Petroleum Storage Tank Division (PSTD) administers the federal underground storage tank program and has jurisdiction over underground and aboveground storage tanks containing antifreeze, aviation fuel, diesel, gasoline, kerosene, motor fuel and motor oil. PSTD enforces state and federal regulations through compliance inspections at storage tank facilities and calibration of dispensers; coordinates corrective action or remediation plans at contaminated sites when a release occurs from a storage tank system and contaminates soil and groundwater in the state; and administers the Oklahoma Petroleum Storage Tank Indemnity Fund and the Oklahoma Leaking Underground Storage Tank Trust Fund.

Clients served: PST tank owners: 2,953 (10,942 tanks); licensees: 420; and antifreeze: 655. Our direct clients are petroleum storage tank owners, and the beneficiaries are the citizens of Oklahoma and those who travel through our state.

Oil and gas conservation district

Provides information, permitting, investigation and compliance services to the oil and gas industry, mineral interests, landowners and the general public to develop oil and gas resources of the state while protecting the environment and ensuring public safety through regulation for all activities associated with the exploration and production of oil and natural gas.

Clients served: Oil & Gas – operators: 2,895; soil farming: 50; mineral owner escrow account: 47,680; and residents of the entire state of Oklahoma (totals are approximate). The primary clients for this program are oil and gas operators; oil and gas purchasers; oil and gas waste haulers and disposal (commercial and non-commercial) facility operators; mineral and royalty owners and lessees; working interest owners; surface owners; municipalities; rural water districts; oil and gas users; refiners; gas marketers; gas gatherers; gas processors; local gas distribution companies; the general public of Oklahoma; and the nation.

Public utility

The Public Utility Division administers and enforces agency rules, regulations and orders involving electric, gas, water, cotton gin and telecommunications service providers; promotes efficiency, innovation and technological growth among regulated utilities and the program area companies; balances the interest of the regulated companies with those of all other stakeholders; and supports regulatory decisions that are in the

public interest and result in the lowest reasonable cost for safe and reliable service and assists utility customers in achieving resolution of complaints regarding utility service.

Clients served: All Oklahoma citizens and businesses with gas, electric, telephone, or water service; cotton gin operators; Oklahoma Public Schools; telemedicine providers; libraries; public utilities; and telecommunications companies.

Transportation

Provides overall management, direction and supervision of the administration and enforcement of motor carrier, commercial motor vehicle, transportation network companies, non-consensual towing rates, railroad safety, and pipeline safety regulatory activities within and through the State of Oklahoma.

Clients served: Over 6 million clients served, including all Oklahoma residents, travelers on Oklahoma highways, transportation networks, motor carriers, railroads, pipeline operators, etc.

Information technology

Information Technology is responsible for data management, network engineering, hardware, database and software design.

Performance and projects

Key Performance Measures by program

Petroleum Storage Tank					
Goal					
Innovate for the future					
Key Performance Measure					
Continued development of PST portal					
Key Performance Measure Description					
Implement online licensure and permitting processes through PST portal.					
Unit of Measure					
Weekly status meetings held between staff and software developers. Consulting company submits monthly invoices allowing project development to be tracked.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	N/A	100%	100%	100%	100%
Petroleum Storage Tank Division					
Goal					
Maximize efficiency					
Key Performance Measure					
Share institutional knowledge and business processes with other divisions to achieve efficiencies and high quality service to stakeholders.					
Key Performance Measure Description					
Share PST admin staff to help eliminate backlogs or deficiencies in other programs.					
Unit of Measure					
Boxes of records to be imaged tracked by PST admin supervisor (first in/first out)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	N/A	75%	100%	100%	100%

Public Utility Division and Consumer Services					
Goal					
Invest in our workforce					
Key Performance Measure					
Create job family evaluation tools for analyst to be compared for advancement and performance-based increases. Clear metrics for PMP quality and training. Next action will be to finalize tracking systems.					
Key Performance Measure Description					
Clear Metrics for PMP quality and training. This was a new goal for FY 2020. The previous goal was met in FY 2019 to develop a quantitative quality program for applicable job families in PUD.					
Unit of Measure					
Percentage of PUD manual routines with completed review and/or updated					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	100%	100%	100%	100%	100%

Public Utility Division and Consumer Services					
Goal					
Communicate in all directions					
Key Performance Measure					
Improve communications between programs.					
Key Performance Measure Description					
Conduct inter-divisional training and informational sharing sessions for critical skills.					
Unit of Measure					
Minimum of nine sessions per quarter					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
202	87	36	36	36	36

Public Utility Division and Consumer Services					
Goal					
Communicate in all directions					
Key Performance Measure					
Develop ongoing training and compliance plans for all Consumer Services and enforcement duties.					
Key Performance Measure Description					
This is an updated goal for FY 2020 as previous goals were met. This will require each job family to assess needed safety equipment and protocols. Work with outside experts. Develop process for implementation.					
Unit of Measure					
Percentage of job families with completed evaluation and implementation					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	100%	100%	100%	100%	100%

Public Utility Division and Consumer Services					
Goal					
Maximize efficiency					
Key Performance Measure					
Reduce redundant processes.					
Key Performance Measure Description					
Reduce redundancy and add more desk routine and audit automation through new systems (depreciation, OUSF entity tracking, etc.); next action plan will be to work the statement of work with OMES.					
Unit of Measure					
Project completion by percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
94%	100%	90%	90%	90%	90%

Transportation (Motor Carrier)					
Goal					
Protect Oklahoma's multi-billion dollar investment in its roads and bridges and the motoring public from overweight and illegally operating motor carriers.					
Key Performance Measure					
Fully staff weigh stations and ports of entry to ensure enforcement.					
Key Performance Measure Description					
Hire, train, and develop officer staff in numbers sufficient to fully staff four ports of entry weigh stations for operation 18-20 hours a day, seven days a week, as required under 47 O.S. § 1202(C), including patrol of enforcement radius. Target for all years is fully staffed facilities; fewer than five officer vacancies limited to turnover.					
Unit of Measure					
FTE vacancies					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
31	20	28	10	5	5

Transportation (Railroad)					
Goal					
Ensure safety of rail crossings.					
Key Performance Measure					
Increase inspections and investigations.					
Key Performance Measure Description					
Increase use of field officers to perform railroad crossing inspections and complaint investigations.					
Unit of Measure					
Number of inspections – percentage increase					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0%	10%	15%	20%	25%	30%

Transportation					
Goal					
Better training for existing employees					
Key Performance Measure					
Employee culture change					
Key Performance Measure Description					
Continuously evaluate employee performance, addressing challenges and opportunities as those things arise.					
Unit of Measure					
Percentage of sections that adopted new behavioral standards					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
20%	20%	30%	40%	50%	60%

Transportation					
Goal					
Maximize efficiency					
Key Performance Measure					
Reduce redundancy					
Key Performance Measure Description					
Modernizing an existing online system for International Fuel Tax Agreement or International Registration Plan.					
Unit of Measure					
Percentage completed					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
28%	35%	40%	45%	50%	55%

Regional benchmarks and comparisons

- As recognized by the National Association of Public Administration's report for the Second Century Corporation Commission Task Force; An Organizational Assessment of the Oklahoma Corporation Commission: "The Oklahoma Corporation Commission (OCC or Commission), embedded in the state constitution, oversees more activity than virtually all other state counterparts....Among corporation commissions across the United States, the OCC's organizational structure is unique because it amalgamates four different and distinct operating divisions into a single entity." However, it is worth noting that in areas under OCC jurisdiction, Oklahoma ranks as among the best of the nation – in the top five of wind energy, oil and natural gas production and net electric generation, while at the same time being in the bottom five states for electric rates; named "most attractive jurisdiction" in the world for oil and gas investment (in jurisdiction of medium reserves) and ranked No. 2 overall in the world as most attractive for oil and gas investment (Fraser Institute).

Accomplishments

- Implementation improvements recommended by state auditor staff embedded at OCC by Commissioner request.
- Increased public and stakeholder access to OCC proceedings and materials through technology.
- Continued improvement on processing times for permits required of stakeholders.
- Continued improvement on judicial processes to bring greater efficiencies to case handling.
- Improved staffing at ports of entry and weigh stations, reducing officer vacancies by 35%, helping protect Oklahoma's motorists, road and bridges from overweight and/or uninsured trucks.
- Developed and implemented new seismicity protocols to continue to reduce induced seismicity rate.
- Developed and implemented rules to address technological and environmental changes in the industries under commission jurisdiction.
- Expanded tools, data available to Induced Seismicity Department and researchers.
- Web streamed audio/video of commission proceedings, use of same to allow for distance testimony in cases.
- Designed a new case processing system.
- Designed and adopted programs to address new pipeline safety issues.
- Expanded enterprise Information Management System project to encompass development of new case management system; continued development of agencywide financial system; initiation of Oil and Gas Conservation Division planning.
- Designated director of Petroleum Storage Tank Division as Oil and Gas Conservation Division Director as well, resulting in personnel cost savings and realignment of OGCD's personnel and processes to improve efficiencies.

Savings and efficiencies

- Increased cross-training of personnel agencywide; cross-training consumer service representatives has increased the effectiveness of complaint and inquiry processing. Five FTEs handled 12,500 complaints, resulting in customer savings of over \$89,000.
- Human Resources sought resources at other state agencies, and related partners, to perform training for the agencywide lunch and learns. Therefore, multiple OCC staff received professional and personal training at no cost to the agency.

- Time and cost savings through use of web-based filing for International Fuel Tax Agreement or International Registration Plan.
- Pilot agency for the Direct Services Unit/IT services in partnership with OMES; dedicated IT staff embedded at agency, more efficiently delivering IT services as well as more timely and accurate cost reconciliation.
- Continuing and improving OCC's partnerships with ODOT and DPS to regulate the trucking industry and protect road and bridge infrastructure.

Agency goals

- To continue to foster economic growth in Oklahoma by the continued digital transformation of the agency and process revisions to enable stakeholders to conduct business with the agency in a cost-effective and efficient manner.
- Attract and retain qualified personnel.
- Continued improvements to promote effective agencywide communications.

Projects for implementation

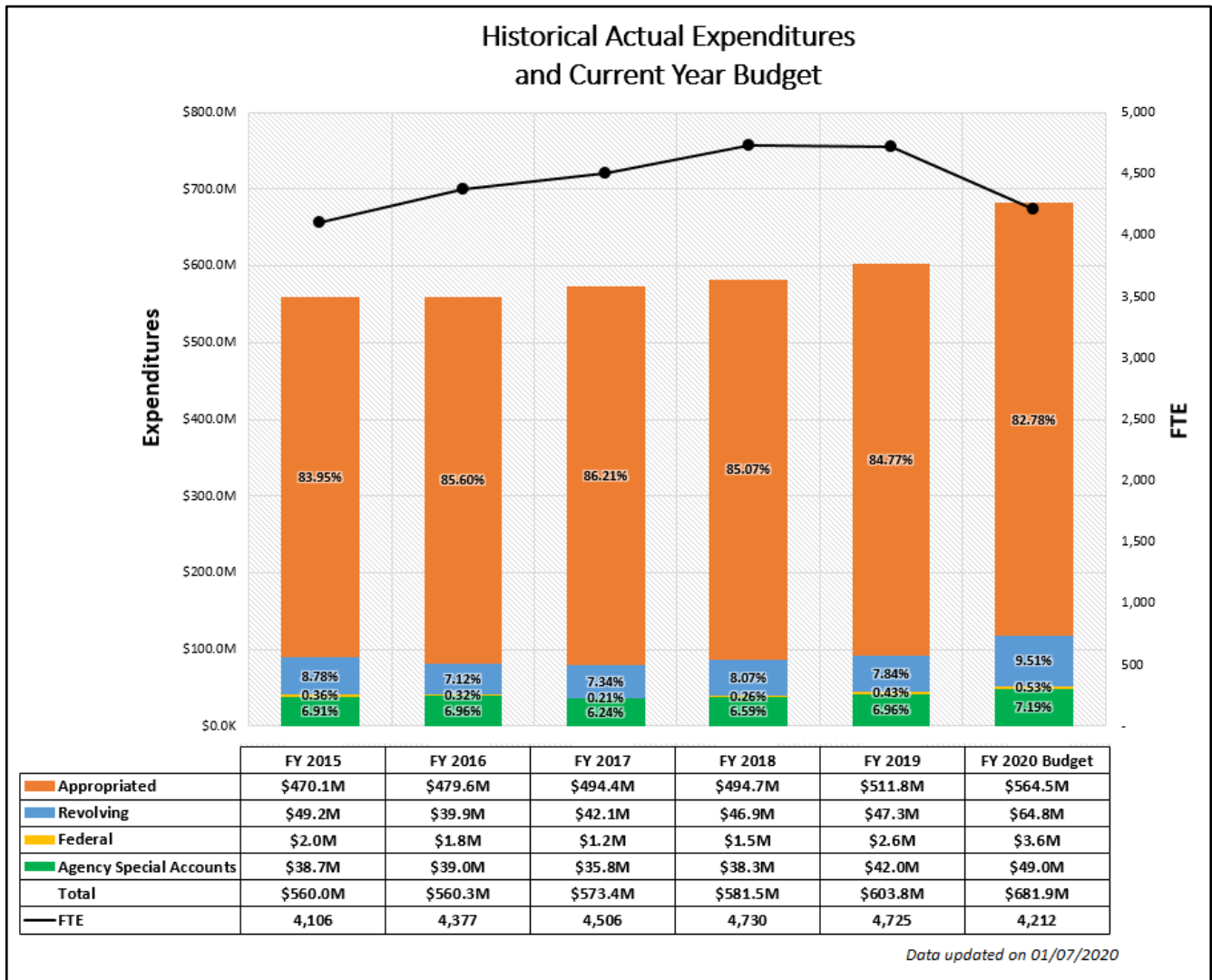
- Information Management System.
- Livestreaming of commission court hearings and meetings, and allowing remote participation in same.
- Technology expansion project: Broaden use of technology for greater efficiencies, both in the field and at OCC facilities through implementation and expansion of MS 365, continued development of online licensing and payment systems, etc.

Department of Corrections



Agency information

Department of Corrections



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

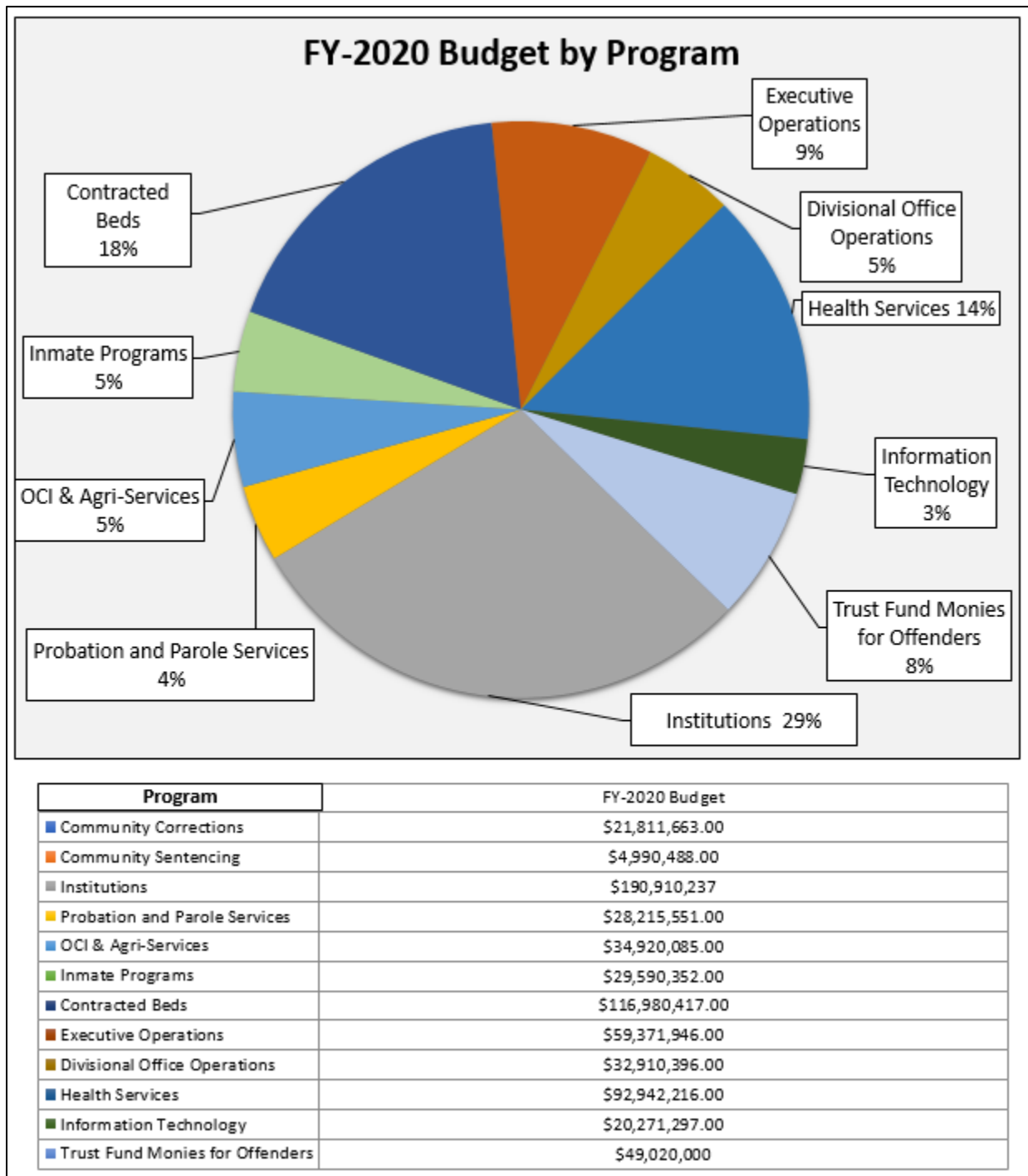
The core mission of the Oklahoma Department of Corrections is to protect the public and increase public safety, promote a safe working environment for the staff and to encourage positive change in offender behavior by promoting successful re-entry and rehabilitation programs.

Governance and administration

ODOC is governed by the nine-member Board of Corrections. Five members are appointed by the Governor, two are appointed by the Speaker of the House of Representatives, and the final two appointed by the President Pro Tempore of the Senate. The board is responsible for setting the policies of the department and approving the annual budget request. The Director, who serves at the pleasure of the Governor, is the chief executive of the department. The current Director of Corrections is Scott Crow. He was appointed as the Director of the Oklahoma Department of Corrections by Governor J. Kevin Stitt in 2019. His salary is \$185,000.

Oklahoma Department of Corrections		
Name	Appointing Authority	Appointment Date
Betty Gesell	Governor	4/30/2019
Daryl Woodard	Senate President Pro Tempore	4/25/2019
Dr. Kathryn LaFortune	Governor	4/30/2019
Joseph Griffin	Speaker of the House of Representatives	5/9/2019
Calvin Prince	Senate President Pro Tempore	12/6/2019
F. Lynn Haueter	Governor	4/30/2019
Randy Chandler	Governor	4/30/2019
Stephan Moore	Governor	4/30/2019
T. Hastings Siegfried	Speaker of the House of Representatives	5/9/2019

Programs



Community corrections

Community Corrections involves six community correctional centers. This involves the reintegration of offenders into the community prior to the completion of their sentences. Inmates are involved in public works and work release.

Community sentencing

Community Sentencing is a prison diversion program established by the Oklahoma Community Sentencing Act. Community Sentencing offers an innovative approach that combines assessment, supervision and treatment with the goal of increasing public safety by reducing the likelihood of future criminal behavior by participating offenders. In FY 2018, there were 3,500 offenders in community sentencing.

Institutions

This program comprises 18 state institutional facilities maintaining security levels ranging from minimum, to medium and maximum. Also included in the maximum category is death row. In FY 2018, there were 20,000 offenders in these institutions.



Probation and parole services

Probation and Parole Services is the unit of ODOC responsible for supervision of offenders sentenced by the court to suspended and deferred probationary sentences; offenders released from incarceration to parole; offenders released to global position satellite monitoring and electronic monitoring for DUI offenders; and offenders residing in Oklahoma who were sentenced in other states. The unit is also responsible for investigations ordered by the courts, the Pardon and Parole Board or the department.

Probation and Parole Services employs evidence-based practices in the supervision of offenders. EBP supervision is designed with theory, research, public policy, and practice; all supportive of each other, leading to measurable supervision outcomes.

Oklahoma correctional industries and agri-services

Although Oklahoma Correctional Industries is an integral part of ODOC, it is more like a private business conglomerate working within the framework of state government. It offers customers quality products at a reasonable price, reduces inmate idleness and provides job skills training which results in significant overall tax savings to the general public.

The Oklahoma Correctional Industries program generates roughly \$18 million in annual revenues and employs 1,186 inmates in 31 operations located at 11 institutions. In all, 51 professional staff, educated and experienced in all phases of modern corporate business, administer OCI's operations. In addition to the 15 public sector industries, Oklahoma Correctional Industries also manages a program that utilizes inmates who work for the private sector through 16 partnerships.

The Agri-Services Division of ODOC plays a vital role in enabling inmates to learn valuable job skills and work ethics from which they may benefit upon release from custody. On average, 300 inmates work at Agri-Services' 11 farms, meat processing center, food processing plant, and food warehouses, and the program annually generates roughly \$12 million in revenue.

Agri-Services manages approximately 4,000 head of beef cattle on farm units across the State of Oklahoma that encompass over 20,000 acres; of which 14,253 acres are pasture land, 3,200 acres are woodlands, 1,699 acres are crop land, with the remaining 945 acres dedicated to buildings, roads, lagoons, and rivers.

The Agri-Services division manages working agricultural operations at 11 locations across the state. As noted, most of the acreage under divisional control is range and pastureland, which is suitable for the production of beef cattle. Much of the land located in eastern Oklahoma units is covered with trees, while the land located in western Oklahoma is predominantly open range and cropland. Due to the diversity in the climate from east to west, many of the units are required to be managed differently from one another, yet all have the same goal of meeting the mission of the division. In many cases the units work closely together to support one another in some capacity.

Agri-Services also manages a meat processing center, a food processing plant, and a dairy/milk processing plant. These production facilities produce a wide variety of food items for inmate consumption.

In addition to the production facilities, there are food warehouses located at two Agri-Services units that distribute products purchased through the Opportunity Buy Program. This program purchases food products for the master menu in semitruck load quantities at a significantly lower cost than that of the prime vendor. These products are then distributed to all correctional facilities within the state utilizing the existing Agri-Services fleet. This program saved the department \$1,255,860 in food costs during FY 2018.

There are 47 staff members employed throughout the division. To become more efficient, the number of staff has been reduced from over 80 to the current level through attrition and reassignment.

The primary income generators for the division are the sales of livestock, meat, milk, eggs, canned and frozen foods, vegetables, small grains, pecans, wood and leather goods.

Inmate programs

This program involves the education and treatment of offenders. The education program is accredited by the Oklahoma State Department of Education and is staffed by state-certified teachers. Literacy, adult basic education, and high school equivalency programs are available to inmates with a need in primary education. Many students continue their education and obtain associate and bachelor's degrees while incarcerated.

Intervention and Reentry Services provides oversight of inmate programming, ensuring best practice methods are utilized in the delivery of effective interventions. Cognitive behavioral and social learning modalities are the preferred method of program delivery. Substance abuse treatment and cognitive restructuring programs that address criminal thinking and problem solving are available to inmates who have an assessed need in these areas.

Inmate program participation data is routinely collected and analyzed to determine program effectiveness. Contract management and compliance for outside treatment intervention services are provided by program services staff.

As the inmate nears the end of their incarceration, a re-entry plan is developed with a focus on the inmate's employment, housing, education, substance abuse treatment, aftercare and transitional service needs.

Contracted beds

ODOC contracts with private prison contractors as a means to provide bed space and constitutionally required services for offenders. State statutes deem the director of ODOC responsible for the monitoring of private prisons in Oklahoma.

These private prisons (Cimarron, Davis and Lawton Correctional Facilities) are accredited by the American Correctional Association, which is a private, nonprofit organization that evaluates facility operations against national operating standards. In FY 2018, there were 7,200 offenders in contract beds.

Executive operations

Executive Operations serves as the central oversight and administrative support of the agency. It is composed of the Director's Office, Communications Office, Office of General Counsel, Employee Development, Auditing and Compliance, Human Resources, Business Services, Internal Auditing, Employee Rights and Relations, Analytics and Evaluation, Fugitive Apprehension, Security Threats Intelligence, and Contraband Interdiction. The director is ultimately responsible for all aspects of the agency, including field locations and administrative functions.

Health services

The Medical Services Unit provides direct medical care to over 20,000 incarcerated inmates and oversees the medical care of ODOC inmates housed in private prisons. There are four infirmaries to provide special medical care for inmates and the agency has a service contract with the Lindsay Memorial Hospital for more acute care that cannot be provided onsite. Inmates are able to access specialty care through the University of Oklahoma Health Sciences Center, as well as local hospitals and medical providers as the need arises.

Information technology

The IT services provided through OMES Information Services are critical to supporting all agency operations, impacting agency administration and enable inmate tracking, population projections and statistical analysis.

Performance and projects

Key Performance Measures by program

Offender Services/Classification and Population					
Goal					
Provide for the safety of the correctional staff and inmates/offenders by maintaining an organized and disciplined system of operations that promotes stability in the institutions.					
Key Performance Measure					
Manage the changing composition of the inmate population through annual review of population demographics to better inform agency decision-making regarding agency operational resources.					
Key Performance Measure Description					
Decrease the number of temporary beds in the state system.					
Unit of Measure					
Number of temporary beds in the state system					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2,065	2,065	2,000	1,900	1,900	1,900

Offender Services/Classification and Population					
Goal					
Provide for the safety of the correctional staff and inmates/offenders by maintaining an organized and disciplined system of operations that promotes stability in the institutions.					
Key Performance Measure					
Manage the changing composition of the inmate population through annual review of population demographics to better inform agency decision-making regarding agency operational resources.					
Key Performance Measure Description					
Decrease reliance on contracted beds.					
Unit of Measure					
Number of contract beds (private prisons, halfway houses and contract county jails annual weekly average excluding out count)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
7,092	6,911	6,558	6,500	6,500	6,500

Offender Services/Classification and Population					
Goal					
Provide for the safety of the correctional staff and inmates/offenders by maintaining an organized and disciplined system of operations that promotes stability in the institutions.					
Key Performance Measure					
Manage the changing composition of the inmate population through annual review of population demographics to better inform agency decision-making regarding agency operational resources.					
Key Performance Measure Description					
Monitor fiscal year receptions.					
Unit of Measure					
Total number of receptions at the end of each state fiscal year					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
10,777	9,384	9,300	9,300	9,300	9,300

Offender Services/Classification and Population					
Goal					
Provide for the safety of the correctional staff and inmates/offenders by maintaining an organized and disciplined system of operations that promotes stability in the institutions.					
Key Performance Measure					
Manage the changing composition of the inmate population through annual review of population demographics to better inform agency decision-making regarding agency operational resources.					
Key Performance Measure Description					
The number of inmates who have completed the incarcerated portion of their sentence during each fiscal year.					
Unit of Measure					
Total number of inmates who have been discharged at the end of each state fiscal year					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
10,056	9,829	10,000	9,800	9,800	9,800

Data and Statistical Analysis					
Goal					
Provide for the safety of the correctional staff and inmates/offenders by maintaining an organized and disciplined system of operations that promotes stability in the institutions.					
Key Performance Measure					
Manage the changing composition of the inmate population through annual review of population demographics to better inform agency decision-making regarding agency operational resources.					
Key Performance Measure Description					
Incarcerated population at the end of each fiscal year					
Unit of Measure					
Annual weekly average of the number of inmates incarcerated in state and private facilities					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
26,991	26,839	26,000	26,000	26,000	26,000

Data and Statistical Analysis					
Goal					
Provide for the safety of the correctional staff and inmates/offenders by maintaining an organized and disciplined system of operations that promotes stability in the institutions.					
Key Performance Measure					
Manage the changing composition of the inmate population through annual review of population demographics to better inform agency decision-making regarding agency operational resources.					
Key Performance Measure Description					
Track three-year recidivism rate.					
Unit of Measure					
Percentage of inmates/offenders returning to incarceration in Oklahoma within three years following release from prison					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
24.77%	25.06%	24.66%	25%	25%	25%

Community Supervision					
Goal					
Provide for the safety of the correctional staff and inmates/offenders by maintaining an organized and disciplined system of operations that promotes stability in the institutions.					
Key Performance Measure					
Manage the changing composition of the inmate population through annual review of population demographics to better inform agency decision-making regarding agency operational resources.					
Key Performance Measure Description					
Offenders under community supervision by type (GPS, PPCS, Community Sentencing, Parole and Probation)					
Unit of Measure					
Annual weekly average of offenders under community supervision					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
34,400	33,038	32,106	32,000	32,000	32,000

Auditing and Compliance					
Goal					
Provide for the safety of the correctional staff and inmates/offenders by maintaining an organized and disciplined system of operations that promotes stability in the institutions.					
Key Performance Measure					
Promote compliance with American Correctional Association and Prison Rape Elimination Act standards in facilities.					
Key Performance Measure Description					
Conduct audits on all state owned/operated/contracted institutions, community corrections centers and probation and parole divisions.					
Unit of Measure					
Number of operational audits (OPA), biannual facility audits and environmental health and safety (EHS) audits conducted during the fiscal year					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
OPA Annual: 24	OPA Annual: 24	OPA Annual: 24	OPA Annual: 24	OPA Annual: 24	OPA Annual: 24
Biannual: 48	Biannual: 48	Biannual: 48	Biannual: 48	Biannual: 48	Biannual: 48
EHS Annual: 3	EHS Annual: 3	EHS Annual: 3	EHS Annual: 3	EHS Annual: 3	EHS Annual: 3

Offender Services/Programs					
Goal					
Reduce criminal behavior through programmatic and treatment methods that demonstrate measurable change in behavior, in an effort to reduce recidivism.					
Key Performance Measure					
Expand correctional programming (education, substance abuse treatment, cognitive behavioral, vocational and re-entry services) to address criminogenic behaviors and aid in the inmate's return to the community.					
Key Performance Measure Description					
Annual system level review of programmatic offerings based on program participations, completions, available resources and population needs.					
Unit of Measure					
Programmatic participant totals by programmatic type at the end of each fiscal year					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Education: 8,316	Education: 8,299	Education: 8,506	Education: 8,700	Education: 8,900	Education: 9,000
Sub. Abuse: 2,131	Sub. Abuse: 2,460	Sub. Abuse: 2,522	Sub. Abuse: 2,580	Sub. Abuse: 2,600	Sub. Abuse: 2,700
Cog. Beh.: 7,405	Cog. Beh.: 7,680	Cog. Beh.: 7,872	Cog. Beh.: 8,000	Cog. Beh.: 8,100	Cog. Beh.: 8,250
Re-entry: 5,191	Re-entry: 4,541	Re-entry: 4,655	Re-entry: 4,700	Re-entry: 4,800	Re-entry: 5,000

Offender Services/Programs					
Goal					
Reduce criminal behavior through programmatic and treatment methods that demonstrate measurable change in behavior, in an effort to reduce recidivism.					
Key Performance Measure					
Expand vocational partnerships with Career Tech, Oklahoma Correctional Industries, and community partners to provide more vocational programming opportunities.					
Key Performance Measure Description					
Number of inmates who receive certification for a vocational skill					
Unit of Measure					
Number of inmates participating in vocational programs at the end of the fiscal year					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2,099	1,862	1,909	1,950	2,000	2,100

Offender Services/Programs					
Goal					
Reduce criminal behavior through programmatic and treatment methods that demonstrate measurable change in behavior, in an effort to reduce recidivism.					
Key Performance Measure					
Ensure every inmate is given the opportunity to receive assistance with re-entry resources prior to being released from custody.					
Key Performance Measure Description					
Participations and completions in re-entry programming					
Unit of Measure					
Total number of inmates participating in re-entry programs (Principle Life Skills and Victim Impact) at the end of each fiscal year					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
5,191	4,541	4,655	4,700	4,800	5,000

Offender Services/Programs					
Goal					
Reduce criminal behavior through programmatic and treatment methods that demonstrate measurable change in behavior, in an effort to reduce recidivism.					
Key Performance Measure					
Maximize community resources and partner with external stakeholders to improve re-entry services and create a seamless transition into society.					
Key Performance Measure Description					
Number of active community partners represented through ODOC volunteers providing re-entry services and programs					
Unit of Measure					
Number of active community partners providing re-entry and transitional services					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
28	40	41	42	43	44

Offender Services/Rehabilitative Services					
Goal					
Provide a system of appropriate, timely, and quality medical and mental health services to the incarcerated population.					
Key Performance Measure					
Reduce self-harm and suicides among the inmate population.					
Key Performance Measure Description					
Monitor fiscal year suicide completion rate with the target rate below the national average of 16/100,000.					
Unit of Measure					
Number of completed suicides (national average – 6/100,000)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
6 (22/100,000)	3 (11/100,000)	3 (as of November 25, 2019) ((11/100,000))	0	0	0

Human Resources					
Goal					
Recruit, develop, and retain a high-performing and diverse workforce.					
Key Performance Measure					
Implement systemic review of human resources processes.					
Key Performance Measure Description					
Fiscal year review of employee turnover rate reduction					
Unit of Measure					
Annual percentage of turnover of full-time employees					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
22%	21%	19%	17%	16%	14%

Regional benchmarks and comparisons

State	Incarceration Rate per 100,000**	Incarcerated Population	Under Supervision	Recidivism	Staff
Oklahoma	673	26,839	33,038	25.06%	4,206
Arkansas	598	17,856	59,678	57.44%	6,048
Colorado	351	19,714	11,531 ¹	48.10%	6,069
Kansas	332	10,044	7,119 ²	34.19%	3,089
Missouri	532	31,697	58,483	42.90%	11,000
New Mexico	344	6,819	16,110	46.00%	2,400
Texas	553	145,019	111,401 ³	20.30%	35,645

Note: Oklahoma data is current for FY 2019.

*As reported by the Bureau of Justice Statistics <https://www.bjs.gov/index.cfm?ty=pbdetail&iid=6546>.

Arkansas data retrieved from:

Arkansas Department of Corrections Annual Report FY 2018

https://adc.arkansas.gov/images/uploads/ADC_FY18_Annual_Report_BOC_Approval_12_20_2018_Edit_3-28-19.pdf

Arkansas Community Corrections 2018 Annual Report

https://www.dcc.arkansas.gov/images/uploads/publications/ACC_Annual_Report_2018.pdf

Arkansas Department of Corrections Recidivism Study 2014

https://adc.arkansas.gov/images/uploads/ADC_2014_Recidivism_Study_Final_with_BOC_approval_-_11_5_18.pdf

Director's Board Report

https://adc.arkansas.gov/images/uploads/Directors_Board_Report_Division_of_Correction_-_October2019_FINAL.pdf

Colorado data retrieved from:

<https://www.colorado.gov/pacific/cdoc/departmental-reports-and-statistics>

¹Parole supervision only Colorado probation information is maintained by the Colorado Judicial Branch.

Kansas data retrieved from:

Kansas Department of Corrections Fiscal Year 2019 Annual Report

<https://www.doc.ks.gov/publications/Reports/fy-2019-kdoc-annual-report>

²Post incarceration supervision.

Missouri data retrieved from:

2018 Profile of the Institutional and Supervised Offender Population

<https://doc.mo.gov/media/pdf/2018-offender-profile>

Missouri Department of Corrections 2016 Annual Report

<https://doc.mo.gov/sites/doc/files/2018-01/AR2016.pdf>

New Mexico data retrieved from:

New Mexico Department Corrections Department FY 17 Annual Report

https://cd.nm.gov/wp-content/uploads/2019/05/2016-2017_Annual_Report.pdf

Program Evaluation: Corrections Department – Status of Program to Reduce Recidivism and Oversight of Medical Services

https://www.nmlegis.gov/Entity/LFC/Documents/Program_Evaluation_Reports/Corrections%20Department%20-%20Status%20of%20Programs%20to%20Reduce%20Recidivism%20and%20Oversight%20of%20Medical%20Services.pdf

Texas data retrieved from:

Texas Department of Criminal Justice FY 2018 Statistical Report

https://www.tdcj.texas.gov/documents/Statistical_Report_FY2018.pdf

Agency Strategic Plan for the Fiscal years 2019-2023

https://www.tdcj.texas.gov/documents/bfd/Agency_Strategic_Plan_FY2019-2023.pdf

Statewide Criminal and Juvenile Justice Recidivism and Revocation Rates

http://www.lbb.state.tx.us/documents/publications/policy_report/4914_recidivism_revocation_rates_jan2019.pdf

³Total parolees under supervision.

Accomplishments

- Facility maintenance, repair, and security enhancements.
- Implemented cloud-based UpKeep maintenance management software to streamline and reduce man-hours spent on processing maintenance work orders.
- Inducted Smartsheet for office use to plan, capture, manage, automate and report on the agency's projects – both routine and major. This system is currently being utilized to track such projects as the \$116 million bond proposal; fiscal asset management; emergency generators; cellular device disposal, etc. Users are added to the sheet as required by the project and given the ability to update their task(s) on the spreadsheet.
- Implemented the use of Wrike, online software that provides full visibility and control over daily workload tasks and special projects not rising to the level of major projects utilizing Smartsheet. Wrike replaced Wunderlist, which had become obsolete.

- Developed an electronic purchase request system in partnership with the Department of Mental Health and Substance Abuse Services. The Internal Purchase Request increases efficiency in processing and tracking of purchases within the agency.
- Implemented the Learning Management System for agency employees.
- Conducted retirement service credit audits, enabling early detection of incorrect entries and significantly reduced the amount invoiced by Oklahoma Public Employees Retirement System for unpaid service credit.
- Converted approximately 6,000 active sex offender records from paper to electronic files. As of July 2018, all active sex offenders have electronic files.
- Implemented data collection involving inmate hospitalizations and medical transports.
- Expanded substance abuse treatment services at James Crabtree Correctional Center and Dick Conner Correctional Center. Additionally, increased treatment dosage hours from nine to 12 hours weekly with the help of direct service contracts.
- Expanded the Step-Down Program from 10 in FY 2017 to 40 in FY 2018. Graduates increased from five in FY 2017 to 18 in FY 2018. The Step-Down Program provides inmates housed in maximum security with a safe and secure way to earn their return to a lower custody level.
- Volunteer Services trained 737 new volunteers, renewed and provided refresher training to 442 current volunteers.
- Implemented additional career and technical training at North Fork Correctional Center (career readiness, construction, and building maintenance technology), Jackie Brannon Correctional Center (basic manufacturing principals), and Bill Johnson Correctional Center (construction).
- Program completions: education 2,730; substance abuse treatment 1,065; cognitive behavioral programming to address criminogenic needs 4,410; career technology 1,116; re-entry programming 4,017.
- Population Office scheduled 16,412 inmate transfers, implemented data collection involving inmate hospitalizations, and medical transports; Medical Security Unit provided security for 1,499 hospitalizations, with the average stay being 5.71 days; Central Transportation Unit transported 22,422 inmates for a total of 703,387 miles; LARC received 8,797 males and MBARC 1,980 females for a total of 10,777 inmates received.
- Security Threats and Intelligence produced 255 Intelligence Notes, with 239 internal requests completed, 224 requests for information completed, and 242 contraband cellular telephone exploitations.
- The Investigation Unit completed 253 investigations, presenting 60 cases for prosecution; ODOC facilities and halfway houses across the state reported 205 escapes/walkaways and 56 additional offenders who chose to abscond parole supervision. Fugitive agents made 199 arrests from this list during this time.
- The agency replaced old proprietary automated external defibrillator machines with new machines that utilize off-the-shelf batteries and ECG pads; stopped renting long-term use durable medical equipment and began purchasing the equipment; standardized routine medical supplies for use in facilities, such as canes, wheelchairs and rollators (walkers) to reduce costs and improve transferability between facilities; negotiated air ambulance claims to an average of 43% savings per claim; required private prisons to reimburse ODOC for HIV meds that are returned for credit; and negotiated rates for contracted, onsite digital x-ray provider to 25% less than the Oklahoma Medicare Fee Schedule.
- Oklahoma Correctional Industries added a new farm unit at the Washita Valley Complex in Pauls Valley that encompasses 597 acres, of which 65 are facility grounds and 532 are pasture, being

utilized to graze 137 head of cattle; repurposed the woodshop at MACC for the garment operation to expand, revamped the chemical business at JLCC, and converted the garment factory at OSR to warehouse space.

Savings and efficiencies

- The Department of Mental Health and Substance Abuse Services and ODOC worked together to develop an electronic Internal Purchase Request routing application that the agency has implemented resulting in a streamlined, expedient approval process and effective tracking system.
- Continue to implement paperless systems in reporting audit and inspection findings.
- Audits of employees' service credits resulted in savings by reducing the amount of underpayments of agency retirement contributions.
- Partnered with the Oklahoma Department of Mental Health and Substance Abuse Services to provide re-entry services to inmates with severe mental illness.
- Worked with the Oklahoma Health Care Authority to determine Medicaid eligibility for inmates who meet required criteria when hospitalized. During FY 2018, ODOC saved approximately \$4,778,310 on hospitalization costs on Medicaid-eligible inmates.
- New bio-hazardous waste disposal contract began July 1, 2018, which should result in a substantial annual savings.
- Switched to the new statewide contract for medical gasses on July 1, 2018. This should result in an annualized cost savings.
- Negotiated air ambulance claims to an average of 43% savings per claim.
- Negotiated rates for contract, onsite digital x-ray provider to 25% less than the Oklahoma Medicare Fee Schedule.
- Solicitation for new 10-year laboratory services contract resulted in substantial annual savings.

Agency goals

- Staging and planning of replacement of the Offender Management System through Microsoft.
- Implementation of an inventory management system.
- Facilitate the solicitation process for a comprehensive system designed to meet the communication needs of the inmate population through technology solutions that include functions such as email, trust fund, canteen purchases, requests to staff, and other inmate services.
- Add exterior networked security cameras to Lindsay Hospital that are controlled and managed by ODOC personnel.
- Expand cognitive behavioral programs addressing criminal thinking, pro-social peer associates and anger management.
- Increase inmate-participants for current substance abuse treatment programs located at Clara Waters Community Correctional Center, Dick Conner Correctional Center, Jackie Brannon Correctional Center, James Crabtree Correctional Center, John Lilley Correctional Center, Jim Hamilton Correctional Center, and Oklahoma State Reformatory.
- Implement two new substance abuse treatment programs.
- Implement CareerTech assessments at the reception centers.
- Partner with Metrotech to add a welding program at Clara Waters Correctional Center.
- Develop a formalized plan for the validation of gang members and associates during intake at LARC and continue to increase the number of security threat group validations.

- Implement M5 Fleet Focus Preventive Maintenance Software to the centralized fleet.
- Through the executive order signed by Governor Stitt, working with state and federal stakeholders to improve contraband cellphone interdiction efforts.

Projects for implementation

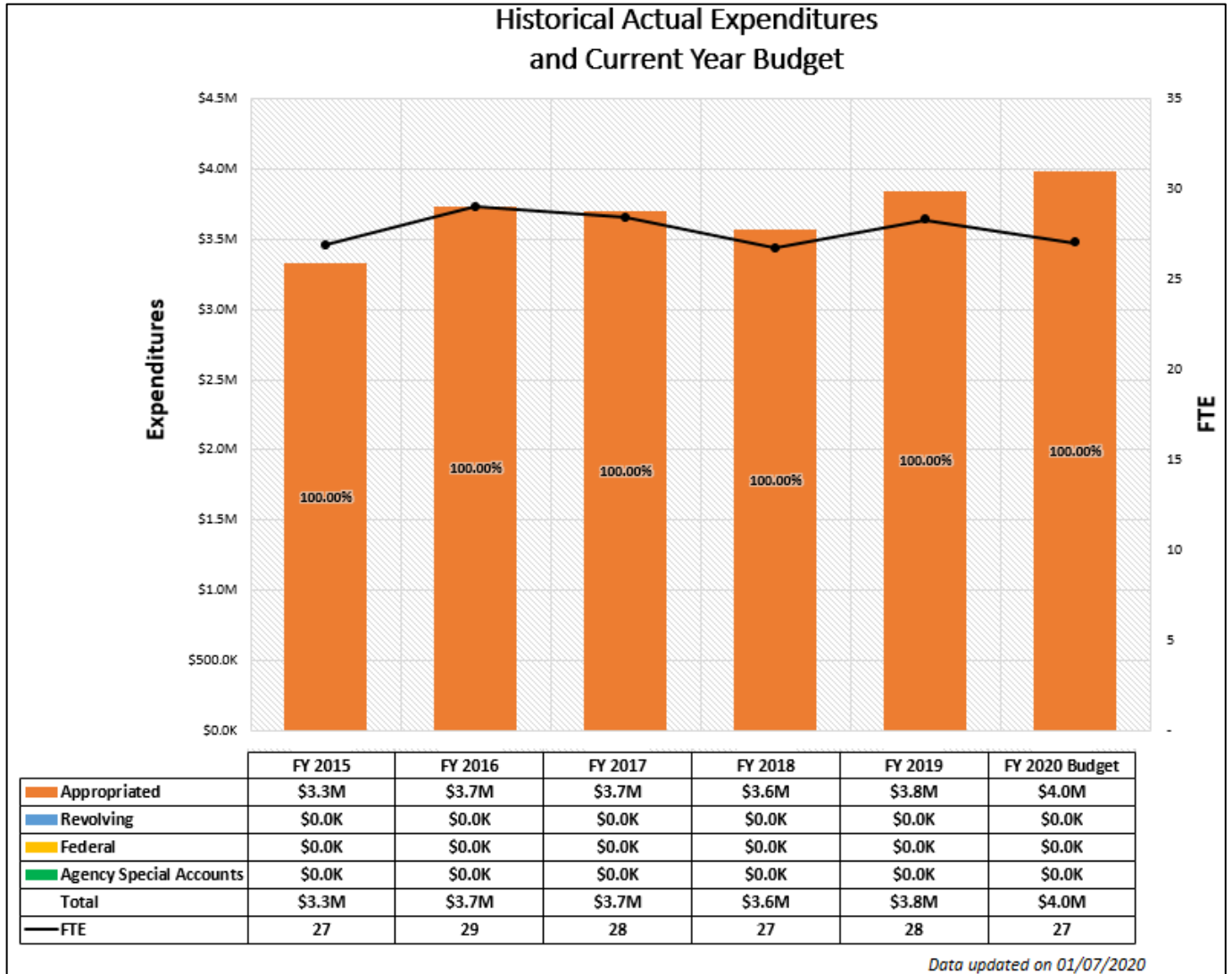
- An Offender Management System replacement.
- Implement Laserfiche for onboarding and off-boarding of employees.
- An agency fixed asset inventory application.
- A Telemedicine upgrade.
- One hundred computers for use agency-wide.
- Technology upgrades for physical security cameras.
- Upgrade of fence intrusion alarm systems.
- In 2018, via SB 1590, the agency was authorized to issue up to \$116,500,000 for the funding of deferred maintenance projects at various ODOC facilities. Interest may be capitalized for up to one year and the final maturity must be no more than 20 years from the first maturity date.
- As of January 2020, ODOC has completed approximately 120 bond projects and there are approximately 145 in progress. The agency has expended 16.38%, encumbered/pre-encumbered 50.14%, and has a remaining balance of 33.48% that is designated to be utilized for projects in progress.

Court of Criminal Appeals



Agency information

Court of Criminal Appeals



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

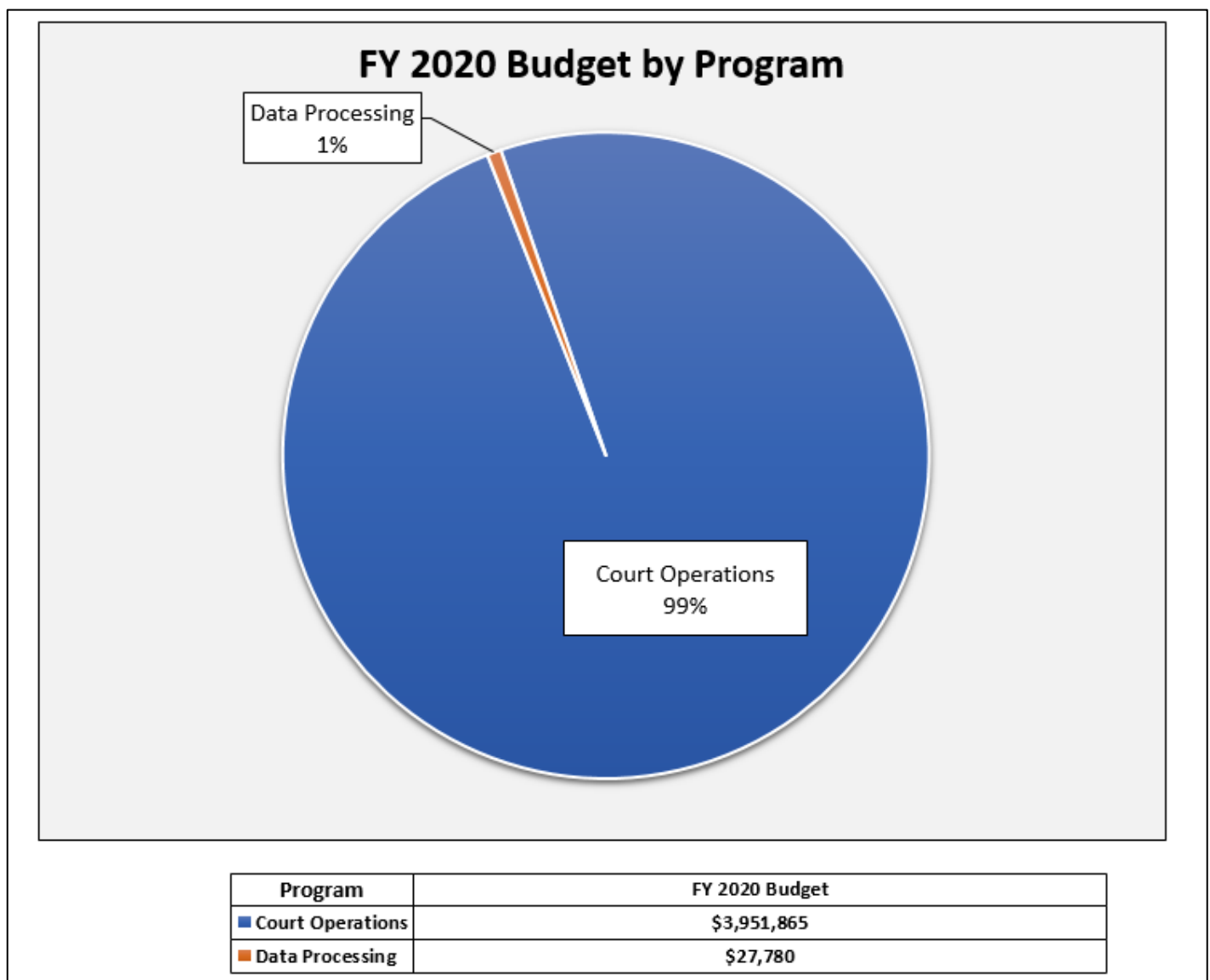
The core mission of the Oklahoma Court of Criminal Appeals is to ensure that all criminal cases appealed receive a fair and just hearing in a timely manner.

Governance and administration

The Court of Criminal Appeals is composed of five judges, one from each of the Court of Criminal Appeals judicial districts. Judges of the court are appointed, then stand for retention by a popular vote in a nonpartisan election for a term of six years.

Name	Title	Appointed by	Appointed Date	Date Retained
David B. Lewis	Presiding Judge	Governor Brad Henry (D)	2005	2018
Dana Kuehn	Vice Presiding Judge	Governor Mary Fallin (R)	2017	2018
Scott Rowland	Judge	Governor Mary Fallin (R)	2017	2018
Robert Hudson	Judge	Governor Mary Fallin (R)	2015	2016
Gary L. Lumpkin	Judge	Governor Henry Bellmon (R)	1988	2014

Programs



Court operations

The Court of Criminal Appeals has exclusive appellate jurisdiction, coextensive with the limits of the state, in all criminal cases appealed from the district courts and such of other courts of record as may be established by law.

Performance and projects

Accomplishments

The court's sole task is the timely review and disposition of all criminal appeals for the State of Oklahoma.

Savings and efficiencies

- Over the last few years, the court has consolidated its IT with the Administrative Office of the Courts and contracted financial services (HR, payroll, etc.) through the Office of Management and Enterprise Services, thereby reducing the number of FTEs required.

Agency goals

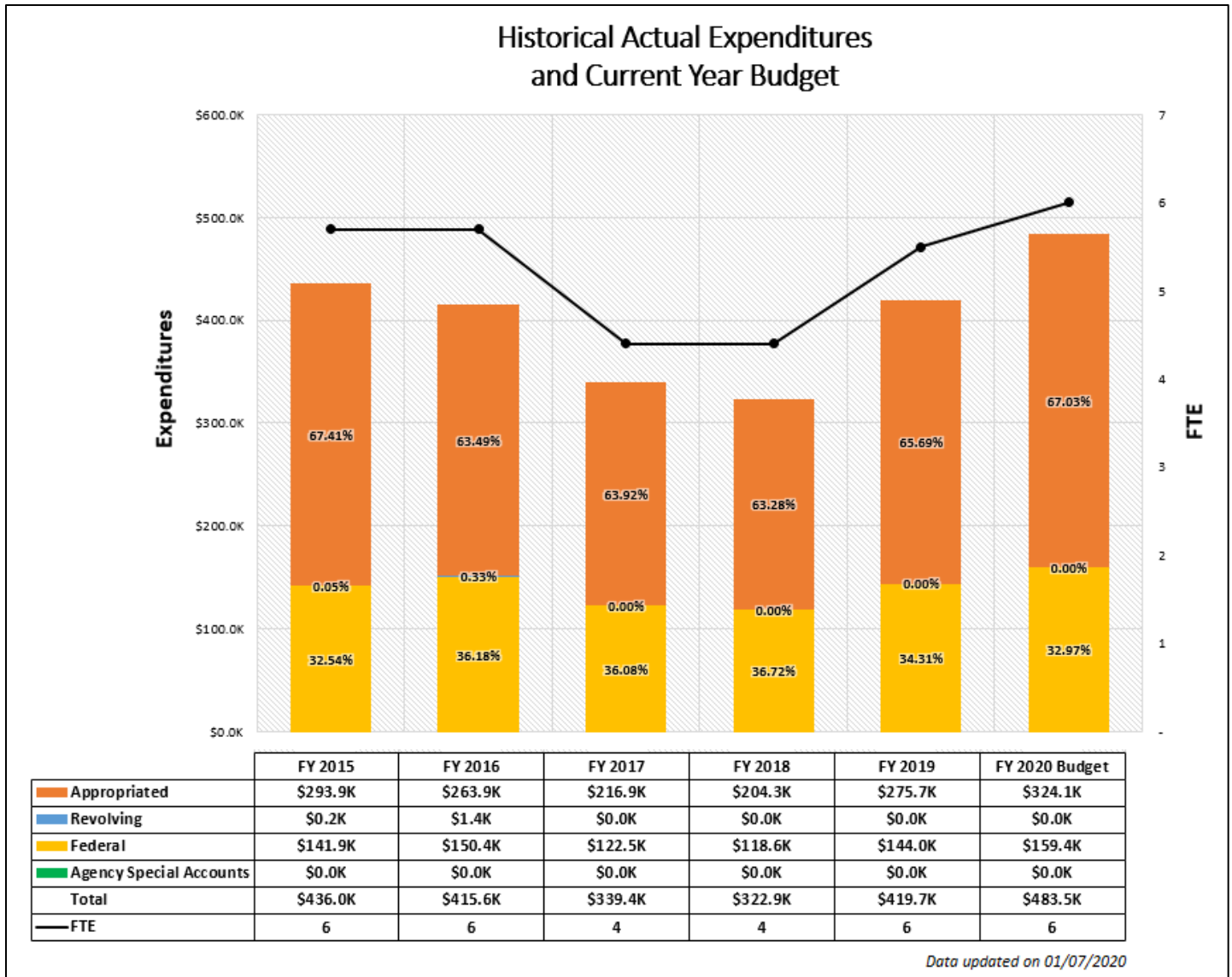
- Continue to timely review and dispose of all criminal appeals in the State of Oklahoma.

Office of Disability Concerns



Agency information

Office of Disability Concerns



Note: FY 2020 budgeted appropriations includes budgeted carryover.

Mission

To serve Oklahomans with disability concerns through advocacy, education, resources and information. The Office of Disability Concerns acts as an intermediary for persons with disabilities and provides services to those with disabilities.

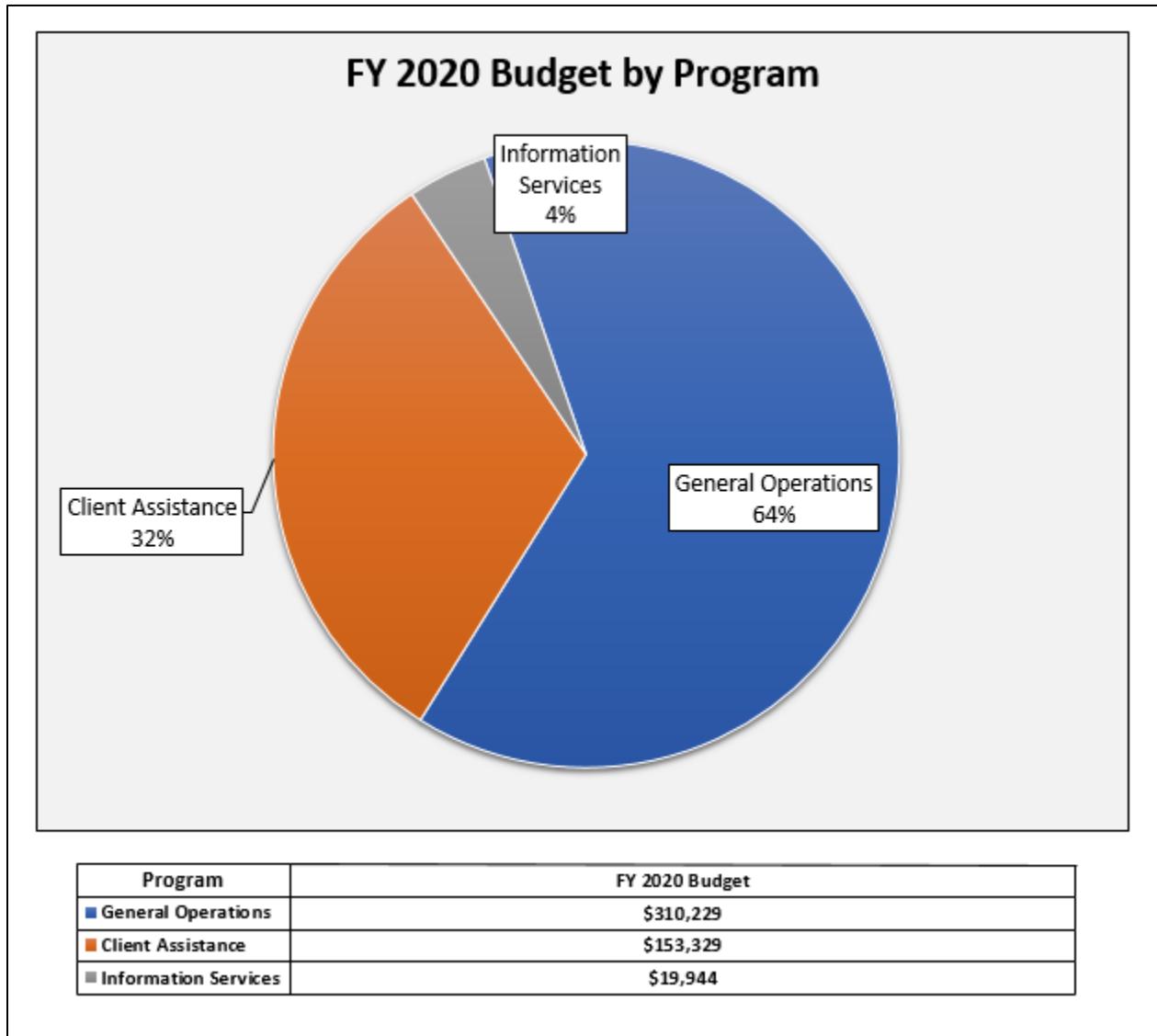
Governance and administration

The agency does not have a governing board, but is served by two advisory committees with separate functions: the Governor’s Committee on Employment of People with Disabilities and the Advisory Committee to the Office of Disability Concerns. Members of these committees and the Director of the Office of Disability Concerns are appointed by the Governor. The Director, R. Douglas MacMillan, was appointed in April 2013. His salary is \$89,900.

Office of Disability Concerns Advisory Committee to the Office of Disability Concerns			
Name	Appointing Authority	Appointment Date	Term Ends
Lisa Holley	Governor	10/2/2018	Indefinite
Dale Hampton	Governor	11/15/2018	Indefinite
Charles Tiessen	Governor	10/10/2018	Indefinite
Willis Washington	Governor	10/8/2015	Indefinite
Kent Hood	Governor	10/10/2018	Indefinite
Sandi Webster	Governor	10/15/2018	Indefinite

Office of Disability Concerns Governor’s Committee on Employment of People with Disabilities			
Name	Appointing Authority	Appointment Date	Term Ends
Tobey Patrick	Governor	10/11/2018	Indefinite
Allyson Robinson	Governor	1/8/2019	Indefinite
Jerry Weddington	Governor	1/9/2019	Indefinite
Rick DeRennaux	Governor	9/12/2018	Indefinite
Sidna Madden	Governor	9/12/2018	Indefinite
William Swaggert	Governor	9/12/2018	Indefinite

Programs



The mission of the Office of Disability Concerns (ODC) falls into six major categories: (1) provide technical assistance with all things concerning disability; (2) provide support for state policymakers, legislators and Americans with Disabilities Act coordinators; (3) offer training and increase awareness to businesses, schools, the general public, groups and other state agencies; (4) operate the Client Assistance Program; (5) respond to inquiries regarding subjects that may affect a person with a disability; and (6) maintain an original library of information that includes practical publications, training material and suggested reading material; Facebook; and our website.

Further, ODC provides a large variety of activities to support the goal of the ADA, that physical or mental disabilities in no way diminish a person's right to fully participate in all aspects of society, and to assure equality of opportunity, full participation, independent living, and economic self-sufficiency.

General operations

The purpose of this program is to provide training and education, information, referrals, technical assistance and advocacy on issues affecting people with disabilities. ODC develops and disseminates informational materials and provides awareness and advocacy on a continuing basis to those who request agency services.

ODC provides CLEET-certified training to law enforcement agencies regarding interactions with the 635,000+ Oklahomans who have an auditory, visual, cognitive or ambulatory disability. Police officers are trained to distinguish behaviors that pose a real risk from behaviors that do not, and to recognize when an individual, such as someone who is having a seizure or exhibiting signs of psychotic crisis, needs medical attention. Training also helps law enforcement recognize behaviors that result from a disability so that these behaviors are not criminalized when no crime has been committed.

ODC promotes public transportation accessibility and availability and assists clients with processing complaints about accessibility of public transit, such as refusal of service. ODC also performs disability access assessments to examine concerns including parking, wheelchair accessibility, entrances, internal doors, sanitary accommodations, fixtures, information, and means of escape.

Clients served: ODC provided 3,000 Oklahomans with information assistance, discussion of opportunities, and aid addressing employment and accessibility issues; and annually reached 45,000 citizens with social media, venues and various trainings. Additionally, ODC provided disability training to 3,200 state and local government employees and law enforcement officers.

Client assistance program

The purpose of this program is to ensure that clients seeking services that are federally funded by the Rehabilitation Act receive all services to which they are entitled.

Clients served: 100 to 200 people with disabilities who are eligible for or already receiving services funded by the Rehabilitation Act.

Performance and projects

Key Performance Measures by program

Client Assistance Program					
Goal					
Assist Department of Rehabilitation Services clients with concerns or complaints.					
Key Performance Measure					
Client Assistance Program cases					
Key Performance Measure Description					
Number of Department of Rehabilitation Services clients assisted using communication, mediation or a fair hearing					
Unit of Measure					
Client count					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
50	55	65	70	75	80

Disability Outreach and Education					
Goal					
Educate and train law enforcement personnel to interact safely and effectively with Oklahomans having a physical, visual, auditory or cognitive disability.					
Key Performance Measure					
Attendees of CLEET-certified trainings					
Key Performance Measure Description					
Law enforcement personnel learn to comply with the American Disabilities Act through attendance of CLEET-certified education and training.					
Unit of Measure					
Number of attendees					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2,500	500	500	1,000	1,000	1,000

Regional benchmarks and comparisons

The Centers for Disease Control and Prevention reports that 26% of all adults in the United States, totaling over 61 million individuals, have some type of disability. Two in 5 older individuals and 1 in 4 women have a disability. Oklahoma citizens have similar rates of disability, with a population of over 881,000 disabled citizens (including older individuals). Mobility disabilities are the most common, followed by cognitive, hearing, and vision impairments.

In response to the needs of this population, states have established a variety of organizations and differing unique service activities to enable people who have disabilities to participate in society and community life. Some organizations provide direct support such as services, which may be mandated or required by law, and others focus on specific disability groups.

Accomplishments

- Provided CLEET-certified training regarding interactions with members of the disabled community to approximately 70 agencies and over 3,000 law enforcement officers.
- Presented the Americans with Disabilities Act awareness message to a wide variety of audiences, such as the Society of Human Resource Management annual meeting, interpreter quarterly meeting, municipality front-line staff training, agency ADA coordinators, businesses and many more.
- Wrote over 300 letters to business owners and Title II entities about compliance with the ADA as part of the “excellence of the ADA.”
- Systematically improved core mission and services with training and client assistance through counseling and resource referral.
- Expanded library of training courses to include a wider variety of disability-related subjects such as service animals, Title I employment, accommodations in public housing, accommodations in retail spaces, and accessibility requirements for voting.

Savings and efficiencies

- Continued use of co-located space with another agency to save rent, including use of shared resources such as conference room, copier machine, multimedia resources and IT equipment.
- Replaced a time-consuming process by implementing a commercially available case management system, including contact management, case management, communication tools, and workflow.

Agency goals

- Expand CLEET-certified training for law enforcement statewide.
- Increase visibility to the community through outreach with allied organizations, as well as social and traditional media.
- Continue to build reputation as best-in-class subject matter experts for ADA technical and practical application.
- Perform ADA assessments of Oklahoma cities and towns concurrently with other off-site obligations to measure overall state ADA-related accessibility.

Projects for implementation

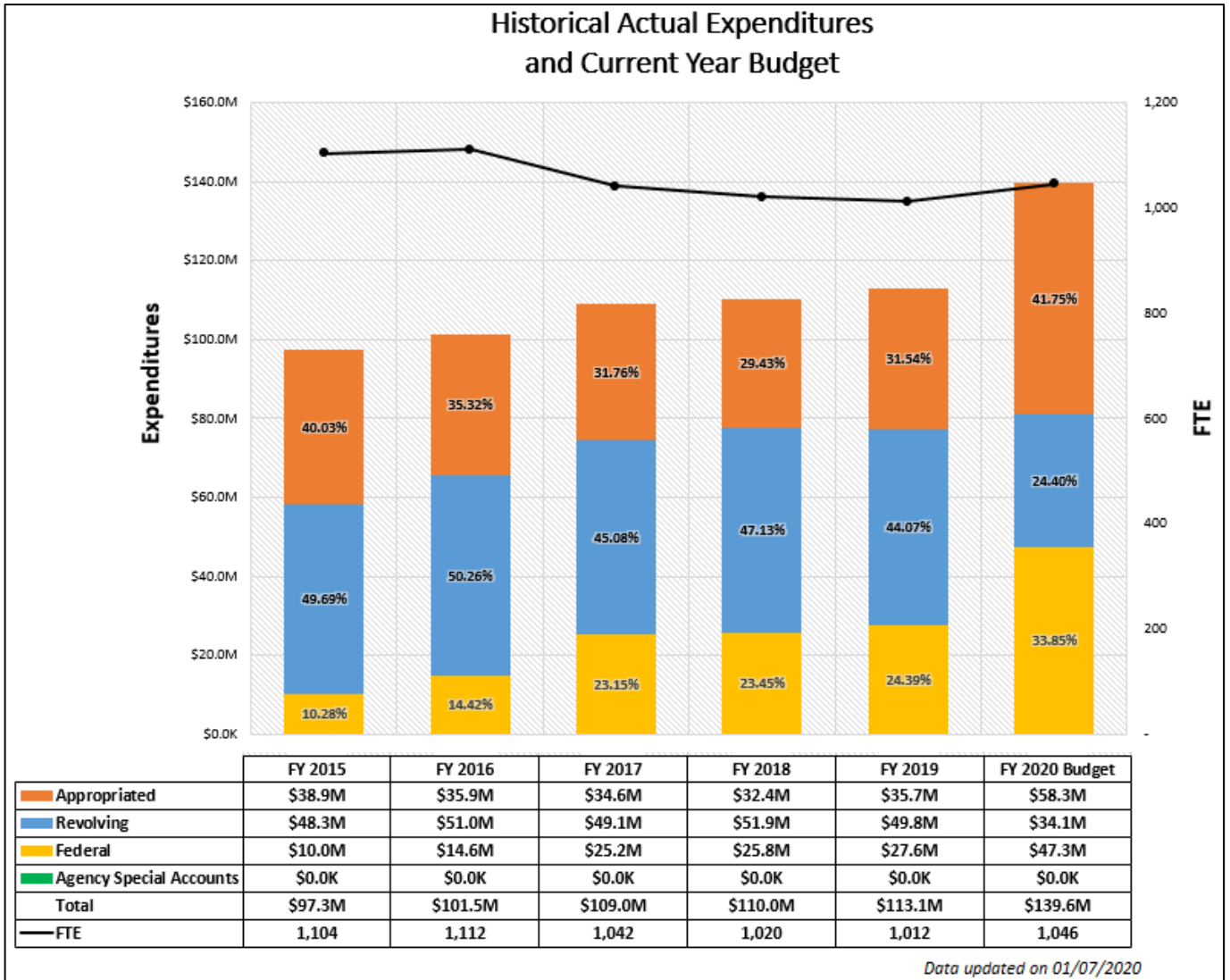
- Chair a multi-agency group on the 2020 census process to encourage Oklahomans who may have a disability to participate.
- Encourage law enforcement agencies to participate in CLEET-certified training about disability.
- Conduct a Client Assistance Program customer survey.
- Continue to post careers on the Career Exploration website. Information includes basic job descriptions, salary expectations, available training and possible career paths. The list is based on top demand occupations in Oklahoma as developed by Workforce.
- Continue to post employment opportunities with disability-friendly employers.

District Attorneys Council



Agency information

District Attorneys Council



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of Oklahoma's district attorneys is to protect the public through proactively advocating as ministers of justice for public safety and welfare, and through educating and collaborating with communities, law enforcement, and policymakers while supporting our staff through personal and professional development and peer support. The 27 district attorneys are required to prosecute actions for crimes committed in their respective districts, and to prosecute or defend civil actions in which any county in their district is interested, or is a party.

Governance and administration

The Council is comprised of the following members: The President of the Oklahoma District Attorneys Association, the President-Elect of the Oklahoma District Attorneys Association, a district attorney selected by the Court of Criminal Appeals for a three-year term, a district attorney selected by the Board of Governors of the Oklahoma Bar Association for a three-year term, and the Attorney General.

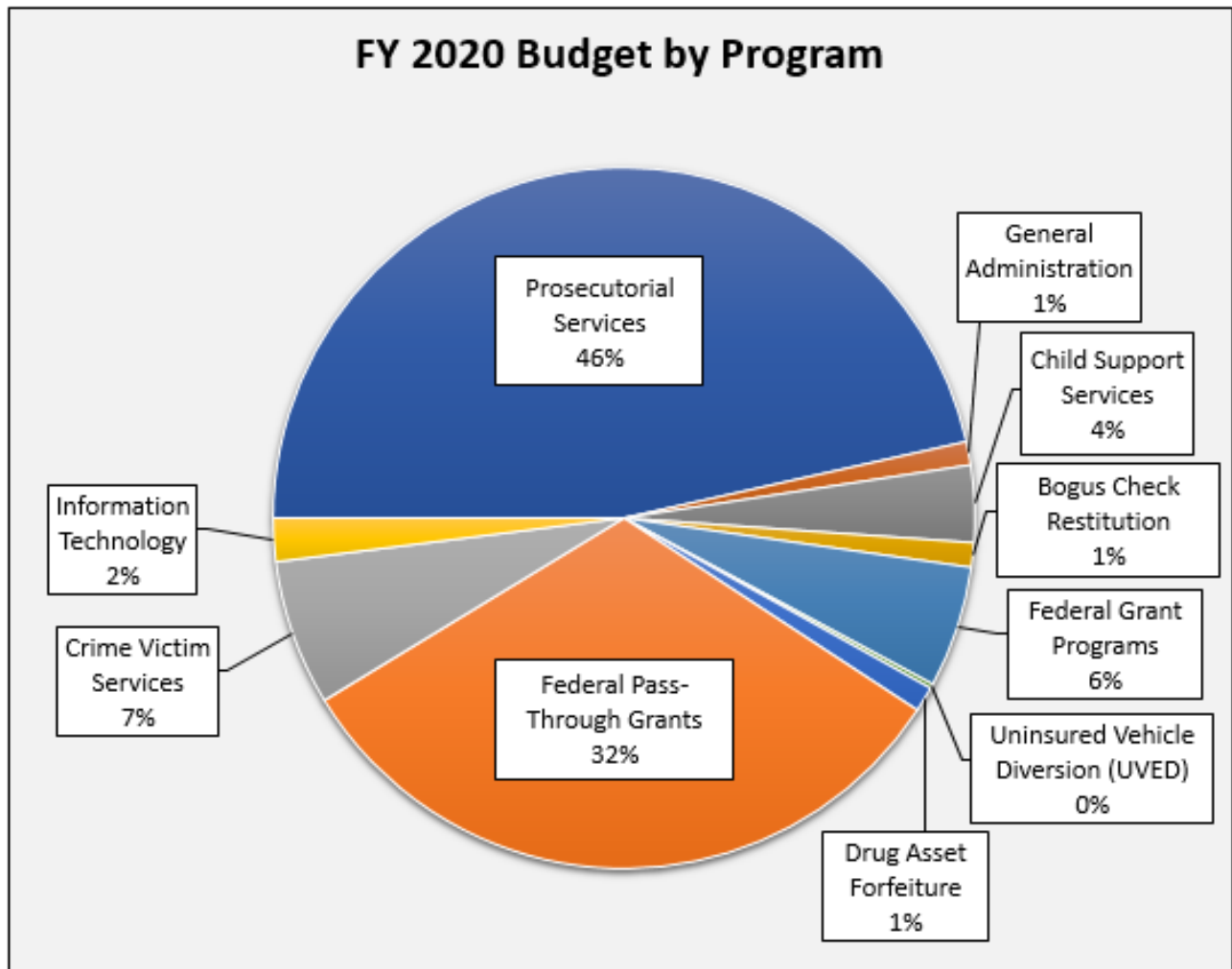
The Council appoints an Executive Coordinator, who shall be an attorney and have been a district or assistant district attorney. The current Executive Coordinator is Trent Baggett with an annual salary of \$132,911.

Name	Appointing Authority	Term Ends
Mike Hunter	Attorney General or designee	2023
Jason Hicks*	President of the Oklahoma District Attorneys Association	2020
Angela Marsee**	President-Elect of the Oklahoma District Attorneys Association	2020
Greg Mashburn	Oklahoma Bar Association	2020
David Prater	Oklahoma Court of Criminal Appeals	2020

*Chair

**Vice chair

Programs



Program	FY 2020 Budget
Prosecutorial Services	\$64,992,138
General Administration	\$1,503,866
Child Support Services	\$4,954,483
Bogus Check Restitution	\$1,576,910
Federal Grant Programs	\$7,841,069
Uninsured Vehicle Diversion (UVED)	\$291,230
Drug Asset Forfeiture	\$1,624,495
Federal Pass-Through Grants	\$44,810,226
Crime Victim Services	\$9,382,349
Information Technology	\$2,782,802

Prosecutorial services

The 27 elected district attorneys of the State of Oklahoma are responsible for the prosecution of state crimes, all juvenile delinquency actions, actions involving abused or neglected children, and mental health cases, as well as serving as legal advisor to the counties.

General administration

DAC provides general administrative support to the prosecutorial system by processing personnel, fiscal, and other financial operations of district attorney offices; providing training and legal research support; acting as liaison between the district attorney system and other parts of the criminal justice system; providing general information and coordination of district attorney system activities as needed; and by representing the district attorneys system as liaison to other areas of government.

Child support services

Through cooperative agreements with the Department of Human Services, seven district attorneys provide child support enforcement services to enforce child support obligations by all available and appropriate civil and criminal remedies.

Bogus check restitution

These programs are self-supporting systems of deferred prosecution, providing restitution to victims of crimes involving bogus checks and certain property crimes. They provide an alternative to traditional prosecution and incarceration of offenders through diversion of cases prior to filing through the court system. These alternative types of prosecution reduce costs of the prosecution, court, and correction systems, as they are completely funded through fees and require no state appropriations. In past years, funds derived from this program have assisted with temporarily preventing widespread furloughs and layoffs. In recent years, however, revenues have been decreasing as more merchants utilize electronic means to verify checks and more offenders use debit cards.

Federal grants

The Federal Grants Division of the Oklahoma District Attorneys Council (DAC) serves as a liaison between the federal government and the sub-grantees in implementing federal grant funds. This division includes the director of Federal Grants, a financial analyst, two grant program managers, and a grant program assistant. Currently, this division oversees nine formula and discretionary federal grant programs, serving as the contact point with the federal granting agencies for the State of Oklahoma.

Clients served: 25 elected DA Offices receives federal grants from the District Attorneys Council. These offices serves thousands of crime victims each year.

Uninsured vehicle diversion

The Uninsured Vehicle Diversion (UVED) program is a state-wide initiative aimed at reducing the number of uninsured vehicles on Oklahoma roadways.

Clients Served: 49,000

Drug asset forfeiture

The Drug Asset Forfeiture program is a system of cooperative law enforcement activity at the local level in which assets used in illegal drug operations may be forfeited. Proceeds from the sale of these assets go to district attorneys and law enforcement entities involved in the seizures. The monies are used for drug enforcement, prosecution, prevention, and education.

Federal pass-through grants

The council is designated by the Governor to administer the Edward Byrne Memorial Justice Assistance grant, Violence Against Women Act grant, Residential Substance Abuse Treatment grant, the Coverdell National Forensic Science Improvement grants, Sexual Assault Services Program, and Victims of Crime Act. The Council also has three discretionary grants – Grants to Encourage Arrest Policies and Enforcement of Protective Orders Program, the National Criminal History Improvement Program, and the NICS Act Record Improvement Program. These funds, other than discretionary grants, are received by this agency and disbursed to other applicants by boards established to award the funds. The Council provides administration of the funds, including compliance with federal reporting requirements, monitoring, and regulations regarding awards. Funds are used to provide grants to governmental and nonprofit organizations to assist victims of crime, to further combat drug and violent crime, to provide enhanced services to crime victims, and to stop violence against women.

Clients Served: 95,882 victims of crime

Crime victim services

The purpose of this program is to provide compensation for economic losses sustained by persons who are injured in Oklahoma as a result of criminally injurious conduct. It is the mission of this program to provide statutory benefits to eligible victims of violent crime in a compassionate, efficient, and respectful manner. The funds used to assist victims of violent crime come from offenders at the state and federal levels. It is the intent of this program to provide a method of compensation for victims of crime that will provide financial relief for victims and hold offenders accountable.

Clients served: 3,851 clients were directly served in FY 2019.

Information technology

The DAC IT Division provides technical and computer services to all offices of local district attorneys and DAC. In addition, it assists with providing information to the criminal justice system as a whole.

Performance and projects

Key Performance Measures by program

Uninsured Vehicle Diversion Program (UVED)					
Goal					
Continued increase in the number of citizens enrolled in the UVED Program, via implementation of additional photo-capturing equipment, upgraded software, and revised procedures. Target enrollment goal for FY 2020 is 20,000 citizens.					
Key Performance Measure					
Target citizen enrollment					
Key Performance Measure Description					
Enrollment of 20,000 (total) citizens in the UVED Program, which includes payment of the fee and the citizen's successful acquisition of liability insurance.					
Unit of Measure					
Number of enrolled citizens (cumulative)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0	4,700	20,000	30,000	45,000	60,000

Federal Pass Through Grants					
Goal					
Meet federal reporting requirements.					
Key Performance Measure					
Monitoring federal grants					
Key Performance Measure Description					
Perform site visits and desk review monitoring of all open sub-grants every other year as required by federal rule.					
Unit of Measure					
Number of site visits/desk reviews					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
146/51	146/51	133/32	133/32	133/32	133/32

Regional benchmarks and comparisons

Due to the vast differences in how each state prosecutes cases, benchmarks for the Oklahoma District Attorneys Council are in the process of being developed. This process will take some time to convert other state's data for comparison to Oklahoma's information. In addition, there can be differences from county to county in how cases are filed in Oklahoma. We continue to work through this analysis.

Accomplishments

- The District Attorney worked with legislative leaders and the Governor in enacting a few statutory changes.
 - One dealt with the Crime Victims Compensation Fund by prohibiting debt collection by all service providers from victims of violent crime in connection with a victim compensation claim. Previously, that prohibition only applied to health care providers.
 - One bill expanded the crimes for which a person may be convicted of killing an unborn child without having prior knowledge of the pregnancy of the mother.
 - Another corrected a reference in the law to the definition of child abuse.
 - Finally, DAC was successful in proposing the removal of a provision of law that made persons convicted of an offense for which the punishment provided by law was a fine only, also subject to one day in jail. That provision subjected those individuals to a trial by jury. Jury trials now will be required as authorized by the Oklahoma Constitution.
- Provided training to more than 3,000 people across Oklahoma. Trained 3,635 individuals in 144 total trainings, including law enforcement, victim advocates, prosecutors, mental health professionals, SANE nurses, substance abuse staff, tribal government members, etc.
- The Federal Grants Division administered 13 federal grants for the state of Oklahoma. Additionally, the Federal Grants Division successfully applied for several federal grants that are referred to as discretionary grants, meaning the grants are awarded based on merit rather than through a formula to each state. These grants included the following: NARIP, NCHIP, NFSIA, and Rural. All of these grants brought \$9,504,357 to Oklahoma to serve domestic violence victims, victims of sexual assault, victim service providers, shelters, courts, law enforcement, people struggling with substance abuse, and prosecutors.
- The Victims Services Division used Victims of Crime Act (VOCA) Assistance funds to provide services and resources to approximately 188,732 Oklahomans impacted by crime in FY 2019. In FY 2019, the District Attorneys Council Victims Services Division received VOCA Assistance Formula Grant funds in the amount of \$39,885,767. A VOCA Compensation grant in the amount of \$1,917,000 was also secured in FY 2019 to supplement the State's Crime Victims Compensation Fund. The total state and federal dollars awarded in FY 2019 was \$7,326,250 on behalf of 3,191 Oklahomans.
- Between the Federal Grants and Victim Services Divisions, DAC was responsible for \$41,802,767 coming to Oklahoma to help provide services and resources to Oklahomans who have been impacted by crime.
- In FY 2020, the IT Division began replacing the outdated networking equipment in all counties. Our most recent numbers show that over 45 counties have received their new equipment. The IT Division has also started projects to improve its case management system including major updates, tax intercept processes, and data conversions from decommissioned systems.

Savings and efficiencies

DAC works closely with a number of law enforcement entities including the Attorney General's office, the Oklahoma State Bureau of Investigation, and others to prosecute criminal activity. A number of federal grants have pass-through funds that are awarded to these agencies to assist with better technology, improvements to laboratories, and assistance to victims.

Agency goals

- DAC plans to urge legislation on a number of topics, including but not limited to: simplifying the destruction of case files in prosecutor offices; exploring a statewide legal notice web portal for the posting of legal notices involving all state agencies and governmental entities; clarifying that courts are authorized to order forensic interviews of children who are or may be victims of sexual abuse; increasing the statute of limitations for manslaughter; and, authorizing certain surveillance for child exploitation crimes.
- UVED Division: Fully implement the UVED program in FY 2020 with a total enrollment of at least 20,000 Oklahomans. In December 2019 we reached the 11,000 mark in enrollment.
- Training and Outreach Division: Expand our training opportunities to include training to prosecute murder cases, first assistant district attorney training, and more supervisory training.
- Federal Grants and Victim Services Division: Continue to research and apply for additional federal funding options that may be available to help alleviate the funding burden on the State of Oklahoma.
- Finance Division: Continue to work as efficiently as possible to ensure all personnel are paid and all claims are processed in a timely fashion.
- IT Division:
 - Complete a case management system assessment to produce a recommendation to DAC.
 - Implement a Data Governance Council.
 - Successfully complete the projects stipulated in our NCHIP grant proposal.
 - In October, the DAC was awarded \$946,076 in federal NCHIP grant funds to complete a project with the following objectives: Consolidate the currently distributed district server hardware into a centralized and virtualized infrastructure; Relocate the DAC's server farm to a Tier 4 data center with redundant power, network, and climate control environments; Implement a virtual desktop Infrastructure to deploy centrally located end-user desktop instances in all districts; Improve network circuit speeds across the state. Completing these tasks will greatly increase consistency and efficiency, improve our security posture, improve resiliency, and substantially reduce operational costs incurred by the state.

Projects for implementation

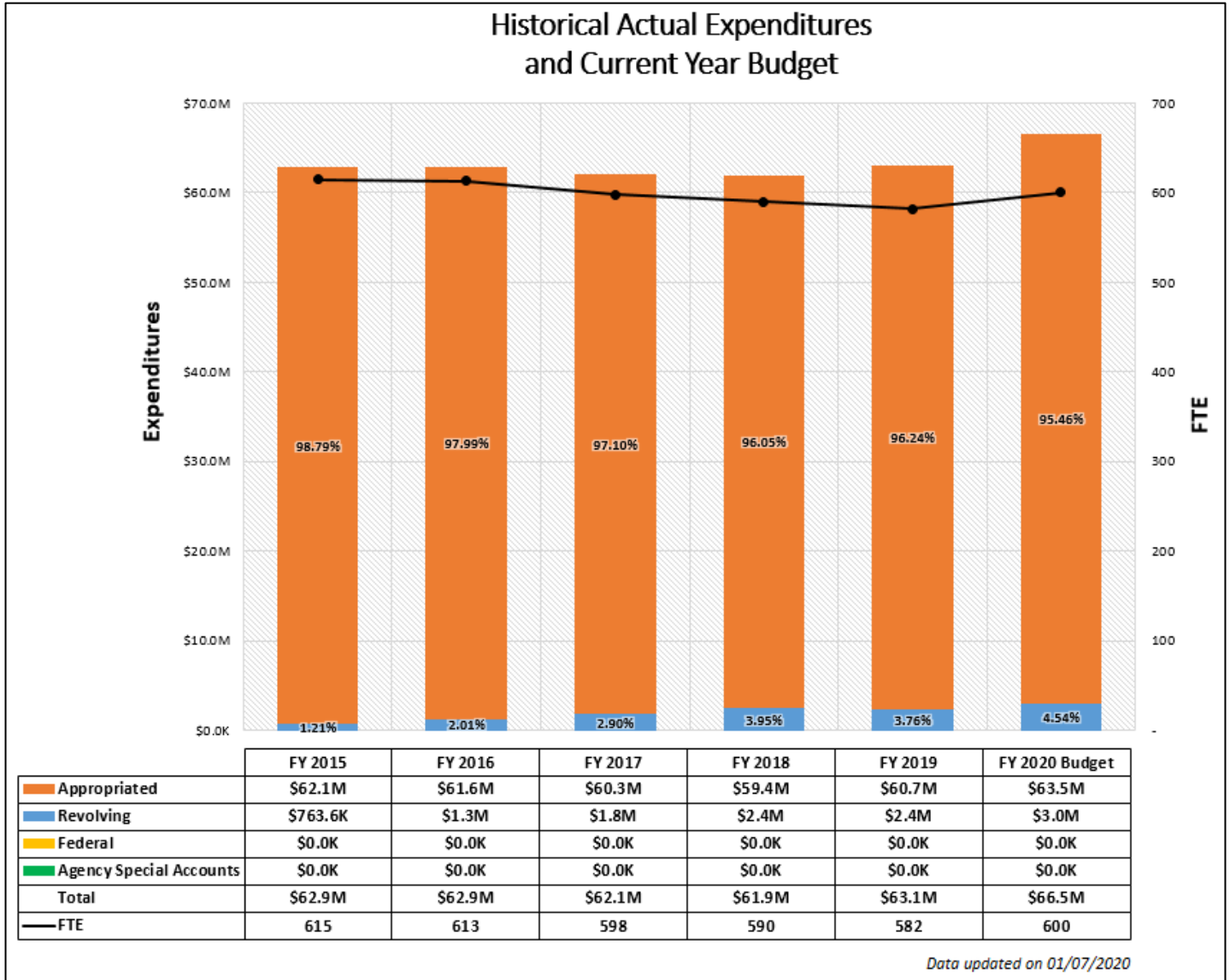
- Fully implement the Uninsured Vehicle Enforcement Diversion Program created by SB 359 in 2016 and enhanced by the provisions of SB 115 in 2017.
- The DAC's IT Division has secured nearly \$1 million in federal grant funding to re-architect its server infrastructure and implement a virtualized end-user application delivery system. This will save the state hundreds of thousands of dollars over the next five years in capital and operational expenses while improving the efficiency of IT support processes. This project will commence in 2020 and will continue through the end of 2021.

District Courts



Agency information

District Courts



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

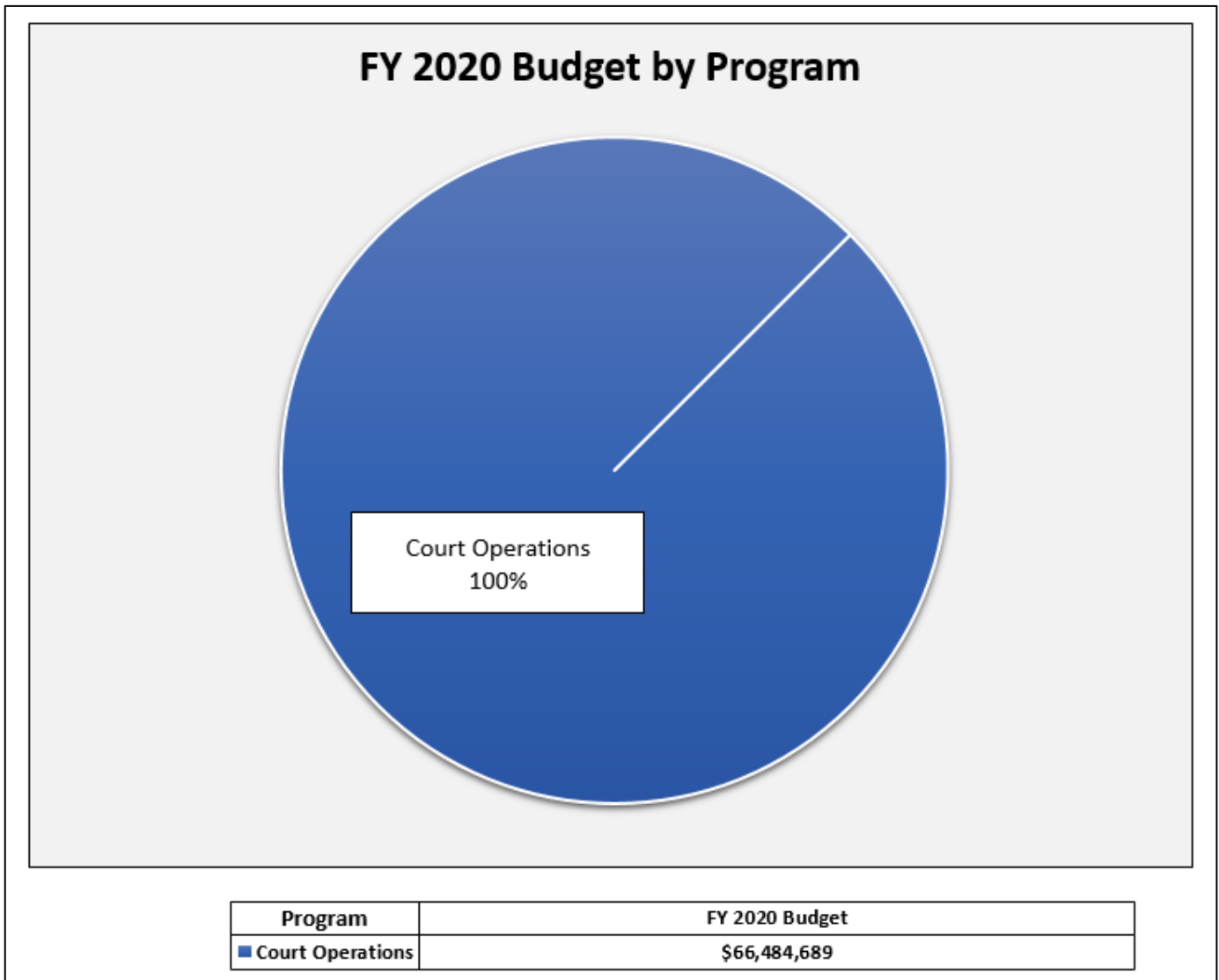
The mission of the District Courts is to provide a fair and impartial justice system.

Governance and administration

For budgeting purposes, the Oklahoma trial court system includes the 75 district judges, 77 associate district judges, and 89 special judges, plus all secretary bailiffs and court reporters of the district courts. All district and associate judges file for their office every four years. If contested, there is a nonpartisan election in the county or counties where they serve. In the event of a vacancy during the four-year term of office, the vacancy is filled

by the Governor from a list of three candidates nominated by the Judicial Nominating Commission. Special judges are selected by the district judges of the judicial district based upon the population and caseload for that judicial district. The district judge, associate district judge, and the court clerk of each county make up the court fund board which is required by law to submit a budget for each fiscal year, under the supervision and approval of the Chief Justice of the Oklahoma Supreme Court. Administrative services for the courts are provided by the Administrative Office of the Courts whose Director is appointed by the Supreme Court. The current Administrative Director is Jari Askins with a salary of \$146,059.

Programs



Court operations

Oklahoma’s 26 judicial districts cover 77 district courts which have general jurisdiction over all civil and criminal matters as authorized by the Oklahoma Constitution and the Oklahoma statutes. Oklahoma is further divided into nine administrative judicial districts to assure a well-organized trial court system. Each

administrative district selects a presiding judge who is responsible for the day-to-day administration of their district and is answerable to the Chief Justice. The nine presiding judges meet monthly, either by Skype or in person, with the Chief Justice to discuss and arrive at solutions to problems common to all trial court judges.

The appropriated funds in the budget for the District Courts consist of 1) general revenue funds appropriated by the Legislature and 2) monies collected in the State Judicial Fund. The State Judicial Fund is the repository for court costs, fines, and fees authorized by statute, collected by court clerks, and remitted quarterly to the Administrative Office of the Courts. Each court clerk may retain 20% of the net amount collected in that county. The remaining 80% collected from all 77 counties becomes the State Judicial Fund. In FY 2020, only 25% of the District Courts budget was allocated from general revenue. Annually, the Administrative Office of the Courts certifies the expected total to be received in the State Judicial Fund for the ensuing fiscal year.

The Oklahoma court system is centralized for certain administrative functions. Payroll, benefits, and travel reimbursements for trial court judges and staff are disbursed through the Administrative Office of the Courts. The District Courts budget is 99.4% salaries and benefits for all court staff.

Accomplishments and goals

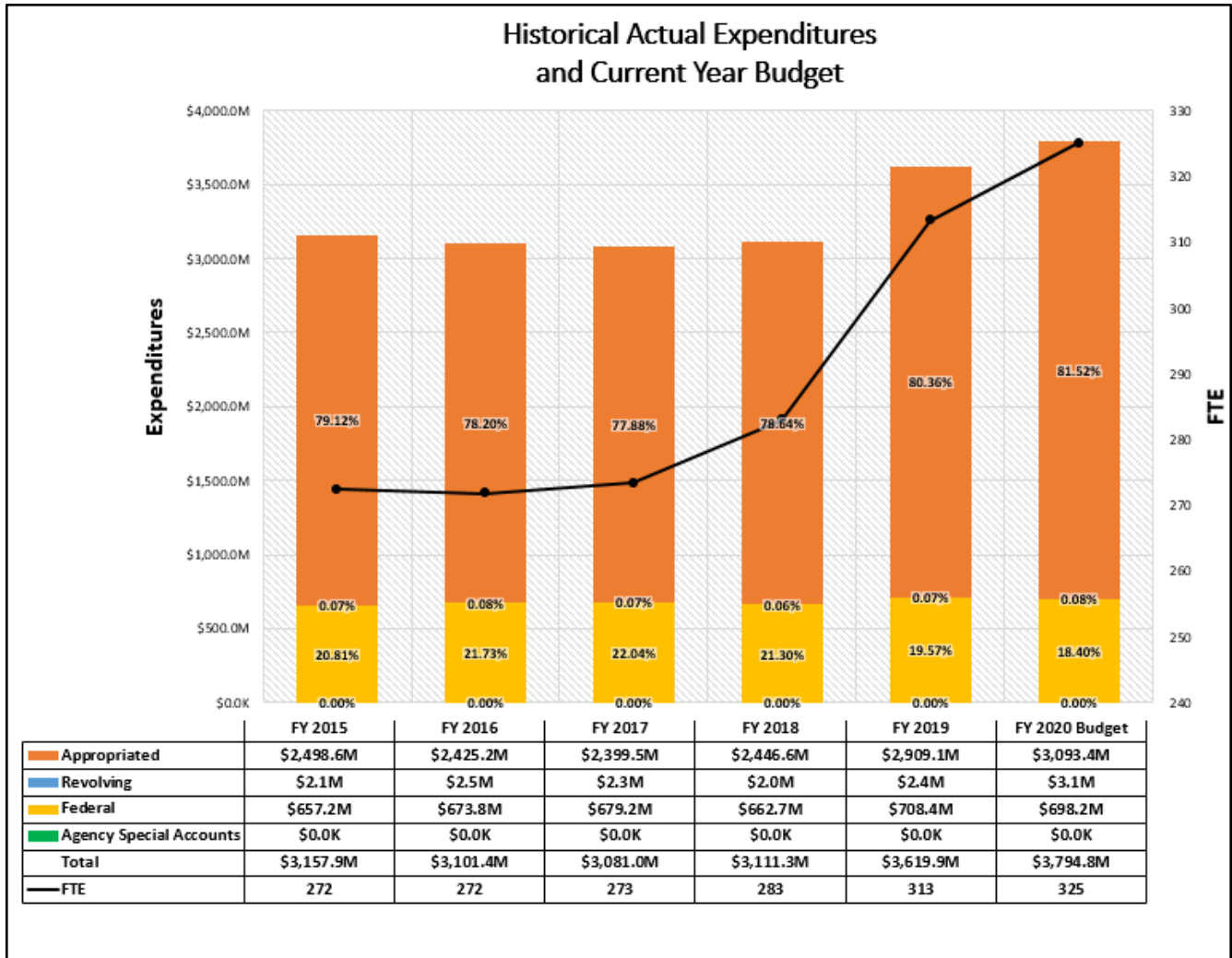
To view accomplishments and goals of the District Courts, please see the Judicial Branch Annual Report available online at OSCN at <https://www.oscn.net/news/>.

Oklahoma State Department of Education



Agency information

Oklahoma State Department of Education



NOTE: Data for this graph was provided by the agency as of January 21, 2020. Due to the nature of the agency's use of the disbursing fund data could not be fully, independently verified. Budgeted FTE is reported from the agency's original Budget Work Program.

Mission

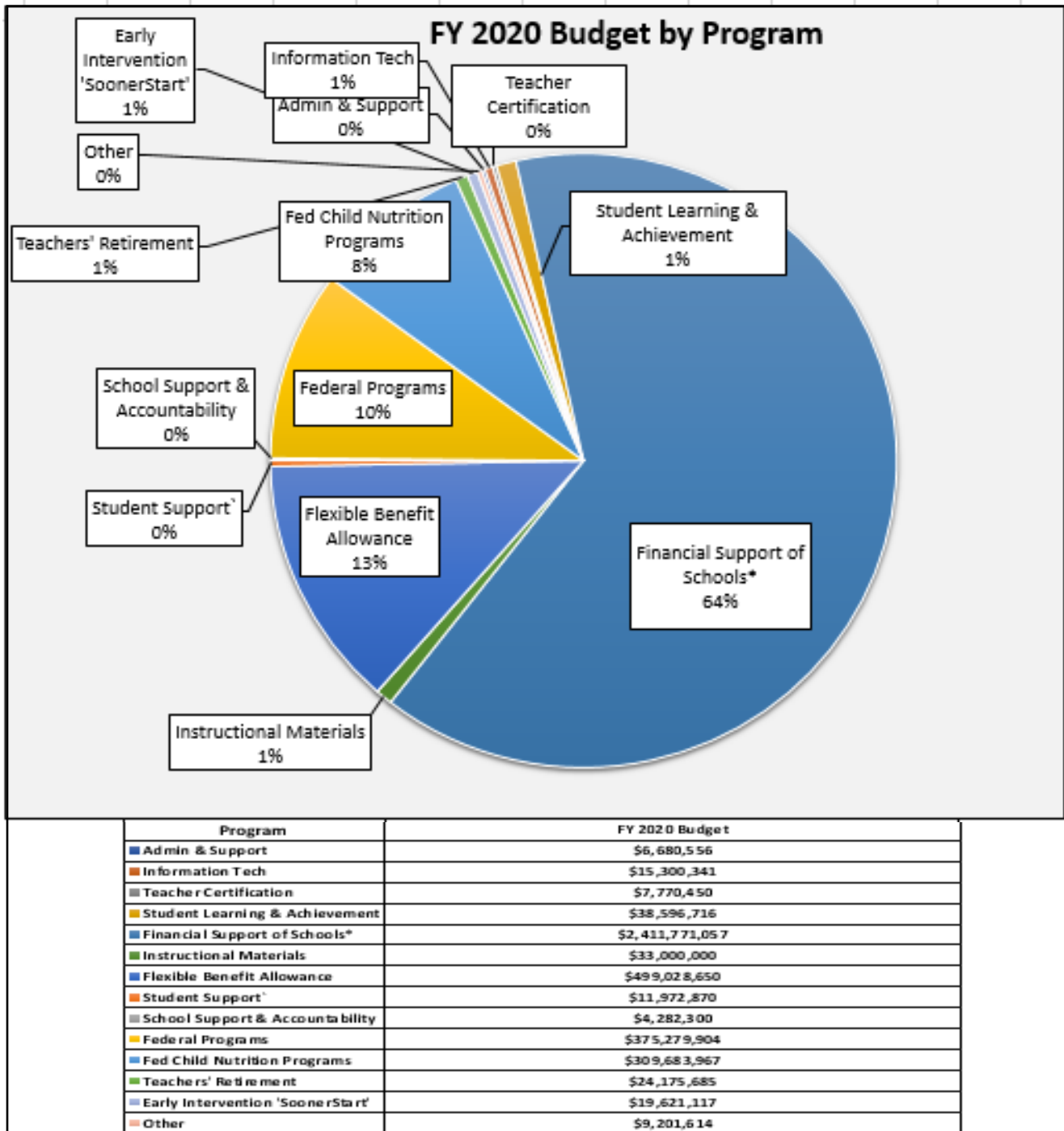
The Oklahoma State Department of Education champions excellence for all Oklahoma students through leadership, engagement, and service.

Governance and administration

The State Board of Education has seven members. The Superintendent of Public Instruction serves as a member and the chairperson of the board. The remaining six members are appointed by the Governor with the advice and consent of the Senate – one from each congressional district and one member at large. Joy Hofmeister has served as the State Superintendent of the Oklahoma State Department of Education since January 2015. Her salary as the Superintendent of education is \$124,373.

Name	Appointment Date	Term Ending Date	Congressional District
Joy Hofmeister, Elected Official			N/A
William Flanagan	5/18/2019	4/2/2023	District 2
Carlisha Bradley	5/2/2019	4/2/2023	District 1
Jennifer Monies	5/15/2019	4/2/2023	District 5
Estela Hernandez	5/15/2019	4/2/2023	At Large
Brian Bobek	5/19/2019	4/2/2023	District 4
Kurt Bollenbach	5/15/2019	4/2/2023	District 3

Programs



*** Financial Support of Schools (70 O.S. 18-200.1)**

State funds appropriated for local school districts are distributed through the state aid formula on a weighted average daily membership (WADM) basis.

Teacher certification

- **National board teacher bonus (70 O.S. 6-204.2)**
Teachers who attained National Board Certification, or submitted application for renewal of such, prior to June 30, 2013, and are eligible to receive the bonus will receive \$5,000 annually over a 10-year period. Teachers who attained National Board Certification after June 30, 2013, will receive salary increments as set forth in the minimum salary schedule.
- **Psychologists, speech pathologists, and audiologists bonus (70 O.S. 6-206)**
Contingent upon funds available, national certified school psychologists, speech language pathologists, and audiologists receive an annual bonus in the amount of \$5,000 or a prorated amount, based on the proportionate equivalency to full-time employment.

Financial support of schools (70 O.S. 18-200.1)

- State funds appropriated for local school districts are distributed through the state aid formula on a weighted average daily membership basis. The FY 2020 midyear state aid formula factor is \$3,581.16, an increase of \$145.40 from the FY 2019 midyear state aid formula factor of \$3,435.76. The weighted average daily membership used in the midyear allocation is 1,172,502.42 while the average daily membership is 715,168.93.

Instructional materials (70 O.S. 16-114a)

- Funds allocated to school districts for textbooks and instructional expenses on an average daily attendance basis.

Flexible benefit allowance (70 O.S. 26-104)

- Benefit amount for certified and support personnel, by school district, to offset health insurance costs.
- Funds also pay for program administration – Credentialing and Certification.

Student support – assessment

- **Testing (70 O.S. 1210.508, 20 USC §6311(b)(2))**
Funds utilized for the administration of a statewide student assessment system for grades three through eight and high school.

Educator effectiveness – school support and accountability

- **Teach for America**
Teach for America is the national corps of outstanding recent college graduates and professionals of all academic majors and career interests who commit two years to teach in urban and rural public schools and become leaders in the effort to expand educational opportunity. TFA is funded through state and private matching funds.
- **Required teacher professional development (70 O.S. 6-193)**
Funds are allocated to districts on an average daily attendance basis for professional development activities.
- **Teacher induction program (70 O.S. 6-195)**
This program requires each first-year teacher, including first-year emergency-certified teachers, to have a mentor. Funds are used for providing professional development, support, and coaching to the mentors.
- **Teacher and leader effectiveness programs (70 O.S. 6-101.16)**
Funds used to improve the effectiveness of teachers and leaders in the public school system, including continued development and implementation of the new individualized program of professional

development (PL Focus) required by HB 2957, 2016. Funds will also be used to continue training programs for principals (Moving UP), administrators (Lead to Succeed), and emergency-certified teachers.

Federal programs

- The OSDE receives formula and competitive grants from the U.S. Department of Education, U.S. Department of Agriculture, U.S. Department of Health and Human Services, U.S. Department of Justice, and Department of the Navy.
- Federal formula and discretionary grants from the U.S. Department of Education provides funding for educational programs and services to local educational agencies in the following areas: Improving Academic Achievement of Disadvantaged Students; Preparing, Training, and Recruiting high quality teachers and principals; language instruction for limited English proficient and immigrant students; 21st Century Community Learning Centers; Student Support and Academic Enrichment; Gifted and Talented Students Education; School Climate Transformation; Native Youth Community Projects; Literacy Initiative; Rural Education; School Improvement; and Homeless Education. OSDE also receives federal funds from the Office of Special Education Programs to support programs authorized by the Individuals with Disabilities Education Act for infants and toddlers and their families, preschool children ages three through five, and special education for children and youth with disabilities. LEAs are reimbursed for program expenditures incurred during the school year.
- Oklahoma receives federal funds from the U.S. Department of Agriculture Food and Nutrition Services to support the School Lunch Program, School Breakfast Program, Child and Adult Care Food Program, and the Summer Food Service Program. Schools submit claims for meals served and receive reimbursement from OSDE.
- Oklahoma receives federal funds from the U.S. Department of Health and Human Services, Centers for Disease Control, and Prevention for Project GET FIT to improve student health and nutrition, and from the Substance Abuse and Mental Health Services Administration for Project AWARE to improve mental health services.
- Oklahoma receives federal funds from the U.S. Department of Justice for school safety and security, threat assessment, and bullying prevention.
- Oklahoma receives federal funds from the U.S. Department of the Navy for the Troops to Teachers Program to assist states in recruiting eligible members of the armed forces as school and career or technical teachers.

Teachers' retirement (70 O.S. 17-108.2)

- Funds are appropriated to SDE as a pass-through to the Oklahoma Teachers' Retirement System to offset a portion of teachers' contributions to the retirement system.

Early intervention – SoonerStart (70 O.S. 13-124)

- SoonerStart is Oklahoma's early intervention program serving infants and toddlers with developmental delays from birth to 36 months. SoonerStart is a collaborative interagency project coordinated with the Departments of Health, the Department of Human Services, Mental Health and Substance Abuse Services, Oklahoma Health Care Authority, and the Commission on Children and Youth.

Curriculum and instruction

- **Ag in the classroom**
The goal of this program is to increase agricultural literacy among students and educators. Materials are developed in collaboration with the Oklahoma Department of Agriculture. The program is also

supported through the Oklahoma State University Cooperative Extension Service Youth Development Program and private donations.

- **Early childhood initiative (70 O.S. 10-105.4)**

This program consists of state funds and private matching funds that provide early childhood services to at-risk children, targeting low-income families to empower them with the education and tools they need to break the cycle of poverty.

- **Standards implementation (70 O.S. 11-103.6, 20 USC §6311(b)(1))**

Funds are used for implementation of curricular standards.

- **Advance Placement teacher training and test fee assistance (70 O.S. 1210.703)**

AP allows high school students to undertake college level academic courses and provides students the opportunity to show they have mastered the advanced material by taking end-of-course exams. AVID provides educators with training to help teachers better prepare all students for more rigorous AP/pre-AP curriculum.

- **Reading sufficiency (RSA) (70 O.S. 1210.508D)**

The purpose of the Reading Sufficiency Act is to ensure that all Oklahoma students are reading on grade level at the end of third grade (a critical juncture when students go from learning to read to reading to learn). RSA supports Oklahoma children in kindergarten through third grade. Funds are given to districts on a per student basis for those students K-third reading below grade level.

- **Oklahoma Arts Institute**

This program has two components: 1) Oklahoma Summer Arts Institute – a fine arts school for high school students who are selected to attend through statewide competitive auditions; 2) Oklahoma Fall Arts Institute – a series of weekend workshops for elementary and secondary teachers.

Other

- **Alternative education programs (70 O.S. 1210.561, 70 O.S. 1210.568)**

Serves students in grades six to 12 who are most at risk of not completing a high school education and provides grants to schools for alternative education programs.

- **School lunch matching and MOE (7 CFR 210-17 and 7 CFR 235.11(a))**

Minimum amount necessary for the state match and maintenance of effort required by the USDA in order to receive federal funds for the National School Lunch Program.

- **Drivers' education**

Funds distributed to school districts to reimburse costs of drivers' education courses.

- **School Consolidation Assistance Fund (H.B. 2242, 2015, 70 O.S. 7-203)**

Funds appropriated to SDE to assist district consolidation, annexation, shared superintendents, severance payments, and ACE technology.

Performance and projects

Key Performance Measures by program

Early Childhood Education					
Goal					
By 2025, align early childhood education and learning foundations to ensure at least 75% of students are ready to read upon kindergarten entry.					
Key Performance Measure					
Increase enrollment in high-quality Pre-K programs such as HeadStart, community-based programs, and public school programs.					
Key Performance Measure Description					
Increase enrollment in high-quality programs to ensure more children will be ready to learn when they enter Kindergarten.					
Unit of Measure					
Students Enrolled					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
39,540	39,718	38,767	40,718	41,218	41,718

*As of October 1, 2020.

Early Childhood Education					
Goal					
By 2025, align early childhood education and learning foundations to ensure at least 75% of students are ready to read upon kindergarten entry.					
Key Performance Measure					
Increase access to SoonerStart services that support families with children ages birth to 36 months with developmental delays so that more children will be ready to learn when they enter kindergarten.					
Key Performance Measure Description					
Increase access to SoonerStart services that support families with children birth to 36 months with developmental delays.					
Unit of Measure					
Number of children, ages birth to 36 months with developmental delays, served by SoonerStart					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
9,135	12,935	10,048	10,961	11,874	12,787

*Incomplete data.

Early Childhood Education					
Goal					
By 2025, align early childhood education and learning foundations to ensure at least 75% of students are "ready to read" upon kindergarten entry.					
Key Performance Measure					
Decrease the number of Kindergarten students at risk for reading difficulties based upon the required beginning-of-year reading screener so that more students will be ready to learn when entering Kindergarten.					
Key Performance Measure Description					
Decrease the percentage of students identified as "at risk" readers upon entry into Kindergarten.					
Unit of Measure					
Percentage of Students "At Risk"					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
35.3%	33.2%	40.6%	37%	34%	31%

Student Performance					
Goal					
By 2025, score among the top 20 highest performing states on NAEP in all subject areas for 4 th and 8 th grades.					
Key Performance Measure					
Score among the top 20 highest performing states on NAEP in 4 th grade reading.					
Key Performance Measure Description					
Reach an average score of 223 by 2025 to move Oklahoma from a ranking of 39 to 20.					
Unit of Measure					
Average NAEP 4 th Grade Reading Score					
Actuals		Targets			
FY 2018*	FY 2019	FY 2020*	FY 2021	FY 2022*	FY 2023
--	216	--	220	--	221

*NAEP assessments are given every other year.

Student Performance					
Goal					
By 2025, score among the top 20 highest performing states on NAEP in all subject areas for 4 th and 8 th grades.					
Key Performance Measure					
Score among the top 20 highest performing states on NAEP in 8 th grade math.					
Key Performance Measure Description					
Reach an average score of 286 by 2025 to move Oklahoma from a ranking of 44 to 20.					
Unit of Measure					
Average NAEP 8 th Grade Math Score					
Actuals		Targets			
FY 2018*	FY 2019	FY 2020*	FY 2021	FY 2022*	FY 2023
--	276	--	281	--	283

*NAEP assessments are given every other year.

Student Performance					
Goal					
By 2025, rank among the top 10 states with the highest graduation rates for students graduating in the four-, five-, and six-year cohorts.					
Key Performance Measure					
Graduate at least 2,931 additional students per year to rank in the top 10 states for graduation rate by 2025.					
Key Performance Measure Description					
Increase the average graduation rate percentage annually to reach top 10 ranking by 2025.					
Unit of Measure					
Average Annual Graduation Rate					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
82.90%	83.10%	85.35%	86.30%	87.20%	88.10%

College and Career Preparedness					
Goal					
By 2025, ensure that 100% of students in grades 6–12 develop a useful and meaningful Individual Career Academic Plan (ICAP)					
Key Performance Measure					
Expand ICAPs to students in grades 6–8 by 2025.					
Key Performance Measure Description					
Expand ICAPS to all students 9-12 by 2023 and increase percentage of students in grades 6-8 with ICAPs by 20% annually.					
Unit of Measure					
Percentage of Students With ICAPs					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
28 Districts 59 Sites	74 Districts 134 Sites	100% of Students in Grade 9	100% of Grade 9-10 Students; 20% of 6-8 Students	100% of Grade 9-11 Students; 40% of 6-8 Students	100% of Grade 9-12 Students; 60% of 6-8 Students
Goal					
By 2025, reduce by 50% the need for math and English language arts remediation after high school.					
Key Performance Measure					
Reduce remediation rates by 50% by 2025 from 40.5% in FY 2017 to 20%.					
Key Performance Measure Description					
Reduce post high school remediation rates to 20% by FY 2025.					
Unit of Measure					
Percentage of Post High School Remediation Rates					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
36.8%	35.0%	32.5%	30.0%	27.5%	25.0%

College and Career Preparedness					
Goal					
By 2025, increase student access to effective teachers, reducing the need for emergency-certified teachers by 95%.					
Key Performance Measure					
Reduce Oklahoma's reliance on emergency-certified teachers by hiring more qualified teachers.					
Key Performance Measure Description					
Reduce the number of emergency certificates issued.					
Unit of Measure					
Number of Emergency Certificates Issued					
Actuals		Targets			
FY 2018	FY 2019	FY 2020*	FY 2021	FY 2022	FY 2023
1,851	3,038	3,141	756	288	150

*As of December 2019.

College and Career Preparedness					
Goal					
By 2025, increase student access to effective teachers, reducing the need for emergency-certified teachers by 95%.					
Key Performance Measure					
Reduce Oklahoma's reliance on emergency-certified teachers by hiring more qualified teachers.					
Key Performance Measure Description					
Increase the number of qualified teachers hired in order to reduce reliance on emergency certified teachers.					
Unit of Measure					
Number of Qualified Teachers Hired					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
48,445	47,683	49,023	49,842	50,310	50,448

NOTES:

- 1) The number of qualified teachers hired in FY 2018 is calculated as the educator workforce in public school classrooms, statewide, minus the number of emergency certificates issued.
- 2) Targets set for the additional number of qualified teachers needed between FY 2020 and FY 2025 assume the educator workforce and number of emergency certificates issued remain at 2018-2019 levels.
- 3) Both the number of emergency certificates issued every year and the educator workforce are moving targets; annual revisions will be needed.
- 4) It is assumed that a shortage of public school educators will persist over the target years.

Regional benchmarks and comparisons

Based on 2018 rankings released by the National Education Association (NEA), Oklahoma's average teacher pay of \$53,600 per year ranks first in the region among its six neighboring states. Oklahoma's average teacher salary is an estimate arrived at by adding the average teacher pay increases for FY 2019 and FY 2020 of \$7,300 to the amount previously reported by the NEA study. Average salaries represent those for all instructional staff (defined in Oklahoma as all certified staff excluding superintendents).

Oklahoma was highlighted as among the top states in national comparability for academic expectations. The National Assessment of Educational Progress (NAEP) study, which maps the alignment of eligible states' academic standards with proficiency on the Nation's Report Card for grades four and eight, shows dramatic improvement in Oklahoma from 2015 to 2017. In 2015, under Oklahoma's now-defunct Priority Academic Student Skills academic standards, the state was in the bottom quarter of eligible states in the tested subject areas of reading and math. In the new study, based on 2017 data, Oklahoma saw double-digit jumps in equivalency to NAEP's rigorous proficient and above performance levels. In 8th-grade math, only four states' proficiency expectations were higher than Oklahoma's.

According to the annual "Quality Counts Report," conducted by Education Week and released in January of 2018, Oklahoma ranked 48th among the 50 states and the District of Columbia, receiving an overall score of 67.7 out of 100 possible points and a grade of D+. The report card is created using three graded indices, including NAEP scores in math and reading. Each state receives a report card, and a report card is created for the nation as a whole. In 2018 the United States report card grade was 75.2 points and a letter grade of C.

- Massachusetts received the highest grade, earning a total of 87.8 points, a grade of B+.
- Nevada received the lowest grade, earning only 65.1 points, a grade of D.
- Oklahoma ranked within the bottom five states:
 46. Mississippi (68.2 D+)
 47. Oklahoma (67.7 D+)
 48. Louisiana (67.5 D+)
 49. New Mexico (65.9 D)
 50. Nevada (65.1 D)

Diving into the findings for the three graded indices, Oklahoma earned a C- in the Chance for Success category and ranked 44th. The average state earns a C+. In School Finance, Oklahoma received a D and ranked 44th. For the K-12 Achievement Index, the state finished 47th with a Grade of D. The average state earns grades of C in School Finance and K-12 Achievement.

Accomplishments

- **The OSDE's eight-year strategic plan – Oklahoma Edge:**

The OSDE is well into implementation of the eight-year plan for education – Oklahoma Edge. The plan combines previous work on the agency's strategic plan with new requirements of federal law – the Every Student Succeeds Act. The plan was crafted through a statewide conversation with more than 5,100 total points of contact and emphasizes the importance of the individual student, school, and educator and includes six measurable goals and six initiatives to drive progress in achieving the plan.
- **College Career Math Ready launch:**

The OSDE launched a high school math class offered as a fourth-year elective called College Career Math Ready to help students strengthen their math skills before they go to college or enter the

workforce. CCMR is one of OSDE's primary efforts to lower the need for remediation in math in college. Oklahoma families spend an estimated \$22 million a year for remedial courses. Students receive no college credit despite paying for the class. However, since 2016 Oklahoma decreased the overall demand for college math remediation significantly by 17.6%. The CCMR contributed to this decline. Because of the course's initial success, OSDE and the Oklahoma State Regents for Higher Education are encouraging more schools to offer CCMR. Right now, CCMR is offered at 56 schools around the state. The course has been available for two years.

- **Online job match tool for teachers:**

In the fall of 2019, the OSDE launched a new online tool to pair teachers with job openings in Oklahoma public school districts. Using the Oklahoma Educator Credentialing System, school administrators can post job openings at OKTeacherMatch.com and instantly access a pool of educators actively seeking employment who are certified in desired subject areas. Certified educators can also see vacancies that match their credentials. To be eligible to use this feature, teachers must have a valid Oklahoma teaching credential. Oklahoma has more than 33,000 educators with a current teaching certificate who are not teaching in an Oklahoma public school.

- **Increase in teachers and counselors**

Thanks to the investments of the Legislature, Oklahoma has seen a significant rise in the number of teachers and school counselors working in Oklahoma public schools. Since the 2017-18 school year, Oklahoma has seen growth in its teacher workforce with the addition of more than 1,700 classroom teachers, a 4% increase. Over the same period, schools have added more than 100 school counselors – a 6% increase.

- **Family and community engagement:**

In 2019, the OSDE launched the first and second iteration of the new Oklahoma School Report Card at oklaschools.com. The website, which has drawn nearly 235,000 users and 2.6 million views since its launch in February 2019, aims to engage parents, communities, and educators around actionable data. Through the website, parents also have access to their students' historical and current test scores through a parent portal for the first time. This also allows parents to receive student scores back sooner than ever before – within 15 days of the date of the test.

- **Oklahoma School Report Card:**

The 2019 school report card saw 67% of schools either maintain or improve their grade. Overall, academic growth was up for students in third through eighth grades. The rate of math growth was an improvement over 2018, while growth in English language arts was down slightly year over year. For high schools, the report card shows a 0.2% increase in the four-year graduation rate – from 82.9% to 83.1% – as well as gains in postsecondary opportunities. In particular, internships, which are measured under the postsecondary opportunities indicator, are up 400% over last year. The report card features several new pieces of data including per pupil expenditure by school site and discipline and attendance data.

- **Individual Career Academic Plans:**

In 2017, the Legislature passed HB 2155 to pilot ICAPs for students, which became a graduation requirement beginning with freshmen in the 2019-2020 school year. An ICAP uses a multiyear process to guide students as they explore their own career and academic opportunities using career clusters, career pathways, and programs of study. An ICAP identifies student interests, skills, secondary/postsecondary coursework, certificates, credentials, degrees, and workforce experiences that lead to a meaningful program of study and charts the progress needed to prepare students for college and career. In the 2019-2020 school year, all ninth graders are required to begin the ICAP process. In a fall 2019 survey, 90% of all high schools responded and reported that their ninth graders

had begun the ICAP process. At that time 84.5% of students had completed an online career or interest assessment; 30.8% had updated their current courses; and 27.8% had updated their postsecondary workforce goals.

- **Science of Reading**

OSDE added new requirements for emergency-certified teachers in grades K through three. In order to continue under an emergency certificate after the first semester of the 2019-2020 school year, OSDE required these teachers to complete approved training on the cognitive science of how students learn to read. This training will support emergency-certified teachers as they pursue full certification and make them more effective teachers of reading from the beginning of their career.

Savings and efficiencies

- OSDE has filled several positions to make the agency more efficient. Among these positions is a chief data officer to better manage the agency's data through the use of a formal data governance process. These efforts will reduce the reporting burden on districts, augment data quality, result in district savings, and increase transparency of the OSDE while maintaining student data privacy in accordance with state and federal law.
- For FY 2020, the agency entered into a Distributed Services Unit agreement with the Office of Management and Enterprise Services Information Services (OMES) that allows the OSDE to have dedicated information technology staff whose work is directed by the agency. This will result in more efficient use of resources for critical projects and daily operations.
- OSDE uses webinars and video conferences to provide technical assistance and professional development for schools, reducing travel costs for OSDE and school districts.
- OSDE has an agreement with the Department of Mental Health and Substance Abuse Services to share FTEs for related services. Through data-sharing agreements with other education agencies such as the Office of Educational Quality and Accountability and the State Regents for Higher Education, student data collected by the OSDE can be used to make better decisions. The OSDE also benefits from a multiagency data sharing agreement that includes the Department of Health, Department of Human Services, Department of Rehabilitation Services, and other agencies that allows for sharing of protected health and student education information to achieve regulatory goals and public benefits.
- A continuing partnership with OMES has led to standardization of IS systems, better data security standards, and technology solutions. Continued use of e-pro for acquisition of goods and services has created efficiencies in the purchasing process and establishes an audit trail for increased transparency.
- The agency established internal controls for purchasing requisitions that begins with leadership approval for all IS and furniture purchases and acquisitions costing over \$5,000.

Agency goals

OSDE's eight-year strategic plan, Oklahoma Edge, is built upon the following four key pillars:

- **Achieve academic success** – Oklahoma will work to close the opportunity and achievement gaps for each student.
- **Build exceptional educators and schools** – Support recruitment, preparation, and retention of highly effective teachers and leaders.
- **Create engaged communities** – Build external capacity to provide strong academic support through family and community engagement.

- **Develop internal capacity** – OSDE will build its capacity to serve the field and use data to make informed decisions.

Clear goals define the focus of the eight-year plan to expand students' futures by 2025:

- Align early childhood education and learning foundations to ensure at least 75% of students are ready to read upon kindergarten entry.
- Score among the top 20 highest-performing states on the National Assessment of Educational Progress in all subjects for fourth and eighth grades.
- Reduce by 50% the need for math and English language arts remediation after high school.
- Ensure that 100% of students in grades six through 12 engage in useful and meaningful Individual Career Academic Planning.
- Rank among the top 10 states with the highest graduation rate for students in four-, five-, and six-year cohorts.
- Increase student access to effective teachers, thereby reducing the need for emergency-certified teachers by 95%.

The U.S. Department of Education approved Oklahoma's plan on July 2, 2018.

Projects for implementation

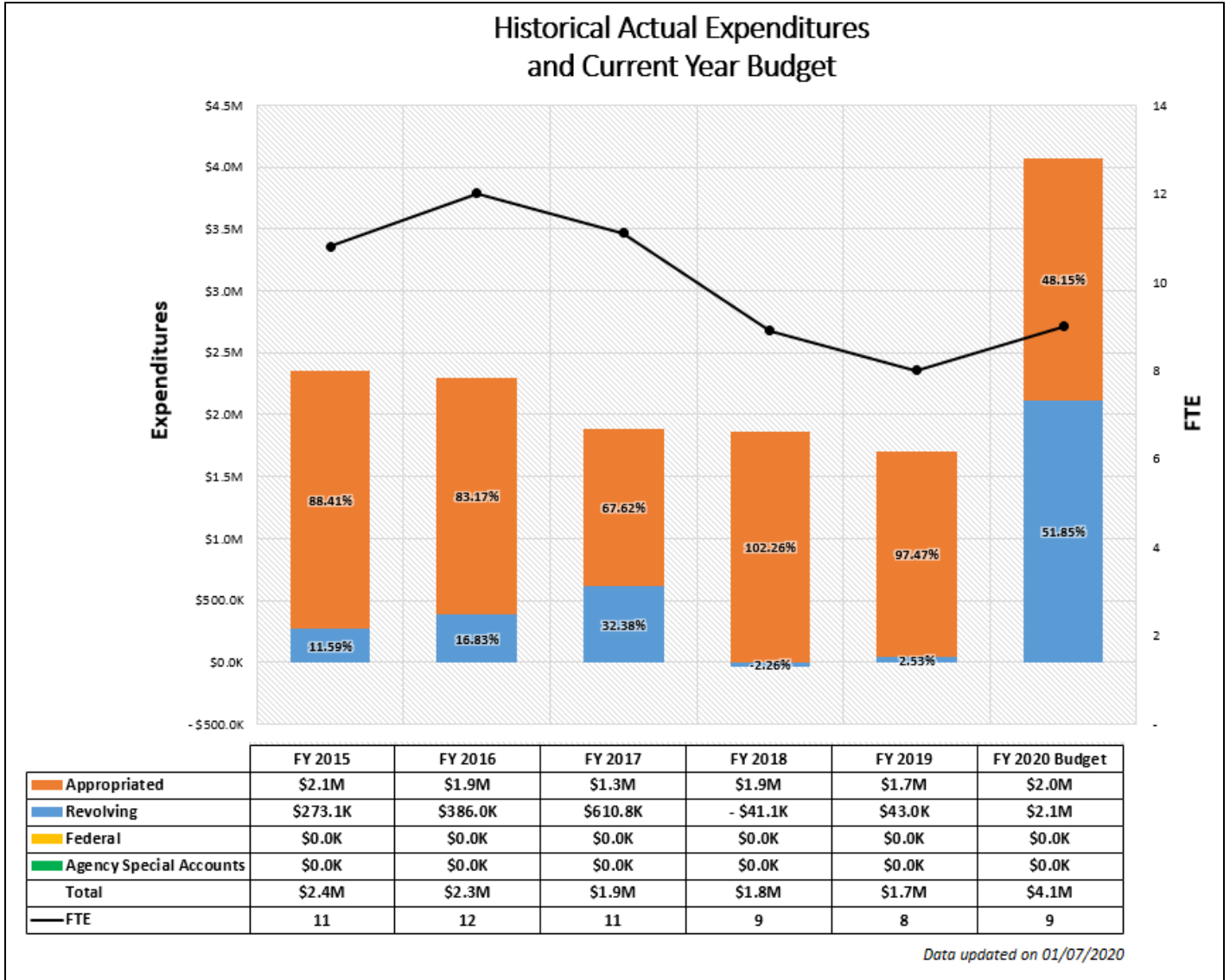
- Finalize and launch a new four-year accreditation process that includes more in-depth review and support.
- Pursue digital transcripts for all students that connect seamlessly with CareerTech and Higher Education programs.
- ICAP support and implementation for the first year of statewide rollout.
- Host Bridges to Hope summit with renowned child psychologist Dr. Bruce Perry for more than 10,000 educators in February.
- Continue refinement of School Report Card and support for schools designated as low performing.

Educational Quality and Accountability



Agency information

Educational Quality and Accountability



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

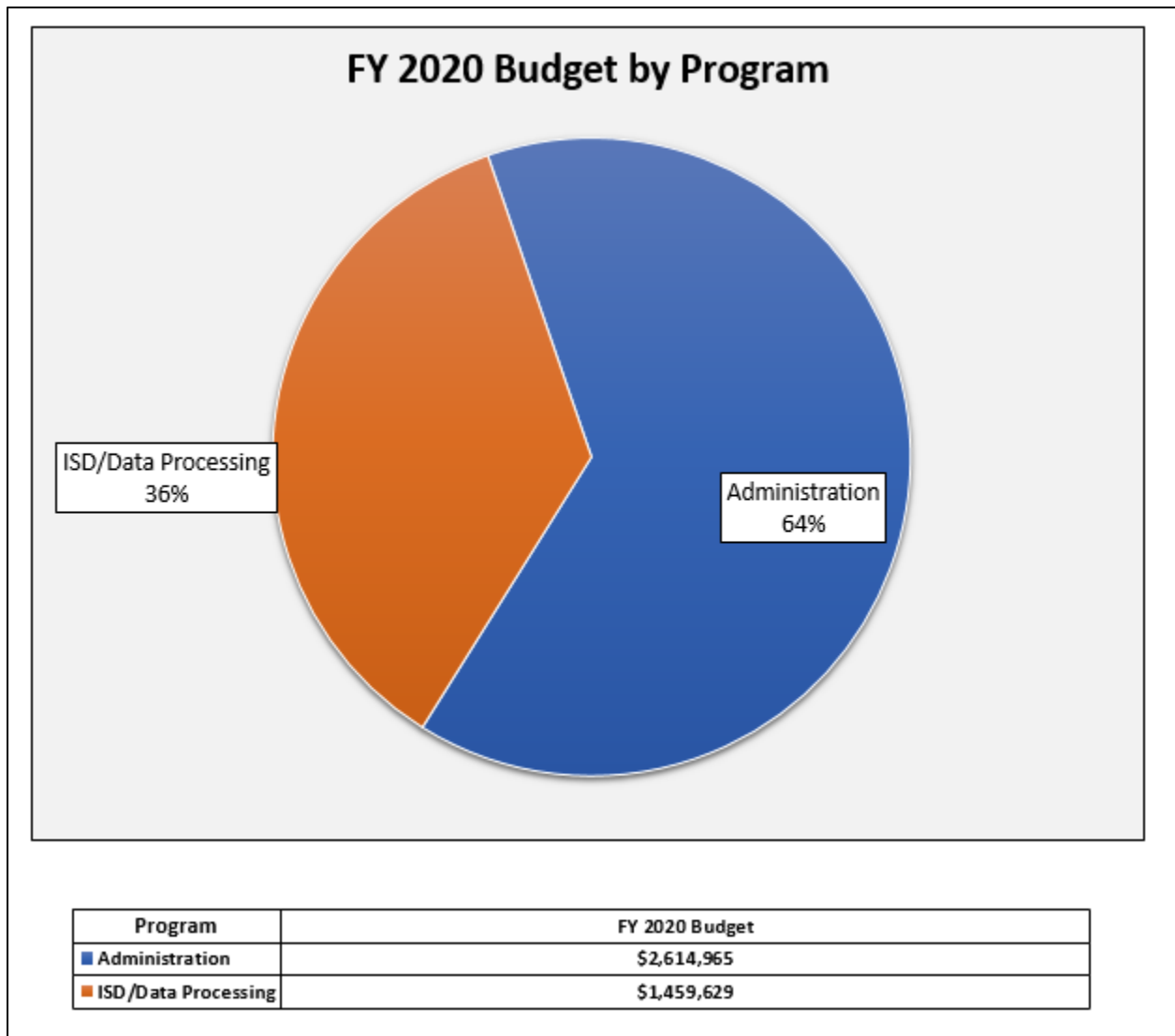
The Office of Educational Quality and Accountability seeks to lead quality, evidence-based educator preparation, improve prekindergarten through college school efficiency and effectiveness, and deliver comprehensive statistical information for all stakeholders in the pursuit of optimum student performance.

Governance and administration

OEQA is governed by the Commission for Educational Quality and Accountability, a seven-member commission appointed by the Governor. The seven positions are the Secretary of Education, a parent of a public school student, a grades K-6 teacher, a grades seven through 12 teacher, an administrator of a public school district, a representative of a higher education teacher preparation program, and a business representative. Daniel Craig is the current Executive Director and his salary is \$90,000.

Commission for Educational Quality and Accountability				
Commissioner Name	Appointed by	Date Confirmed by Senate	Term Ends	Statutory Requirement
Michael Rogers	Governor	June 1, 2019	June 30, 2023	Secretary of Education
Katherine Nations	Governor	July 1, 2019	June 30, 2023	Parent of public school student
Brett MacArthur	Governor	July 1, 2019	June 30, 2023	K-6 teacher
Kenneth Parker	Governor	July 1, 2019	June 30, 2023	Business representative
Joanna Lein	Governor	July 1, 2019	June 30, 2023	Higher education teacher preparation program representative
Ryan Walters	Governor	July 1, 2019	June 30, 2023	7-12 teacher
John Daniel	Governor	July 1, 2019	June 30, 2023	School administrator

Programs



Administration

OEQA, its personnel, budget, and expenditure of funds are solely under the direction of the Commission for Educational Quality and Accountability.

The CEQA has the following duties:

- Oversee implementation of the provisions of HB 1017 of the first extraordinary session of the 42nd Oklahoma Legislature.
- Implement the provisions of the Oklahoma Teacher Preparation Act as provided for in law.
- Recommend methods for achieving an aligned, seamless preschool through postsecondary education system to the Governor and Legislature.

- Set performance levels and corresponding cut scores, which determine the score necessary for a student to achieve a designation of advanced, proficient, or basic, pursuant to the Oklahoma School Testing Program Act and as provided for in O.S. 70 Section 1210.541.
- Approve and accredit teacher education programs.
- Assess candidates for licensure and certification.

OEQA has the statutory responsibility to develop and implement a competency-based assessment system for educator licensure/certification in the state. All educator candidates must successfully complete certification examinations assessing general knowledge, subject-area knowledge and professional knowledge in order to be eligible for standard certification. Exams are administered to teacher candidates throughout the year and across the state. Routine review and redevelopment of the assessment program help ensure that exams are accurate and up-to-date. OEQA also manages the Teacher Certification Scholarship Program. In FY 2020, the Legislature appropriated \$60,000 to fund up to 750 test fee waivers for teacher candidates.

OEQA accredits Oklahoma’s public and private colleges of education in conjunction with the Council for the Accreditation of Educator Preparation. OEQA staff perform three to four accreditation site visits per year to ensure that colleges of education meet relevant standards. OEQA supports the continuous improvement of colleges of education by conducting first-year teacher surveys, overseeing specific education programs, and providing training. In addition, OEQA combines teacher data received from the Oklahoma State Department of Education and the colleges of education, and distributes the data to the 23 public and private colleges of education for use in the accreditation process.

OEQA is responsible for the Oklahoma School Performance Review program. The purpose of school district performance reviews is to develop recommendations to 1) contain costs; 2) improve management strategies; and 3) deliver better education to Oklahoma children. During each review, staff and/or consultants conduct on-site evaluations, review district operations, study district data, interview stakeholders, hold public meetings and administer surveys. OEQA and/or contracted consultants then produce a report evaluating:

- Management, personnel, and communications;
- Instructional delivery;
- Business operations;
- Facility use and management; and
- Support services, including child nutrition, technology and transportation.

Through the Oklahoma Educational Indicators Program, OEQA strives to provide timely and comprehensive information regarding Oklahoma’s public schools. Each year, this program provides school site, district and state educational statistics to schools, districts, parents and stakeholders throughout the state. Almost 2,000 education profile reports are produced annually.

OEQA oversees the Education Leadership Oklahoma program that awards annual scholarships, provides guidance and support for teachers undergoing the National Board Certification process, and offers professional learning for candidates and National Board Certified Teachers. OEQA recruits teachers across the state by promoting the benefits of the National Board Certification process and its impact on improving student learning.

Clients served: Approximately 700,000 students enrolled in Oklahoma’s public schools and their families; 19,000 teacher candidates; 23 public and private colleges of education; and 3,170 certified teachers seeking National Board Certification. Other clients include school administrators, businesses, researchers, grant writers, legislators, policymakers, and state agencies.

Performance and projects

Key Performance Measures by program

Oklahoma Educational Indicators Program					
Goal					
Communicate educational indicators data to stakeholders.					
Key Performance Measure					
Distribution of school and district profiles					
Key Performance Measure Description					
Profiles are distributed to each student by their school annually.					
Unit of Measure					
Number of students who received a profile					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
682,000	687,000	692,000	697,000	702,000	707,000

Educator Preparation Program Accreditation					
Goal					
Effectively prepare educators to positively affect student learning.					
Key Performance Measure					
Accreditation of public and private colleges of education					
Key Performance Measure Description					
Use current evidence-driven program accreditation to help ensure educator preparation programs (public and private colleges of education) meet all accreditation standards.					
Unit of Measure					
Number of accreditation visits per year					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
4	3	4	4	4	4

Educator Assessment					
Goal					
Develop and deploy a dynamic educator assessment system to help ensure that Oklahoma employs the best preschool to high school teachers.					
Key Performance Measure					
Performance-based education assessments					
Key Performance Measure Description					
Use competency-based educator assessments to measure candidates' knowledge, skills and abilities. Work with colleges of education and encourage alternatively certified candidates to use the approved performance assessment.					
Unit of Measure					
Number of educator candidates taking a performance-based assessment					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
62	150	650	700	1650	2500

Education Leadership Oklahoma					
Goal					
National Board Certified teachers teach children throughout Oklahoma.					
Key Performance Measure					
National Board Certification scholarships					
Key Performance Measure Description					
Recruit and prepare teachers to receive National Board Certification. Provide teachers with all 100 funded NBCT scholarships.					
Unit of Measure					
Number of National Board Certification scholarships awarded annually					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
29	46	100	100	100	100

Regional benchmarks and comparisons

OEQA oversees the Education Leadership Oklahoma Program, which recruits and supports teachers across the state through the National Board Certification process. National Board Certified teachers have been shown to be more effective in producing positive student learning results. According to research:

- Kindergarten students taught by a National Board Certified teacher are 31% more likely to achieve a proficient score on the Kindergarten Readiness assessment than other students (Mississippi State University, 2017).
- National Board Certified teachers are more effective than noncertified teachers with similar experience, producing gains of up to 1 1/2 months of additional student learning (Goldhaber and Cowen, 2015).

- Students of board certified teachers in the Los Angeles Unified School District gained roughly the equivalent of two months of additional instruction in math (Harvard University Strategic Data Project, 2012).

In 2019, Oklahoma ranked eighth of all states with 3,097, or 7.46%, of teachers achieving National Board Certification, according to the National Board for Professional Teaching Standards.

Rank	State	Percent of Teachers who are National Board Certified Teachers
1	North Carolina	22.56%
2	Washington	18.89%
3	South Carolina	17.58%
4	Mississippi	13.72%
5	Wyoming	10.40%
6	Kentucky	9.53%
7	Arkansas	9.43%
8	Oklahoma	7.46%
9	Florida	7.28%
10	Alabama	7.06%

Source: https://www.nbpts.org/wp-content/uploads/2019_StateRankings_All_NBCTs_Percent-of-Teaching-Population.pdf

Accomplishments

- Increased educator candidates taking the approved performance-based assessment from 62 to 150.
- Increased distribution of school and district profiles to students, parents, schools, and other stakeholders from 682,000 to 687,000.
- Increased National Board Certification teacher candidates receiving scholarships from 29 to 46.
- Requested and received appropriations for Teacher Certification Scholarship revolving fund and Education Leadership Oklahoma revolving fund.

Savings and efficiencies

- Shared HR, purchasing and IT responsibilities with the Office of Management and Enterprise Services.
- Reduced monthly fees from OMES by selling older and unused IT equipment through surplus.
- Negotiated with vendors to lease more efficient and less expensive copy, scanning and faxing machines.

Agency goals

- Develop and deploy a data dashboard to display education profile data to students, parents, and other stakeholders.
- Provide up to \$60,000 in teacher certification test fee scholarships.
- Work with Troops to Teachers, Citizen Potawatomi Nation, and Oklahoma Foundation for Excellence to recruit future teachers and National Board Certification candidates.

Projects for implementation

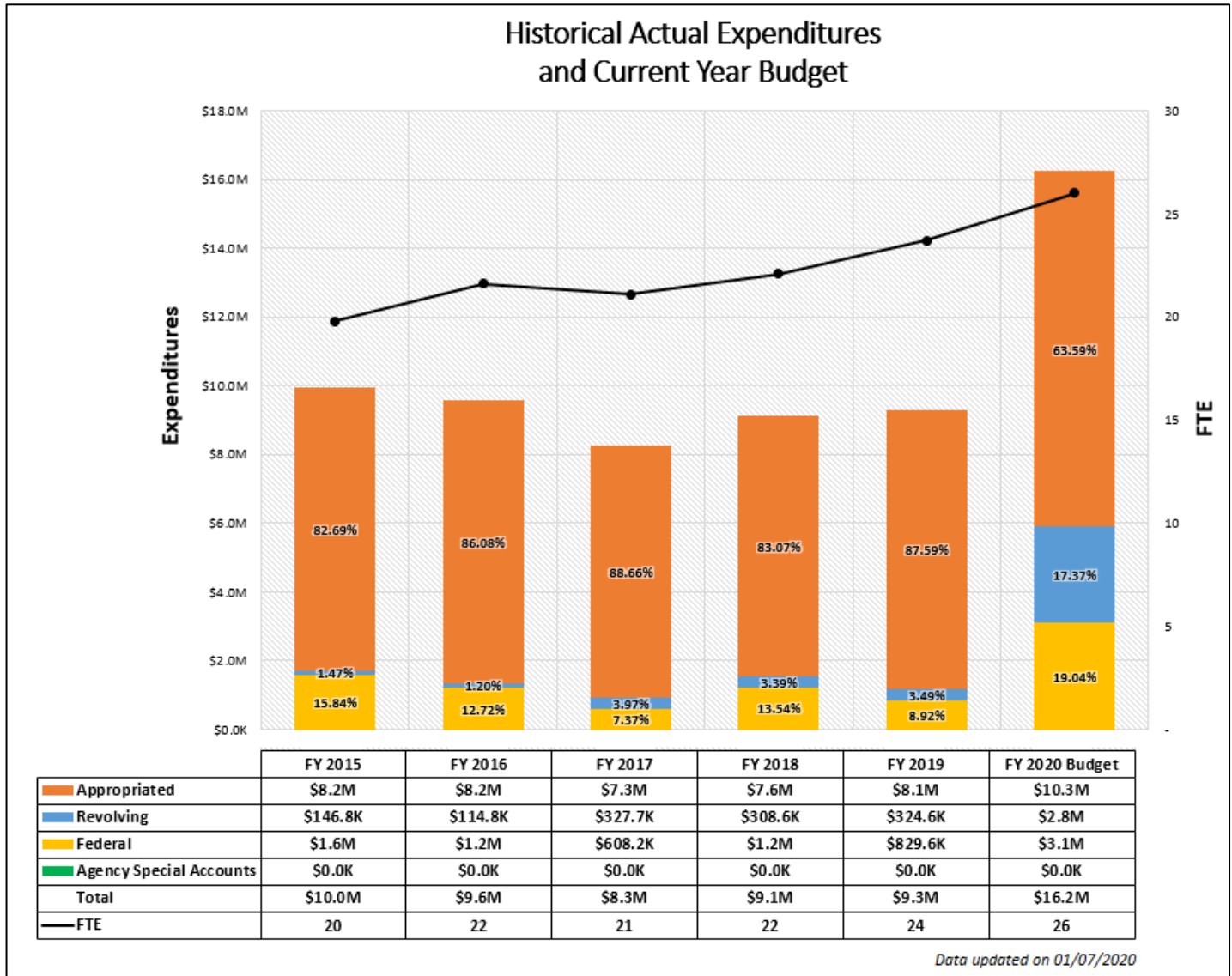
- Budget, plan, and collaborate with the Governor's office to develop a robust data dashboard to display school district profile information.

State Election Board



Agency information

State Election Board



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Oklahoma State Election Board is to achieve and maintain uniformity in the application, operation and interpretation of the state and federal election laws with a maximum degree of correctness, impartiality and efficiency.

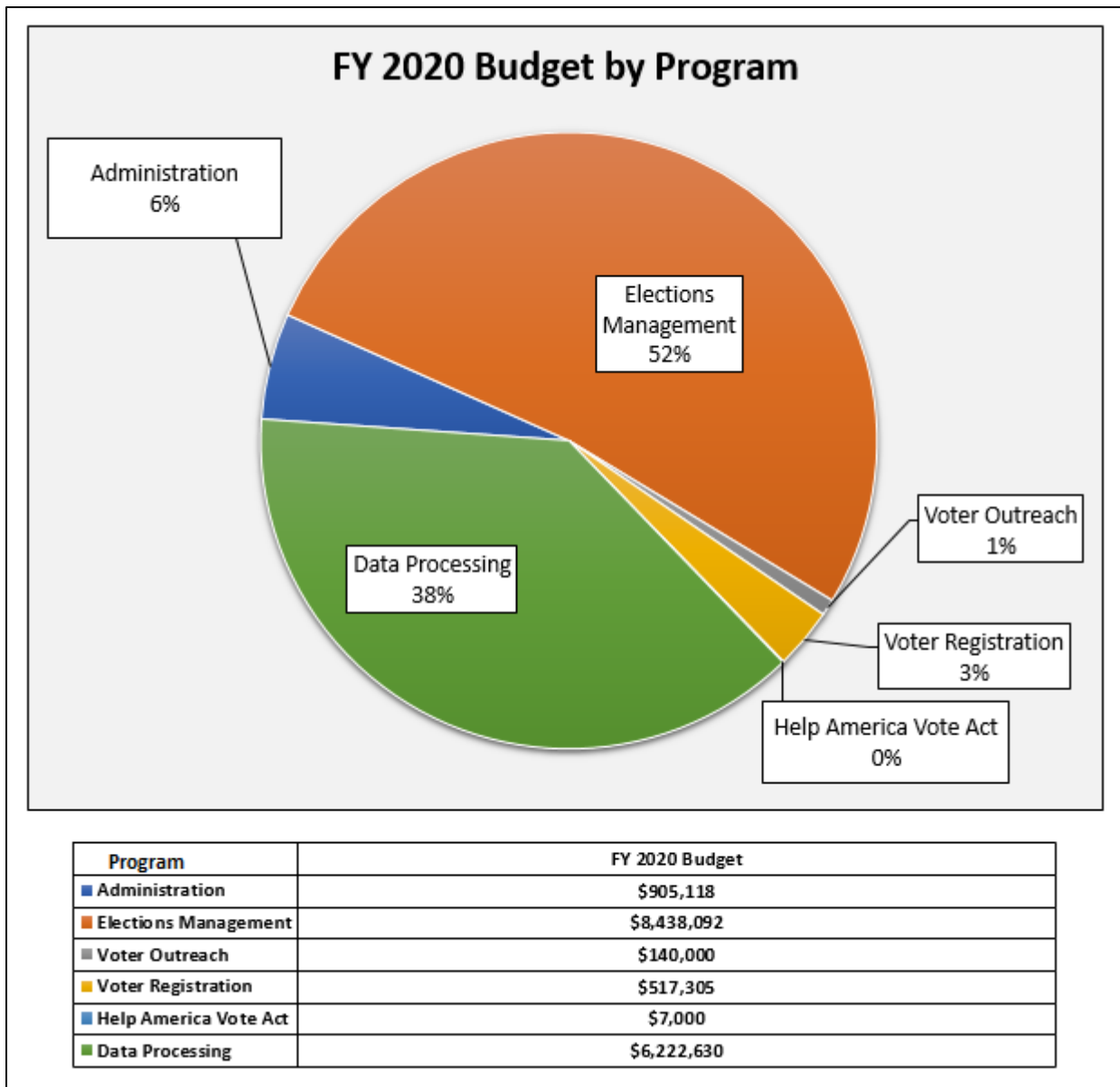
Governance and administration

The State Election Board was established under the Oklahoma Constitution in 1907. Board members are appointed to four-year terms by the Governor, with the advice and consent of the Senate, from lists of 10 nominees recommended by the state committees of the two political parties with the largest number of

registered voters. Two members and an alternate member are appointed from the list of one political party, and one member and an alternate member are appointed from the list of the other political party. The secretary of the Senate serves as secretary of the board. Paul Ziriaux has served in this position since 2009. His annual salary is \$117,886.

State Election Board			
Name	Appointing Authority	Confirmed by Senate	Term Ends
Thomas M. Montgomery III	Governor	4/24/2019	3/15/2023
Thomas M. Maudlin	Governor	4/24/2019	3/15/2023
Heather Cline	Governor	4/24/2019	3/15/2023
Debra A. Thompson	Governor	4/24/2019	3/15/2023
Gerald D. Buchanan	Governor	4/24/2019	3/15/2023

Programs



Administration

Administration includes accounting and finance, capital asset management, general administration and legal and human resource management.

Election management

The Election Management program administers and conducts the statewide elections mandated by law, including the presidential preferential primary election, biennial statewide primary, runoff primary, and general elections held in even-numbered years. Also included are special elections required to be administered by the State Election Board.

Clients served: All persons registered to vote in Oklahoma, approximately 2,100,000.

Voter outreach

The Voter Outreach program conducts voter education, voter outreach and related activities. The agency website contains special sections for voters with disabilities and military and overseas voters, as well as a voter lookup tool available to all voters.

Clients served: All persons of voting age in Oklahoma, approximately 2,925,000.

Voter registration

The purpose of the Voter Registration program is to ensure every eligible Oklahoma citizen has the opportunity to register to vote and that voter rolls are kept as current and accurate as possible. The program administers the National Voter Registration Act and the corresponding state law on registering persons to vote. The program also mails address confirmations to voters to assist in updating the registration rolls.

Clients served: All persons of voting age who are eligible to register to vote in Oklahoma or update their registration, approximately 2,925,000.

Help america vote act

The Help America Vote Act program administers the Help America Vote Act of 2002, federal legislation that places a number of requirements on the conduct of elections in all states. Among these requirements are provisional voting, a statewide voter registration database, and voting equipment accessible to voters with disabilities.

The replacement of Oklahoma's statewide voting system is the most visible portion of this program. In FY 2012, the State Election Board replaced its older optical scan system with a new and more secure optical scan system that is accessible to voters with disabilities and later purchased and installed an electronic ballot delivery system to better serve military and overseas voters and fully comply with the MOVE Act. Remaining funds may be used to develop and implement an online voter registration application system authorized by SB 1016.

Clients served: All persons of voting age in Oklahoma, approximately 2,925,000.

Data processing

The Data Processing program administers the voter registration database and election management system, functions unique to the operation of the State Election Board. These systems are integral to the functioning of the statewide voting system. For data processing functions that are not directly election-related, the State Election Board uses the shared services provided by the Office of Management and Enterprise Services. These functions include the CORE system, email and internet access.

Clients served: The State Election board and persons of voting age in Oklahoma.

Performance and projects

Key Performance Measures by program

Election Accuracy					
Goal					
At least 98% of elections for federal and state offices conducted during FY 2021 will be successfully certified by the State Election Board.					
Key Performance Measure					
The number of elections for federal and state offices that are successfully certified by the State Election Board in FY 2021 will be divided by the total number of such elections conducted to determine the certification success rate.					
Key Performance Measure Description					
A candidate for a federal and state office may contest the results of an election by filing a petition requesting a recount or a petition alleging irregularities. A “98% success rate” for certifications will indicate that 2% or fewer of the total elections for these offices are overturned due to such petitions.					
Unit of Measure					
Percentage of elections certified					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	100%	98%	98%	98%	98%

Election Efficiency					
Goal					
Minimize the reprinting of ballots for federal and state offices due to errors by State Election Board staff or procedures.					
Key Performance Measure					
Ballots for state and federal offices should be reprinted in no more than 4% of counties due to errors by the State Election Board staff.					
Key Performance Measure Description					
Ballot printing is one of the greatest expenses associated with conducting an election. The State Election Board has robust proofing requirements and other safeguards in place to ensure that ballots are accurate for every election. This measure ensures that these are working correctly.					
Unit of Measure					
Percent of counties that had to reprint ballots due to staff error					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1%	0%	< 4%	< 4%	< 4%	< 4%

Election Security					
Goal					
The State Election Board Secretary will ensure that election security training is conducted prior to the 2020 General Election for State Election Board staff and County Election Board Secretaries.					
Key Performance Measure					
Between 99% and 100% of the total number of State Election Board staff and County Election Board Secretaries will receive election security training for cyber-security, physical security, and disinformation efforts.					
Key Performance Measure Description					
Election security is a top priority for the State Election Board. The Secretary will work with state and federal security officials to develop and provide training to the State Election Board staff and the County Election Board Secretaries.					
Unit of Measure					
Percent of staff that received election security training					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0%	100%	99%	99%	99%	99%

Election Management					
Goal					
To conduct all state and federal elections with accuracy and reliability.					
Key Performance Measure					
Successful conduct of 2020 runoff primary and general (presidential) elections.					
Key Performance Measure Description					
Number of election workers trained					
Unit of Measure					
Number of election workers trained					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
7239	767	9250	800	9250	800

Help America Vote Act					
Goal					
To serve Oklahoma voters with a modern, secure voting system – successful conduct of 2020 runoff primary and general (presidential) elections.					
Key Performance Measure					
Conduct preventive maintenance and inventory all voting equipment before 2020 elections.					
Key Performance Measure Description					
Number of devices maintained statewide – 2,800					
Unit of Measure					
Number of devices maintained statewide – 2,800					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
75%	100%	100%	100%	100%	100%

Regional benchmarks and comparisons

Part of the difficulty of determining the cost to administer elections is that several levels of government—states, counties, municipalities and even special districts—have a hand in running (and paying for) elections. Elections in the U.S. are usually run at the county level, though in several New England and Midwestern states they are run at the city or township level. This means that there are more than 10,000 jurisdictions that have primary responsibility for running elections in the country, not counting the subdivisions within those jurisdictions.

Some states pay for certain types of elections – for example, a statewide special election where there are only state candidates or statewide issues on the ballot, or a presidential preference primary. Some states pay a portion of costs for any statewide candidates or issues that appear on the ballot, regardless of the election type. This is usually, though not always, done as a reimbursement whereby counties pay for the election initially and later submit a reimbursement request to the state.

In Oklahoma, the state pays for most of the expenses for election officials, ballots and board meeting costs related to election canvassing and certification for state elections. Counties pay for polling place rental, if applicable, and office staffing needs. Local elections are paid for by the entities who call the elections, however the State Election Board supplies all equipment and other election-related supplies.

For comparison, Colorado reimburses counties for all election costs if the only item on the ballot is a statewide ballot issue. For any other election where there is a statewide ballot issue/question on the ballot, the state reimburses at 90 cents per active registered voter in counties with 100,000 or fewer active registered voters, or 80 cents per voter in counties with more than 100,000 voters.

Oregon pays for special elections, statewide recall or other statewide special elections not regularly scheduled. If a county is in fiscal distress that compromises the county’s ability to conduct elections at an adequate level, the state may perform services necessary and seek reimbursement from the Emergency Board.

2018 General	Registered Voters	Ballots Cast	Turnout	Total Cost	State Share	County Share (approximate)	Per Voter Cost	Per Ballot Cost
Oklahoma	2,157,450	1,186,385	56%	\$1,575,525	\$1,075,525	\$500,000	\$0.73	\$1.33
Oregon	2,763,105	1,873,891	68%	\$4,543,236	-	-	\$1.64	\$2.42
Colorado	3,924,196	2,525,062	64%	\$14,746,974	-	-	\$3.76	\$5.84

Accomplishments

- During the past year, the State Election Board upgraded its results reporting software and website.
- Launched an online system that allows Oklahomans who are already registered voters to update their address and/or their political affiliation within the same county.
- Continued to work with state CyberCommand and Department of Homeland Security to identify ways to enhance election security.

Savings and efficiencies

- Utilized many shared services through the Office of Management and Enterprise Services including telecommunication services such as email and telephone.
- Contracted with OMES for financial services including budget preparation, accounts payable and payroll services.
- Contracted with the Office of the Attorney General for half-time legal services.

Agency goals

- Goals for the State Election Board in FY 2021 include successfully registering voters and conducting the statewide runoff primary and the general (presidential) elections.
- We have contracted with a consultant for the development and implementation of online voter registration and will work with our consultant to draft and issue an RFP for development and full implementation of a secure online voter registration system.
- Support and supervise county election boards throughout the year.
- Continue to work with state CyberCommand and Department of Homeland Security officials to explore ways to further enhance the security of our election infrastructure.

Projects for implementation

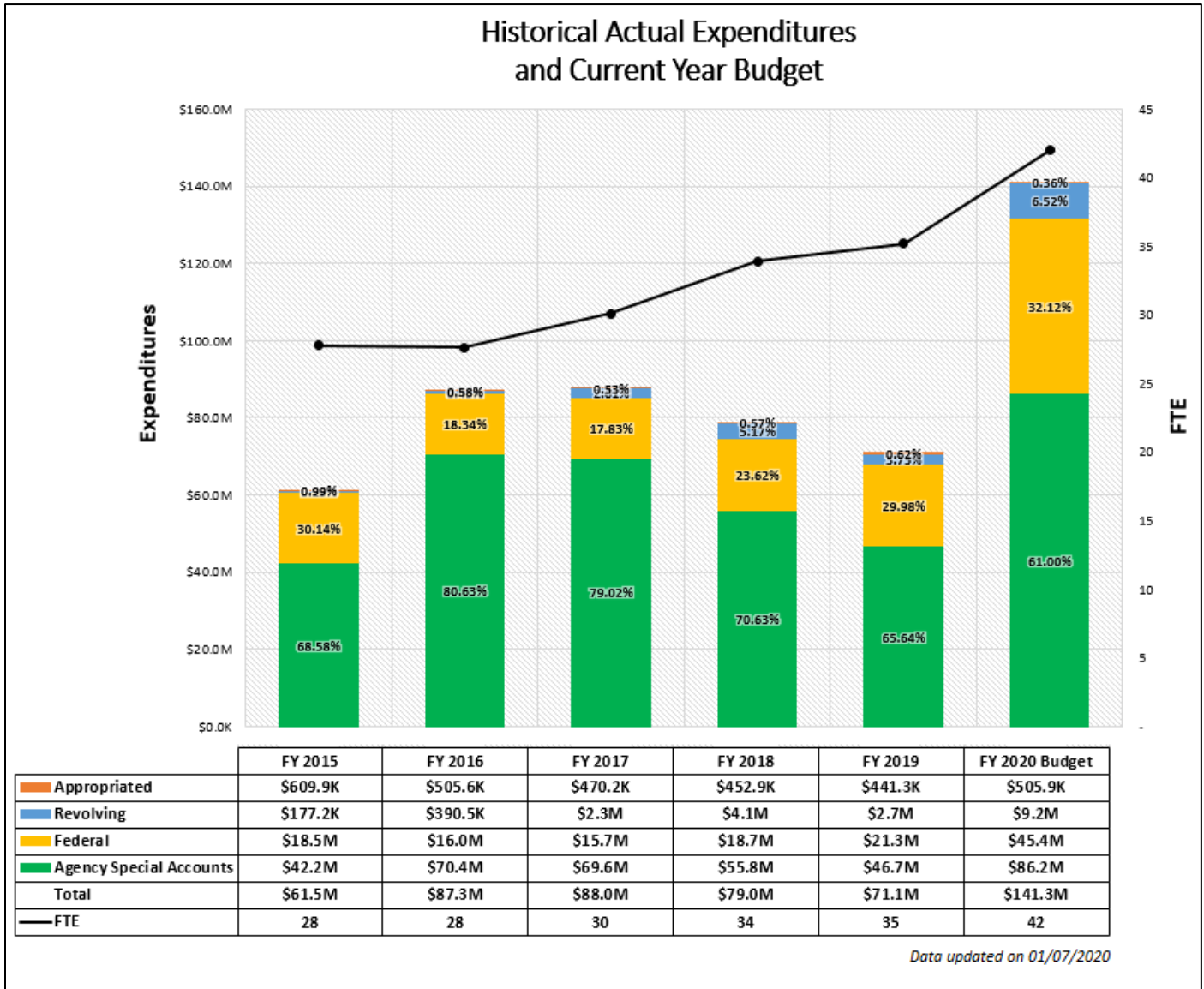
Coordinate with state CyberCommand, the Department of Homeland Security, and Oklahoma Emergency Management to optimize the board's physical and cyber security and plan for potential election emergency situations.

Department of Emergency Management



Agency information

Department of Emergency Management



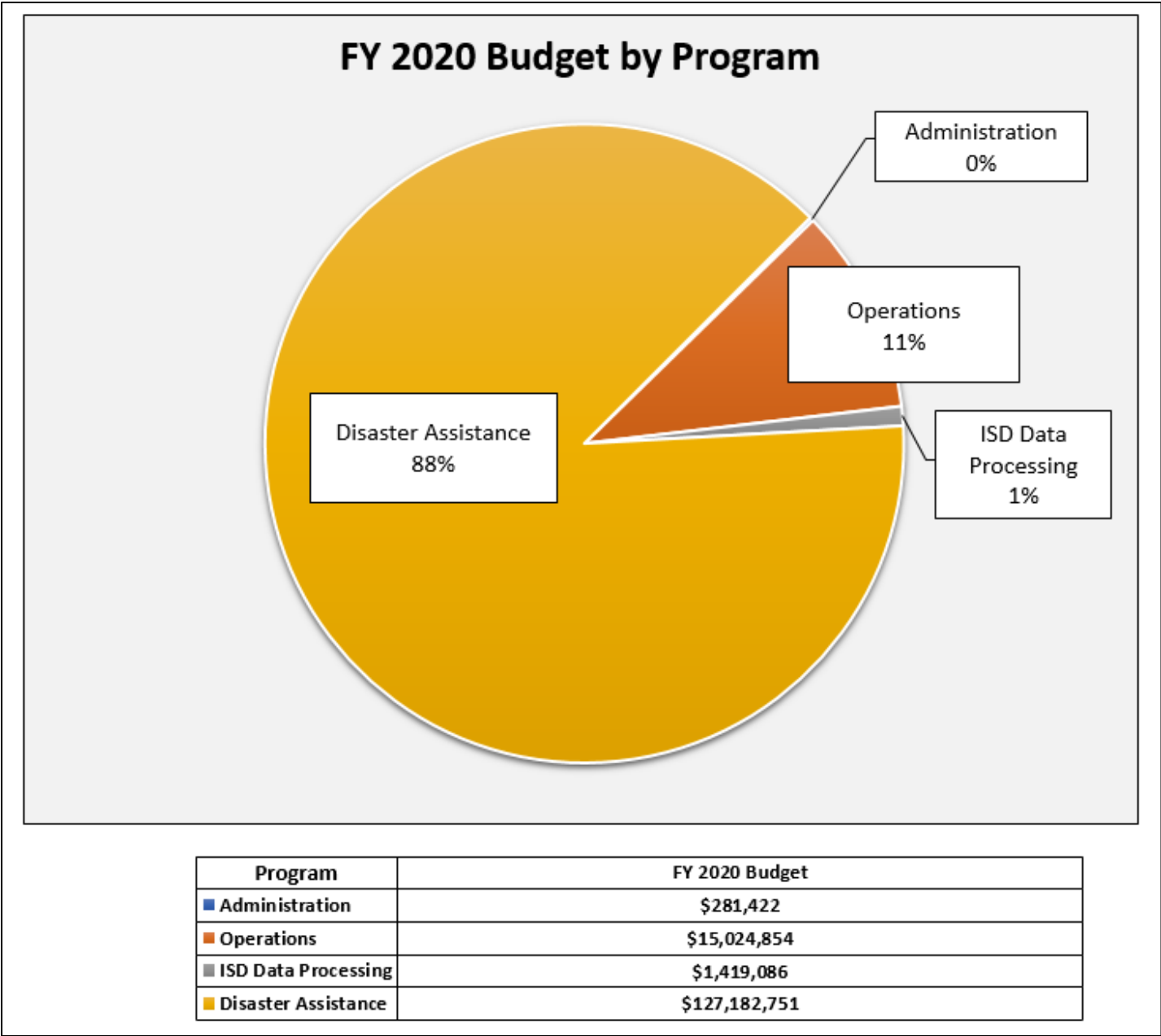
Mission

The Oklahoma Department of Emergency Management’s mission is to help minimize the effects of disasters and emergencies upon the people of Oklahoma.

Governance and administration

Pursuant to statute, the Governor appoints the Director of OEM with the advice and consent of the Oklahoma state Senate. The Director serves as the chief advisor to the Governor on emergency management, and the salary of the Director is fixed by the Governor. Mark Gower is the current Director with an annual salary of \$135,000.

Programs



Administration

Administration includes human resources, accounting, budgeting and finance, general administration, capital asset management, and legal services.

Operations

OEM maintains and exercises the State Emergency Operations Plan as well as the State Emergency Operations Center, which serves as a command center for reporting emergencies and coordinating state response activities. OEM delivers service and support to Oklahoma cities, towns, and counties through a network of more than 300 local and tribal emergency managers. OEM provides training, exercises, preparedness materials, and other tools for local emergency management programs across the state. OEM works with state and federal agencies, voluntary organizations, and other groups to coordinate resources during and after emergencies and disasters.

OEM also houses the new Cybersecurity in Emergency Management program, which launched in August 2019. This program provides planning, training and incident support to local emergency management jurisdictions and recognizes cybersecurity issues as threats to critical infrastructure.

Disaster assistance

Following a state or federal emergency or disaster declaration, OEM is responsible for providing quick and efficient delivery of state and federal aid to those affected by the event. This includes coordinating the efforts of federal, state, local, volunteer, and private organizations to provide relief and establish disaster recovery centers. The agency provides public information and administers individual and public assistance programs, as well as disaster mitigation projects.

Clients served: More than 2,000 local governments, including municipal and county, eligible nonprofits, school districts, rural water districts, tribal nations, state agencies, and other political subdivisions within the State of Oklahoma.

IS data processing

OEM contracts with the Office of Management and Enterprise Services Information Services for IT services.

Performance and projects

Administration					
Goal					
Become the number one emergency management center for excellence in the region.					
Key Performance Measure					
Decrease employee turnover to 20%.					
Key Performance Measure Description					
Increase knowledge base, skill sets, training, customer service, and accountability for employees in all divisions.					
Unit of Measure					
Percentage of turnover					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
72%	72%	45%	20%	20%	20%

Operations					
Goal					
Support local emergency management programs and build local capacity through the Federal Emergency Management Agency's Emergency Management Performance Grant.					
Key Performance Measure					
Provide funding to county, municipal, and tribal emergency management programs across the state with a target of 80 programs funded out of 259 local jurisdictions that are eligible to receive EMPG funding.					
Key Performance Measure Description					
OEM receives approximately \$5.1 million annually through the FEMA's Emergency Management Performance Grant (EMPG) and passes more than \$1.7 million directly to county, municipal, and tribal emergency management programs to augment their local funding. This allows those local programs to increase their capacity and be better prepared to respond to and recover from disasters that may impact their community.					
Unit of Measure					
Number of programs funded					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
79	85	76	80	80	80

Operations					
Goal					
Complete the Next Generation 911 planning and determine a path that will improve 911 caller location technology for the local 911 answering points.					
Key Performance Measure					
Work through planning process for NG911 implementation statewide.					
Key Performance Measure Description					
Complete a percentage of the plan each year until completion.					
Unit of Measure					
Percent of program completed					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0%	5%	10%	40%	60%	80%

Disaster Assistance					
Goal					
Close out past disaster grants for Public Assistance and Fire Management Assistance Grant Programs, and the Hazard Mitigation Grant Program.					
Key Performance Measure					
Close out five Public Assistance and FMAGP disasters.					
Key Performance Measure Description					
Complete the closeout process for five Public Assistance and FMAGP disaster grants.					
Unit of Measure					
Number of grants closed					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
5	8	6	5	5	5
Key Performance Measure					
Close out three Hazard Mitigation disasters.					
Key Performance Measure Description					
Complete the closeout process for three HMGP grants.					
Unit of Measure					
Number of grants closed					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
5	10	5	3	3	3

Regional benchmarks and comparisons

Compared to other states, Oklahoma is third in federal disaster declarations. This is due in part to the wide variety of hazards that could occur in this part of the country, including tornadoes, flooding, wildfires, ice storms, blizzards, and others, as well as the state's lower population, which affects the damage cost threshold Oklahoma must meet to qualify for certain disaster declarations.

Accomplishments

- Last year, OEM delivered more than \$55 million in federal disaster assistance and \$2.8 million in state disaster assistance through the State Emergency Fund. This disaster assistance benefitted individuals, business owners, municipalities, counties, school districts, rural water districts, electric cooperatives, and tribal nations impacted by Oklahoma disasters and emergencies including tornadoes, wildfires, floods, and ice storms.
- Responded to two presidentially declared disasters for severe storms and flooding that occurred in April and May 2019.
- Provided \$1.77 million to 76 local jurisdictions to fund local emergency management programs through the Emergency Management Performance Grant, funded by the Federal Emergency Management Agency. The EMPG program has a minimum 50% local cost-share requirement.
- OEM will surpass the goal of eight disaster closeouts in FY 2020. It is projected that at least six Public Assistance grants and five Hazard Mitigation Assistance grants will be closed by June 30, 2020.
- OEM 911 division and the Oklahoma 911 Management Authority launched the Oklahoma 911 Grant program that included \$7.9 million available to local 911 answering points to improve local 911 service.
- Completed the five-year update of the state Standard Hazard Mitigation Plan.
- Launched a new Cybersecurity in Emergency Management program, recognizing cybersecurity as a growing threat to critical infrastructure at all levels of government.
- Created new partnerships in geographic information systems and data sharing for both disaster and non-disaster times.
- Launched a new damage assessment process, 1DA, statewide during the April and May 2019 severe storms and flooding. The new process is survivor-centric and allows impacted residents to report damage online at damage.ok.gov or by calling 2-1-1.

Savings and efficiencies

- Utilized the State Attorney General's Office for legal services.
- Used Office of Management and Enterprise Services Human Capital Management to provide human resource services and payroll tax assistance.
- Worked with OMES Capital Assets Management motor pool services.
- Used the State Auditor and Inspector for auditing services.
- Used OMES Information Services for IT support and to lease IT equipment.
- Contracted with OMES Agency Business Services for procurement services.
- Merged the OEM Grants Management division into the OEM Finance division and added a new Grant Audit and Compliance unit to streamline and support grants management.
- Aligned the internal delivery of administrative services by centralizing administrative staff under the new OEM Administrative Services division.
- Received a new federal grant for cybersecurity to offset operation costs.

Agency goals

- Reduce the complexity of OEM through modernization, transparency, and accountability.
- Provide a positive work environment for the OEM workforce.
- Become the number one emergency management center for excellence in the region.
- Close out a minimum of five Public Assistance grants/Fire Management Assistance grants and three Hazard Mitigation Assistance grants.
- Continue to support local emergency management programs through the Emergency Management Performance Grant.
- Complete the Next Generation 911 planning and determine a path that will improve 911 caller location technology for the local 911 answering points.

Projects for implementation

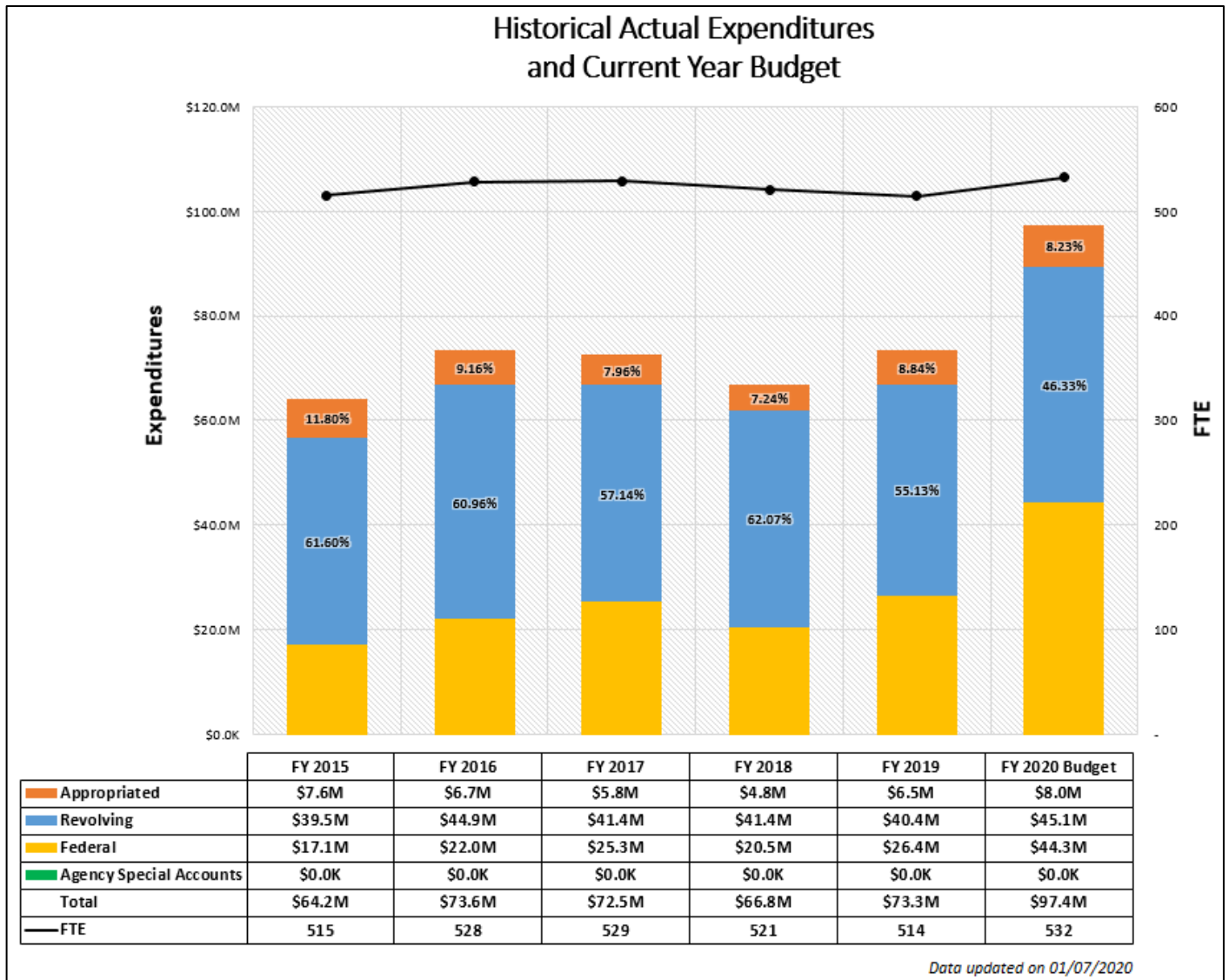
- Continue implementing an emergency management grants software program, OK EMGrants, to better track grant funding information and supporting documentation for all federal grants.
- Continue updates and improvements to agency policies, processes, and procedures with a focus on accountability, customer service, and transparency.
- Begin NG911 feasibility study, which will outline the options to deliver NG911 in the state.
- Continue SoonerSafe Safe Room Rebate Program, now entering its eighth year, which provides a 75% rebate – up to \$2,000 – to eligible Oklahomans who install above-ground or below-ground safe rooms. More than 50,000 people have registered for the program by going to www.soonersafe.ok.gov with more than \$8 million in rebates already delivered to Oklahoma homeowners.

Department of Environmental Quality



Agency information

Department of Environmental Quality



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Oklahoma Department of Environmental Quality is to protect people through the air we breathe, the water we drink, and the land on which we thrive, helping to make Oklahoma an even better place to live.

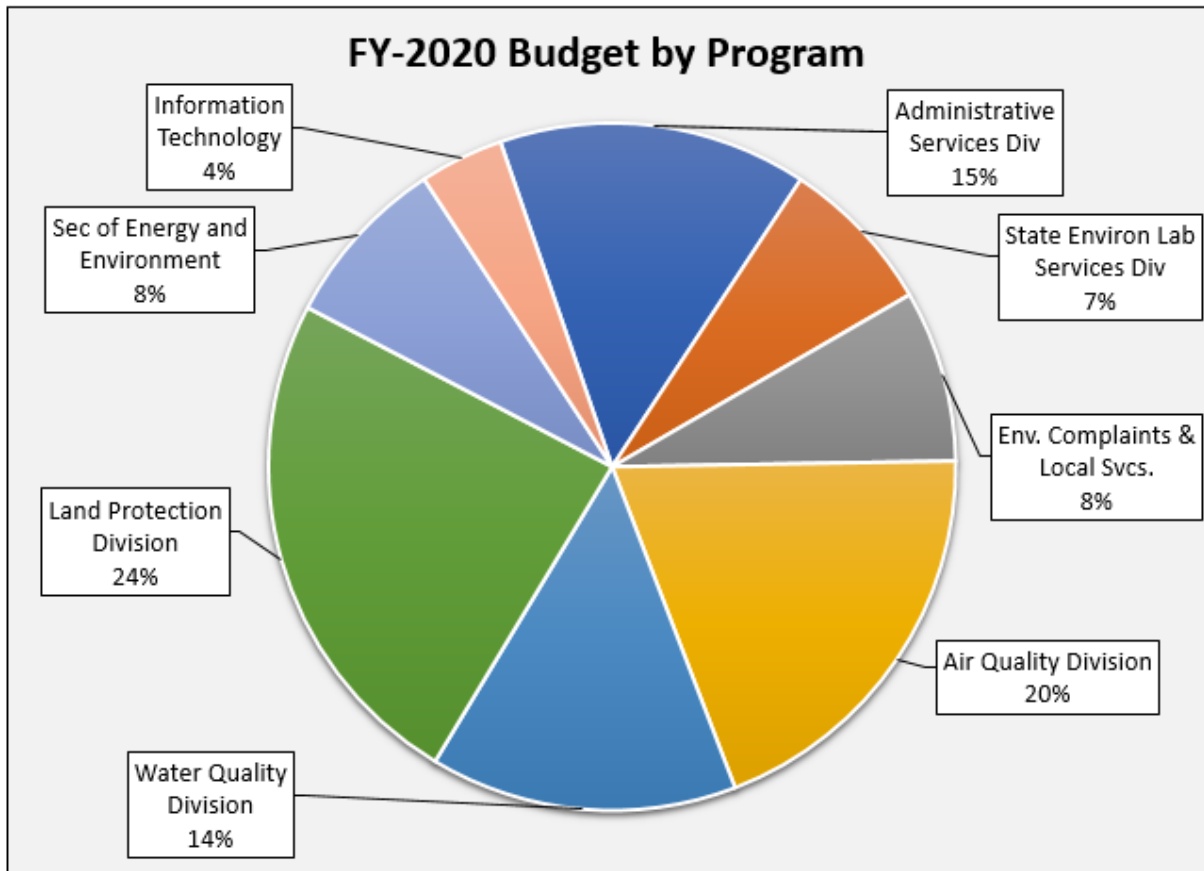
Governance and administration

The Environmental Quality Board is composed of 13 members who are knowledgeable of the environment and natural resources and the preservation of these resources. Members are appointed by the governor with the advice and consent of the Senate. The board has statutory responsibility to: (1) appoint and fix the compensation of the executive director of the Department of Environmental Quality; (2) be the rulemaking body for DEQ; (3) review and approve the budget request of DEQ; (4) assist DEQ in conducting periodic reviews related to goals and objectives; and (5) provide a public forum for receiving input and disseminating information to the public.

Scott Thompson serves as the director of the Department of Environmental Quality and was appointed by Governor Fallin in December 2013. His annual salary as executive director is \$143,759.

Name	Appointing Authority	Governor Appointment Date	Senate Confirmation Date	Term Ending Date
Tim Munson	Governor	5/1/2013	5/13/2013	1/31/2023
James "Jimmy" Kinder	Governor	5/3/2012	5/21/2012	1/31/2022
Shannon Ferrell	Governor	2/18/2014	5/12/2014	1/31/2020
David Griesel	Governor	4/18/2005	5/17/2005	1/31/2022
Tracy Hammon	Governor	4/27/2012	5/16/2012	1/31/2024
Homer Nicholson	Governor	2/17/2015	5/19/2015	1/31/2020
Jan Kunze	Governor	3/15/2011	5/5/2011	1/31/2021
Steve Mason	Governor	12/29/2000	5/18/2001	1/31/2021
Mike Paque	Governor	2/1/2017	5/1/2017	1/31/2022
Billy G. Sims	Governor	5/8/2012	5/21/2012	1/31/2024
Kenneth Hirshey Jr.	Governor	11/2/2017	5/4/2018	1/31/2024
Perry Mark Barton	Governor	2/1/2018	4/11/2018	1/31/2023
Alexandria Kindrick	Governor		5/1/2019	1/31/2024

Programs



Program	FY-2020 Budget
■ Administrative Services Div	\$14,147,498
■ State Environ Lab Services Div	\$7,215,593
■ Env. Complaints & Local Svcs.	\$7,861,193
■ Air Quality Division	\$18,931,638
■ Water Quality Division	\$14,059,612
■ Land Protection Division	\$23,415,078
■ Sec of Energy and Environment	\$7,903,285
■ Information Technology	\$3,837,964

Administrative services

Administrative services is the managerial and operational arm of the Department of Environmental Quality and includes the Office of the Executive Director, Office of the General Counsel, Office of External Affairs, purchasing, finance, human resources, central records, and building management.

State environmental laboratory services

The State Environmental Laboratory Services Division is responsible for providing customer assistance, analytical services, and laboratory accreditation inside and outside the agency and is designated by EPA as the Oklahoma principal state laboratory.

Clients served: The population of the State of Oklahoma and any visitors to the state, approximately four million individuals. Clients include approximately 1,400 public water supplies, divisions within the DEQ, other state and federal agencies and institutions, tribes, industry and municipalities, private and public laboratories, businesses, and all citizens of the state. All benefit from the monitoring and related risk assessment to protect human health and the environment.

Environmental complaints and local services

The Environmental Complaints and Local Services Division is responsible for resolving environmental complaints from the citizens of Oklahoma. Complaints are received in the 22 field offices and by the environmental complaints hotline which is staffed 24 hours per day, seven days per week.

Clients served: The population of the State of Oklahoma and any visitors to the state, approximately four million individuals.

Air quality

The Air Quality Division implements the requirements of the state and federal Clean Air Acts. Activities include compliance, enforcement, emissions inventory, quality assurance, air monitoring, data analysis, permitting, and administering the toxics programs.

Clients served: The population of the State of Oklahoma and any visitors to the state, approximately four million individuals.

Water quality

The Water Quality Division manages programs which help protect Oklahoma's ground water and surface water. The division provides oversight of wastewater discharges from industrial and municipal facilities; storage and disposal of industrial and municipal wastewater; and protection of public water supplies. The division regulates proper disposal and reuse of industrial sludge, municipal bio solids, and byproducts of wastewater treatment.

Clients served: The population of the State of Oklahoma and any visitors to the state, approximately four million individuals. Clients include municipal governments, industrial facilities, public water supply and wastewater facility operators, all public water supply systems, water reuse systems, aquifer storage and recovery systems, wastewater treatment facilities, storm water dischargers, and municipal bio-solids disposal permittees.

Specifically, the division serves over 1,400 public water supply systems, 900 wastewater systems, 150 water reuse systems, and approximately 12,000 certified and licensed operators.

Land protection

The Land Protection Division provides solid and hazardous waste planning, management, investigation, technical assistance, cleanup, enforcement, facility design, and groundwater protection services, including underground injection control. LPD also regulates the use of atomic energy and other sources of ionizing and non-ionizing radiation.

Clients served: The population of the State of Oklahoma and any visitors to the state, approximately four million individuals.

LPD serves clients in Oklahoma who generate or handle hazardous or non-hazardous waste, including industries of all types and sizes and businesses involved in transporting waste; facilities involved in treatment, storage, recycling, and disposal of waste; and those who use atomic energy or other sources of ionizing and non-ionizing radiation. LPD works with city and county officials as well as private citizens who routinely interact with staff regarding environmental matters.

Secretary of energy and environment

The Office of the Secretary of Energy and Environment coordinates and applies for U.S. Environmental Protection Agency Clean Water Act funds on behalf of various state environmental agencies, and disburses such funds to state environmental agencies based upon statutory duties and responsibilities. DEQ assumed responsibility for certain administrative support functions related to these OSEE responsibilities in FY 2015 at the request of OSEE. Kenneth Wagner has been appointed by the Governor to be the Secretary of Energy and Environment.

Information technology

Information Technology is responsible for data management, network engineering, hardware, database, and software design.

Performance and projects

Key Performance Measures by program

Environmental Complaints					
Goal					
Establish efficient and transparent permitting processes to produce timely, cost-effective, and enforceable permits.					
Key Performance Measure					
Protect human health and the environment through the timely issuance of agency permits and responses to requested services.					
Key Performance Measure Description					
Percent of customers contacted within two days of requesting a soil test and/or an onsite system inspection, with a target of 95%.					
Unit of Measure					
Percent					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
95%	95%	95%	95%	95%	95%
Key Performance Measure Description					
Percent of onsite wastewater authorizations processed within two days of receiving a complete request with a target of 100%					
Unit of Measure					
Percent					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	100%	100%	100%	100%	100%

Environmental Complaints					
Goal					
Maintain a responsive, equitable and timely environmental complaints process and emergency response system.					
Key Performance Measure					
Limit the potential for damage to the environment by efficiently responding to complaints of violations of agency rules from Oklahoma citizens.					
Key Performance Measure Description					
Percent of complaints resolved within 90 days or justifiable approved extension, with a target of 100%					
Unit of Measure					
Percent					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	100%	100%	100%	100%	100%
Key Performance Measure Description					
Percent of complainants contacted within two days, with a target of 85%					
Unit of Measure					
Percent					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
89%	87%	85%	85%	85%	85%

Air Quality					
Goal					
Maintain a responsive, equitable and timely environmental complaints process and emergency response system.					
Key Performance Measure					
Provide assistance to local government, business and industry and citizens to aid them in understanding the agency's programs and processes, including those related to regulation, permitting, and household environmental health.					
Key Performance Measure Description					
Number of Air Quality Division outreach contracts with an estimate of 6,000					
Unit of Measure					
Number of contracts					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
8,300	9,077	6,000	8,000	8,000	8,000

Air Quality					
Goal					
Use technology to improve agency transparency, customer compliance with environmental laws, and information dissemination.					
Key Performance Measure					
Prevent damage to the environment through inspection and monitoring of facilities to determine compliance with rules and permits.					
Key Performance Measure Description					
Number of air compliance inspections conducted, with an estimate of 550					
Unit of Measure					
Number of inspections					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
415	424	550	550	550	550

Water Quality					
Goal					
Ensure agency rules and compliance monitoring/enforcement processes are transparent, easy to understand, and fairly administered.					
Key Performance Measure					
Protect human health and the environment through inspection and monitoring of facilities to determine compliance with rules and permits.					
Key Performance Measure Description					
Number of public water supply technical assistance site visits or inspections to aid in compliance, with an estimate of 1650					
Unit of Measure					
Number of visits					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,265	1,782	1,650	1,650	1,650	1,650
Key Performance Measure Description					
Percent of the population served by public water supply community systems that are in compliance with health-based standards of the Safe Drinking Water Act, with an estimate of 90%					
Unit of Measure					
Percent					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
88.90%	88.90%	90%	90%	90%	90%

State Environmental Laboratory Services					
Goal					
Foster an agency atmosphere that places service at the forefront of agency planning and execution, internal communications, and interactions with citizens, businesses, and our local, state, and federal counterparts.					
Key Performance Measure Description					
Provide analytical collection materials and instruction for 95% of all customer requests.					
Unit of Measure					
Percent					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
98%	99%	95%	95%	95%	95%
Key Performance Measure Description					
Notify 90% of customers regarding test results that may have the potential for adverse health effects or in instances where their sample was not able to be processed.					
Unit of Measure					
Percent					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
99%	98%	95%	95%	95%	95%

Regional benchmarks

Due to variations and disparities between state statutes and rules, background environmental conditions, level of federal program delegation, etc., to the best of DEQ’s knowledge no one has undertaken the tasks of attempting to compare or rank states within the environmental sector. However, DEQ is recognized as a leader in implementing effective and efficient environmental programs regionally and nationally.

Accomplishments

- Assisted small public water supply systems with voluntary water loss audits. Since FY 2016, the program has identified over 6.1 billion gallons/year of real water loss (valued at \$8.4 million/year in production cost). DEQ continues to build on this program and has completed 163 audits.
- Assisted 19 public schools with removal and disposal of laboratory chemicals.
- Provided free assistance to private water well owners impacted by flooding with 525 technical assistance contacts, 331 sample kits provided, and 147 tests conducted.
- Implemented a new, customer-friendly agency website.
- Established an agency customer service standard and associated campaign.
- Program Optimization Project.
- Continued to make additional gains in energy efficiencies. Since 2012, DEQ has reduced electric KWH usage by 40% and natural gas DTH usage by 53%.

Savings and efficiencies

As part of the governor’s energy efficiency initiative, the agency pursued several energy conservation projects throughout the building including retrofitting and/or removing older lights, replacing some light fixtures, and some mechanical projects. As a result, the agency is saving money each month.

Agency goals

- Foster an agency atmosphere that places service at the forefront of agency planning and execution, internal communications, and interactions with citizens, businesses, and our local, state, and federal counterparts.
- Establish efficient and transparent permitting processes to produce timely, cost-effective, and enforceable permits.
- Maintain a responsive, equitable, and timely environmental complaints process and emergency response system.
- Ensure agency rules and compliance monitoring/enforcement processes are transparent, easy to understand, and fairly administered.
- Use technology to improve agency transparency, customer compliance with environmental laws, and information dissemination.

Projects for implementation

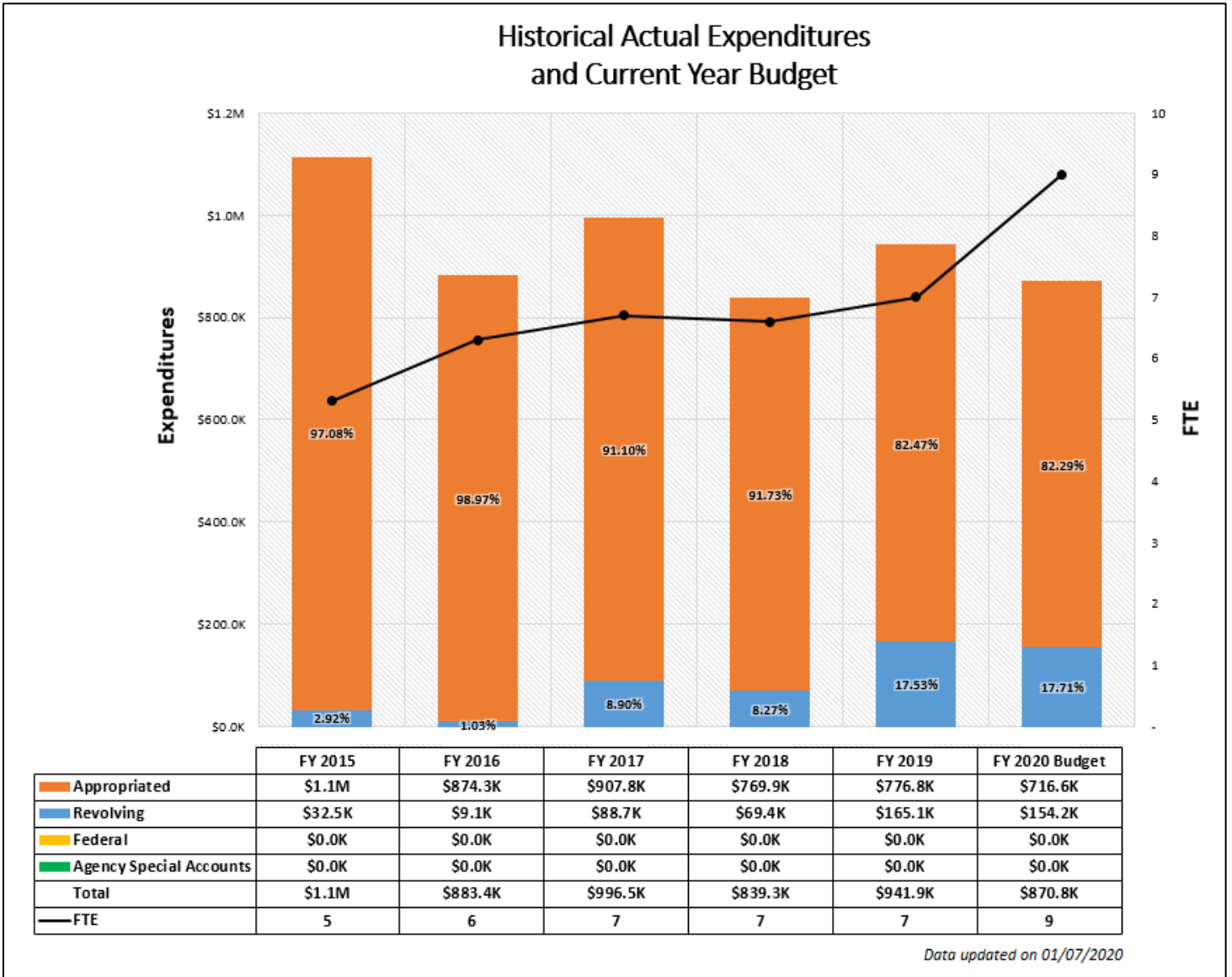
- Carry out Leading the Way initiative. The executive aim for Leading the Way is for the agency to be what government should be – a true servant of the people while also protecting and improving our environment. Leading the Way applies information gathered by stakeholders with the lessons of the past 25 years, to assist DEQ to lead the way in government by becoming a more efficient and more customer-friendly agency while continuing our primary role of protecting our environment.

Oklahoma Ethics Commission



Agency information

Oklahoma Ethics Commission



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The Oklahoma Ethics Commission was created by SQ 627, which added Article 29 to the Oklahoma Constitution. Oklahoma citizens created a commission to enact and enforce laws regarding ethical conduct for state officers, employees, campaigns for elective state office, initiatives and referenda, including civil penalties for violations. An additional part of its constitutional mission is to investigate and, when appropriate, prosecute in district court alleged violations of those rules.

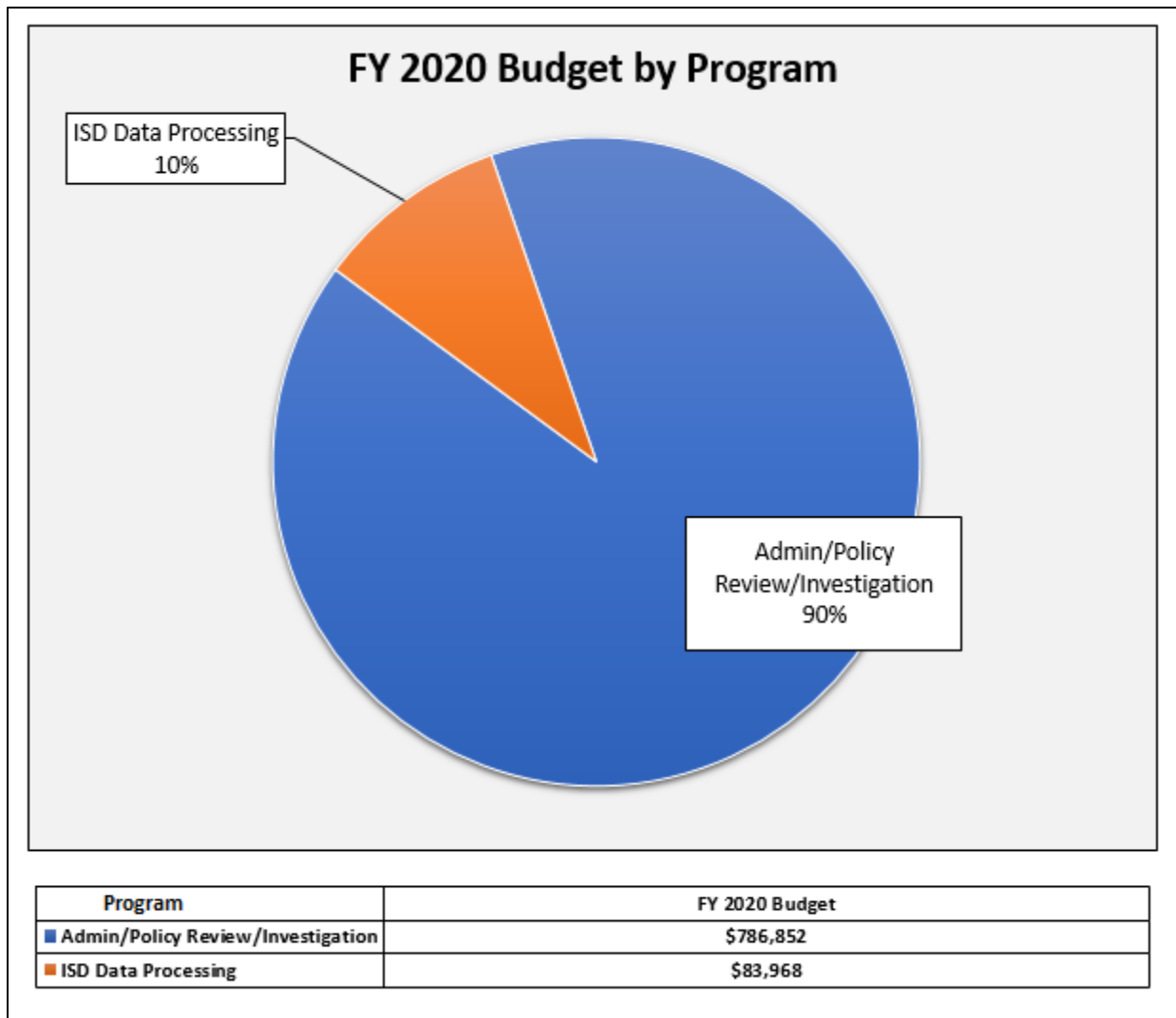
The commission also has statutory jurisdiction for campaign finance and financial disclosures for counties, municipalities with a population of 10,000 and a General Revenue Fund expenditure budget over \$10 million, and independent school districts and technology centers.

Governance and administration

Oversight of the Ethics Commission is the responsibility of a five-member commission. The Governor, Attorney General, President Pro Tempore of the Senate, Speaker of the House, and Chief Justice of the Oklahoma Supreme Court each appoint one member to the commission. No congressional district may be represented by more than one Commissioner. No more than three members of the same political party may serve on the commission at the same time. The commissioners serve five-year terms. Their terms are staggered. The executive director of the Ethics Commission is hired by the oversight commission. The current Executive Director is Ashley Kemp whose annual salary is \$150,000.

Ethics Commission				
Name	Appointing Authority	Confirmation Date	Term Ends	Congressional District
Karen Long	Speaker of the House	7/11/2014	7/1/2019	1
Charlie Laster	Governor	6/14/2017	7/1/2022	5
John Hawkins	President Pro Tempore	11/4/2014	7/1/2019	2
Holly Johnson	Chief Justice	8/12/2016	7/1/2021	4
Cathy Stocker	Attorney General	10/5/2017	7/1/2022	3

Programs



Admin/policy review/investigation

Compliance

- **State campaigns**

The commission promulgates and enforces rules for state campaigns, including referenda and initiative petitions. The commission requires certain political committees to register and report, and requires entities that are not political committees but engage in direct advocacy for or against candidates or state questions to file reports. The number of registered committees fluctuates due to the election cycle but as of January 14, 2020 there are 858 committees.
- **State officers and employees**

The commission promulgates and enforces rules for state officers and employees, including lobbyist and vendor relationships with state officers and employees. As of today, there are 601 lobbyists and liaisons representing approximately 800 lobbyist principals (businesses, associations, etc.). The number

of state officers and employees fluctuates but includes all elected state offices: all statewide offices, legislative offices, district attorneys, district judges, and associate district judges. As for nonelected state officers and employees, the commission rules apply to all nonelected officers, such as agency heads, and all other employees.

- **Review and advice**

Commission staff review the reports filed with the commission to the extent practical in order to provide feedback and any corrections as quickly as possible. Between 8,000 and 11,000 reports are filed annually. Commission staff also routinely provide advice on how to comply with ethics rules by answering questions from walk-ins, telephone calls, or emails. Technical reporting questions are answered by compliance officers; legal advice is issued by the general counsel, director of compliance (currently vacant), and executive director.

Clients served: Candidate committees, political action committees, political party committees, lobbyists, lobbyist principals, political subdivision candidates, non-committees involved in advocacy for or against candidates or state questions, and elected officers.

Enforcement

- **Administrative compliance (program is currently on hold due to 2019 limitations on revolving fund)**

The commission assesses compliance orders to bring entities into compliance with ethics rules when an investigation is not warranted, such as late filing of reports or non-filing of reports. An opportunity for a hearing with an administrative law judge is provided which may waive, affirm or modify any compliance order.

- **Investigations and prosecution**

The commission is required to investigate violations of its rules. This occurs through internal initiation of alleged violation, or through the filing of a complaint by anyone outside of the commission. Commission staff conducts a preliminary inquiry into complaints to present to the commission. The commission then makes a finding on whether there is reasonable cause to believe one or more violations of the ethics rules may have occurred. It may vote to open a formal investigation, which includes the power to issue investigative subpoenas. If the commission does not dismiss the investigation it must provide written notice of the allegations to those accused of violating the rules and allow 20 days for a written or oral response to the allegations with an additional 20 days to respond if requested within the original time frame. If after the time for a response has concluded and the commission finds there is a reasonable belief that a violation of the rules occurred, it may enforce its rules in district court by filing a civil action where civil penalties may be applied by the district court. The commission may also enter into settlement agreements.

Resources and materials

- **Educational programs and guides**

The commission designs and implements educational programs and guides that explain ethics rules in plain language and with examples. These are developed for each of the types of entities regulated by the commission: state candidates; limited political action committees; unlimited political action committees for independent expenditures or electioneering communications; unlimited political action committees for state question communications; state and local party committees; lobbyists and legislative liaisons; and state officers and employees.

- **Annotated rules and compilations**

The commission prepares an annotated version of its rules, to share its comment on the rule, examples on how it applies to different situations, references to court cases, advisory opinions, or staff memoranda that have been issued. The commission also prepares a compilation of ethics laws in the state that are published other than in the ethics rules. The annotations and compilations are updated annually to reflect changes in the law or new material related to the rules.

Clients served: Candidate committees, political action committees, political party committees, lobbyists, state officers and employees.

Rule promulgation

The commission is required by the Oklahoma Constitution to promulgate rules in its areas of jurisdiction according to the process set forth in the constitution. The commission's rules are not rules passed according to the Administrative Procedures Act. The commission routinely reviews its rules to provide new language or amendments and is constitutionally required to hold public hearings prior to adopting any changes. Rules are delivered to the Legislature and Governor on the second day of each legislative session. Rules may be rejected by a joint resolution of the Legislature during the same legislative session at which they were submitted. Any joint resolution rejecting the submitted rules is subject to veto by the Governor. Rules not rejected become effective upon sine die adjournment.

Political subdivision enforcement

The commission has statutory authority of political subdivision campaign finance and financial disclosure through SB 1745 (2014). This bill incorporates, by reference, the campaign finance and financial disclosure laws passed by the commission and applicable to state campaigns and officers to political subdivisions, making the laws uniform at all levels of government and centralizing enforcement with the commission. However, the commission is only required to enforce these laws when the Political Subdivision Enforcement Fund has a balance of at least \$100,000. No monies have been appropriated to this fund.

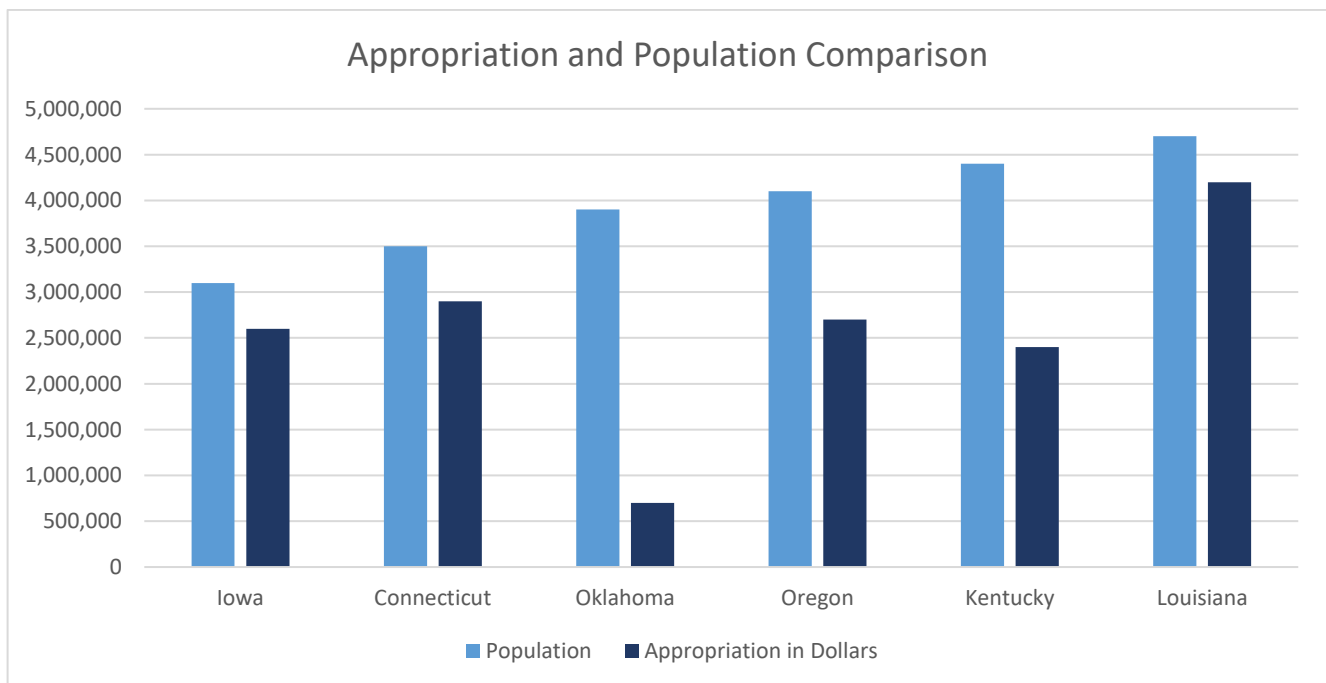
Clients served: Candidates and political committees active in political subdivision elections and elected political subdivision officers.

Performance and projects

Key Performance Measures by program

Type of Report	Number Reviewed	Percent Reviewed
2018 Candidate Committees	2996	65%
Non-2018 Candidate Committees	-	-
24 hour Pre-Election Reports	646	37%
IE/EC/SQC Pre-Election Reports	167	-
PACs	961	-
Party Committee Reports	30	-
Lobbyist Reports	3839	100%
Special Function Committee Reports	52	-
Personal Financial Disclosure	421	-
Scholarship Reports	104	-
County Campaign Finance Reports	Filed locally	-
Municipal Campaign Finance Reports	Filed locally	-
Independent School District/Technology Center District Campaign Reports	Filed locally	-

Regional benchmarks and comparisons



Jurisdiction Comparison Between States						
	Executive Lobbying	Executive Conflict of Interest	Campaign Finance	Legislative Lobbying	Legislative Conflict of Interest	Other
Iowa	X	X	X			
Connecticut	X	X	X	X	X	X
Oklahoma	X	X	X	X	X	X
Oregon	X	X		X	X	
Kentucky	X	X	X			
Louisiana	X	X	X	X	X	

Accomplishments

Provided unprecedented transparency for gubernatorial election cycle by providing instant information to the public regarding contributions and expenditures by record number of candidates, political committees, and non-committee spending during the 2018 election year.

Savings and efficiencies

- The commission currently contracts with the Office of Management and Enterprise Services for information technology, human resources and agency business services.

Agency goals

- Stabilize funding of the commission’s online reporting system, The Guardian System.
- Ensure security of commission’s IT services and develop working knowledge of the commission’s online reporting system, The Guardian System, in accordance with reporting pursuant to Oklahoma law.
- Funding of the Political Subdivision Enforcement Fund and the Political Subdivision Enforcement Division established in SB 1745 (2014) to enforce alleged violations of the Political Subdivision Campaign Finance and Financial Disclosure Reporting Act.

Projects for implementation

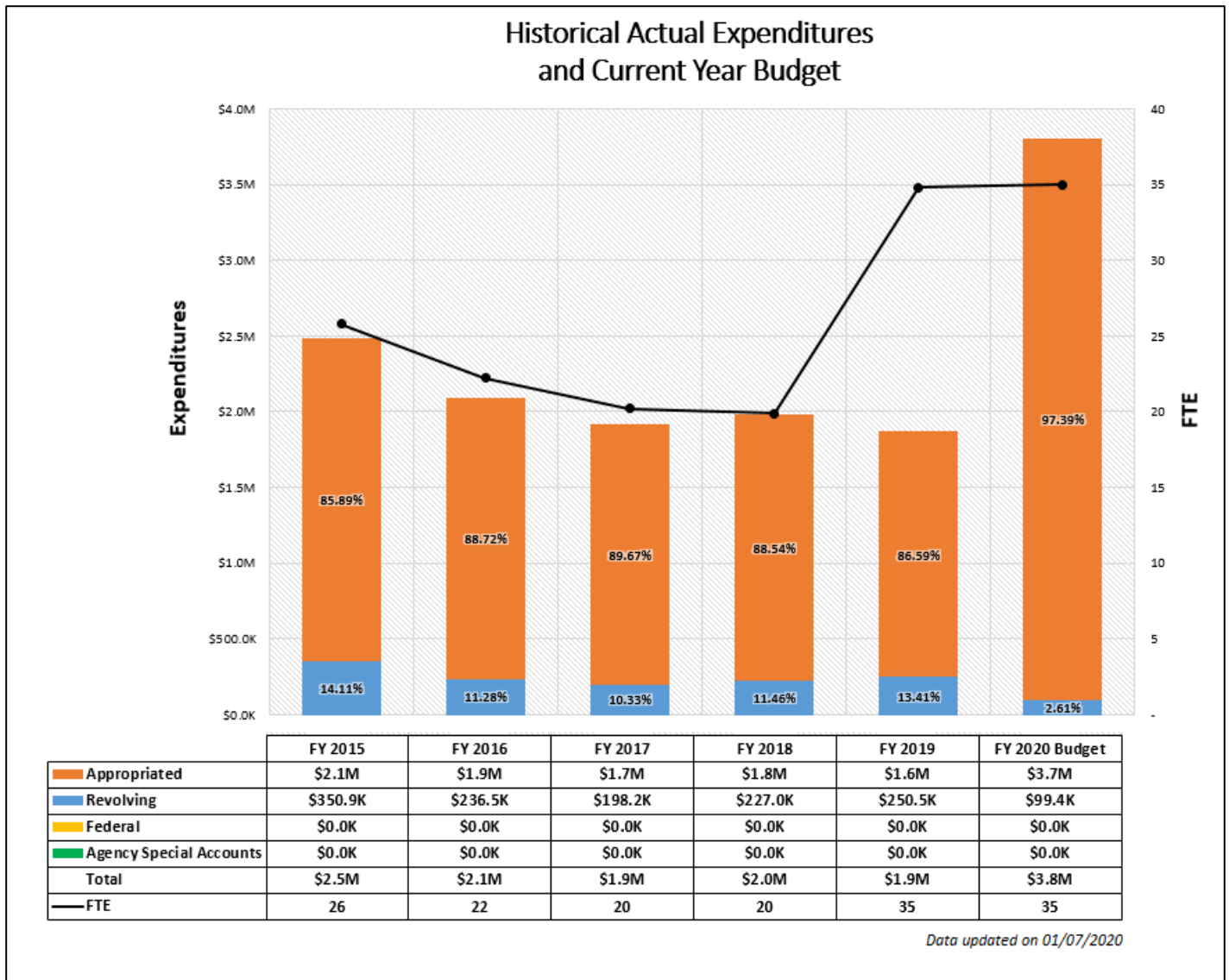
- Stabilize funding for The Guardian System through a new revolving fund dedicated to the maintenance and administration of online reporting.
- Enable political subdivision political committees to report online instead of using paper reports for candidates and political committees online using a staggered implementation approach.

Governor of Oklahoma



Agency information

Governor of Oklahoma



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

As the commander in chief of the militia of the state, and the supreme executive power of the state, the Governor is vested with the authority to cause the laws of the state to be faithfully executed.

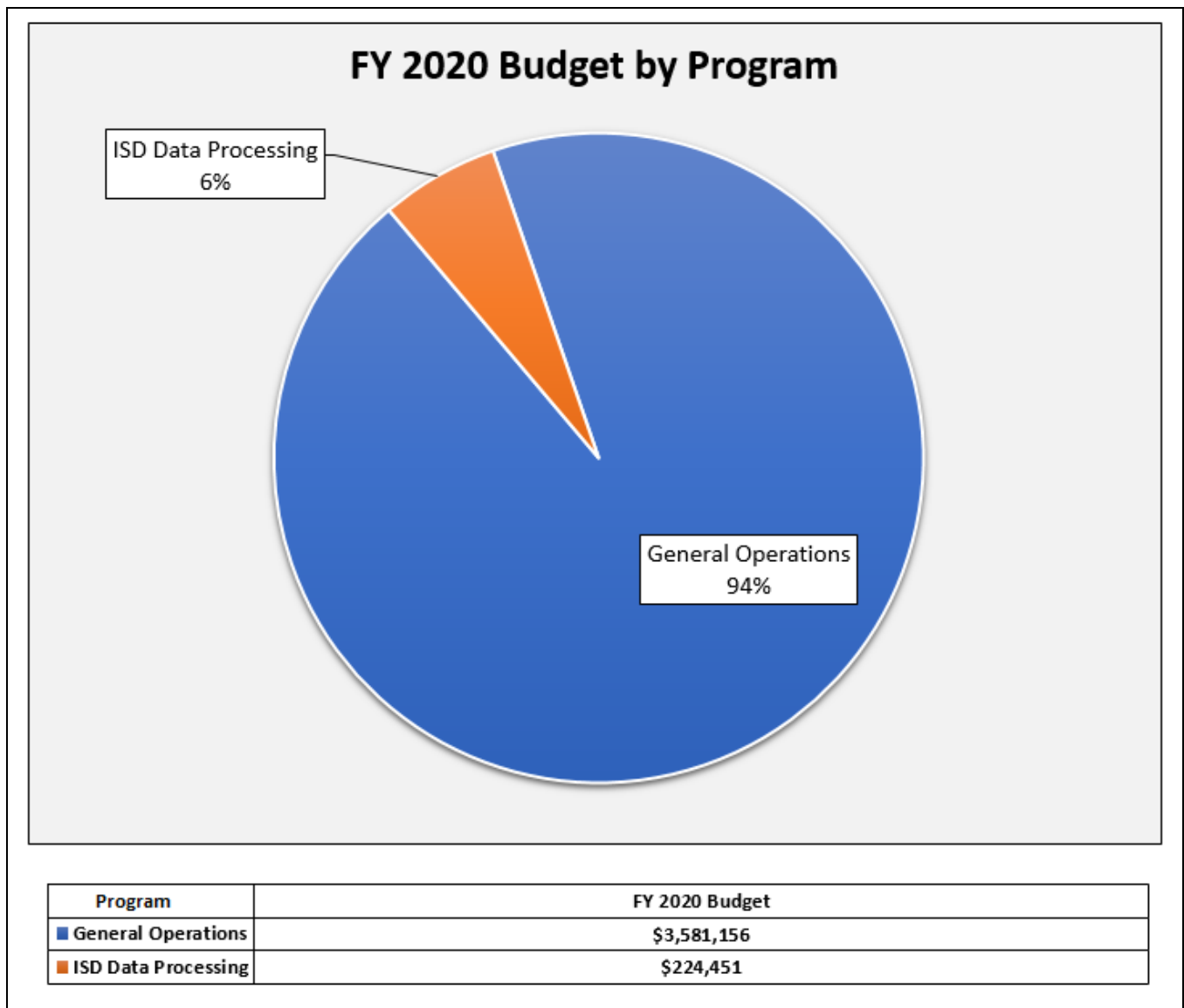
Governance and administration

As chief magistrate of the state, the Governor is vested with “the Supreme Executive Power” by the Oklahoma Constitution.

At the beginning of each legislative session, the Governor presents budget recommendations and reports on the condition of the State of Oklahoma. Throughout the legislative session, every bill passed by the Legislature is sent to the Governor for review. At that time, the Governor signs the bill to approve it as law, or vetoes the bill sending it back to the Legislature, which can override a gubernatorial veto by a two-thirds vote.

When any state office becomes vacant, the Governor, unless otherwise provided by law, appoints a person to the vacancy, in certain instances by consent of the Senate. Furthermore, the Governor serves as commander in chief of the state militia. J. Kevin Stitt took office as Governor in 2019. The Governor has a statutory annual salary of \$147,000.

Programs



General operations

Duties of the Governor include:

- Being available as an interface to the public to help access state government;
- Conducting the business of Oklahoma with other states;
- Granting commutations, pardons and paroles, and processing extraditions;
- Approving agency rules;
- Negotiating tribal compacts;
- Preserving peace throughout the state;
- Issuing executive orders on various matters including emergency declarations; and
- Sign or veto every bill passed by the Legislature.

The Governor presides over, or is a member of, the following state boards and commissions:

- Capital Improvement Authority (73 O.S. 152);
- Commissioners of the Land Office (70 O.S. 611);
- Contingency Review Board (74 O.S. 3605);
- Education Commission of the States (70 O.S. 506.1);
- Interstate Oil and Gas Compact Commission (52 O.S. 201);
- Oklahoma Capitol Complex Centennial Commission (73 O.S. 98.2);
- Oklahoma Historical Society (53 O.S. 1.6);
- Oklahoma Turnpike Authority (69 O.S. 1703);
- Southern Regional Educational Compact (70 O.S. 2127);
- Southern States Energy Board (74 O.S. 1052);
- State Board of Equalization (Article 10, Section 21); and
- Transportation Commission (69 O.S. 302).

IS data processing

Information Services supports the technology needs of the Governor's office.

Performance and projects

Key Performance Measures by program

Agencywide					
Goal					
Respond in a timely manner to constituent inquiries.					
Key Performance Measure					
Number of days to respond to constituent inquiries					
Key Performance Measure Description					
Reduce the amount of time it takes to respond to constituent inquiries to less than 30 days.					
Unit of Measure					
Days					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
-	-	<30	<30	<30	<30

Savings and efficiencies

- Utilized shared services through the Office of Management and Enterprise Services for all accounting, human resources, IT and purchasing.
- Listed for sale the underutilized King Air plane.
- Integrate internet forum into office case work and constituent letters in order to ensure effective and efficient contact with constituents.

Agency goals

- Timely responses to constituents' communications;
- Process open records requests; and
- Establish direct line of communication with state employees.

Projects for implementation

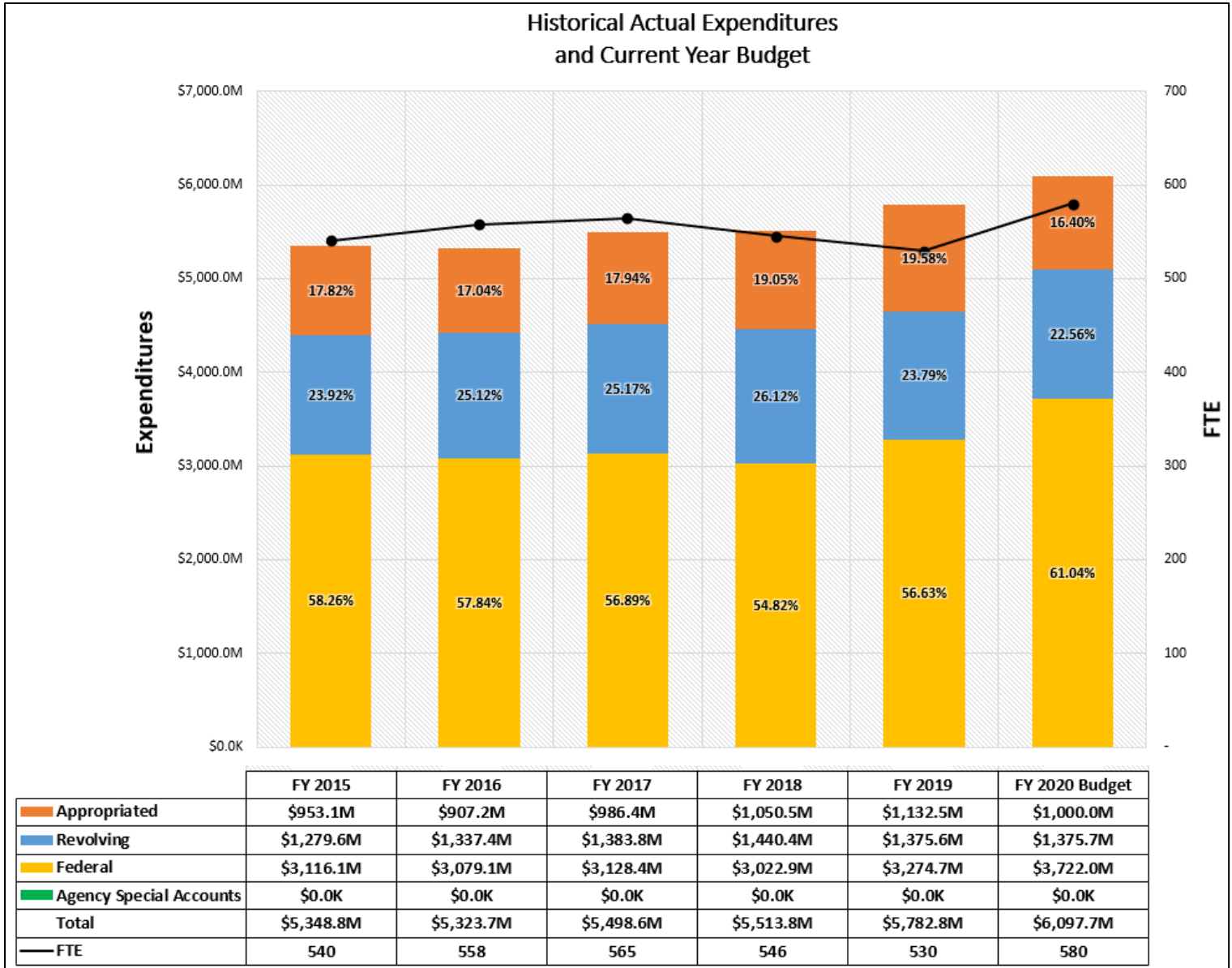
- Work with cabinet secretaries on a monthly basis to help agencies with goal setting as directed by Chief Operating Officer John Budd.
- Use digital transformation to make state government more customer-centered and efficient.

Oklahoma Health Care Authority



Agency information

Oklahoma Health Care Authority



Note: The chart above was submitted by the Oklahoma Health Care Authority on 09/05/2019. Due to the nature of the disbursing funds used by the agency, the data could not be independently verified. FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Oklahoma Health Care Authority is to responsibly purchase state and federally funded health care in the most efficient and comprehensive manner possible, to analyze and recommend strategies for optimizing the accessibility and quality of health care and to cultivate relationships to improve the health outcomes of Oklahomans.

OHCA's vision is for Oklahomans to be healthy and to have access to quality health care services regardless of their ability to pay.

Governance and administration

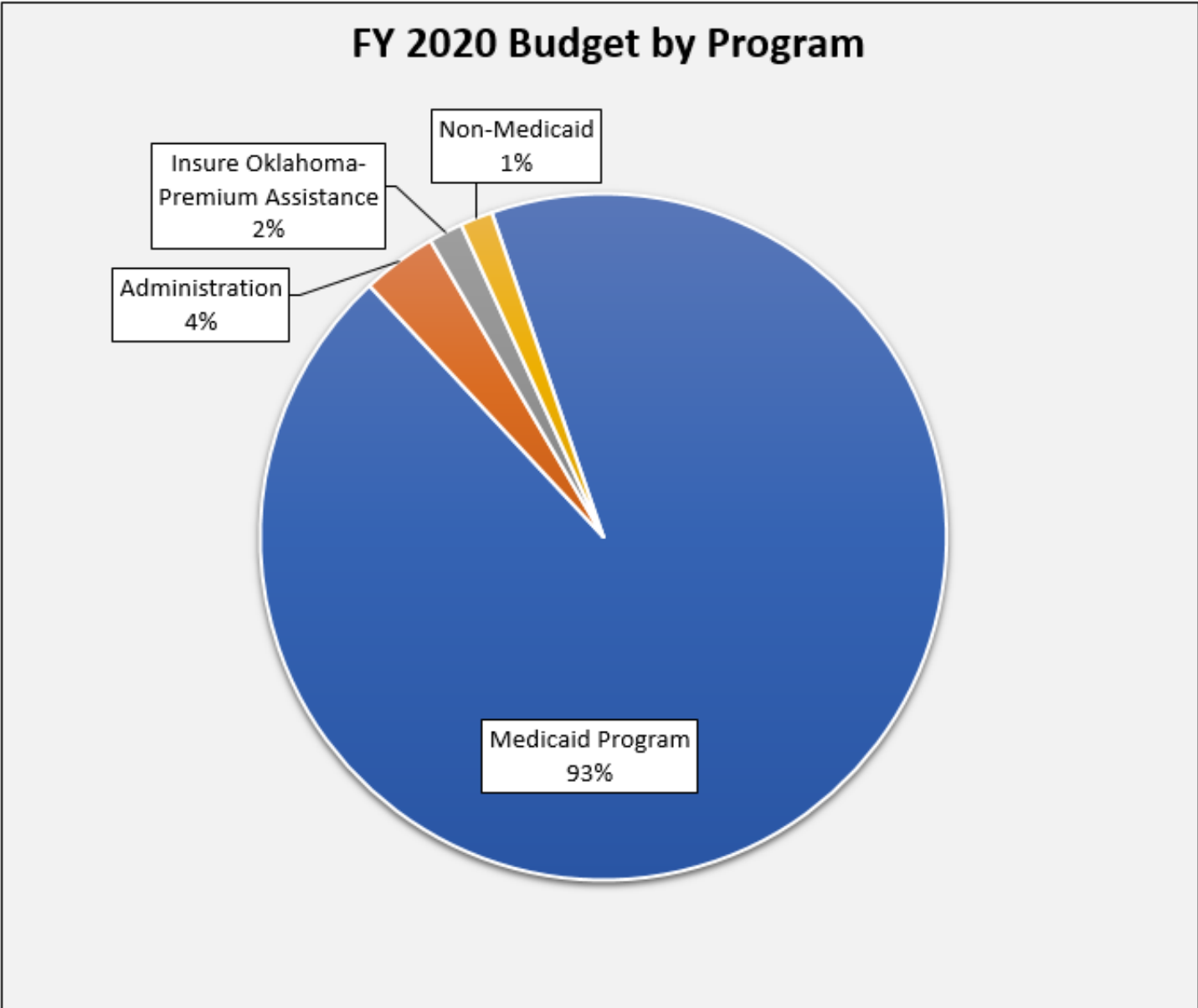
Created by Section 5007, Title 63 of the Oklahoma State Statutes, the Oklahoma Health Care Authority Advisory Board is composed of nine appointed members. Five members are appointed by the Governor, two by the Senate President Pro Tempore and two by the Speaker of the House of Representatives. Kevin Corbett serves as CEO and is appointed by the Governor. His annual salary as CEO is \$173,316.

Member Name	Appointing Authority	Appointment Date
Chairman Stanley Hupfeld	Governor	2019
Dr. Jean Hausheer	Governor	2019
Philip Kennedy	Governor	2019
Marc Nuttle	Governor	2019
Dr. Laura Shamblin	Governor	2019
Vice Chairman Alex Yaffe	Speaker of the House	2019
Tanya Case	Speaker of the House	2019
Robert Boyd	President Pro Tem	2019
Randy G. Curry, D.Ph.	President Pro Tem	2019

Under its new executive leadership, OHCA is honing in on four areas and building division- and unit-level SMART goals. The focus areas are:

- **Health outcomes and quality:** Goals will deliver a measurable impact on the health of members in areas such as reducing substance use disorders, reducing childhood obesity, improving access to care, etc.
- **Operational excellence:** Goals will deliver a measurable impact on the external performance of OHCA divisions and departments in areas such as increasing member satisfaction, streamlining provider enrollment processes, reducing the time associated with the determination of prior authorizations, etc.
- **High performing teams:** Goals will deliver a measurable impact on the internal performance of OHCA teams in areas such innovation, productivity and cost efficiency.
- **Fiscal stewardship:** Goals will deliver a measurable impact on the protection and enhancement of OHCA funding sources in areas such as increasing FMAP opportunities, improving and enhancing stewardship opportunities and practices, etc.

Programs



Program	FY 2020 Budget
■ Medicaid Program	\$5,692,217,312
■ Administration	\$215,097,878
■ Insure Oklahoma-Premium Assistance	\$97,779,684
■ Non-Medicaid	\$92,650,000

Medicaid program (excluding Insure Oklahoma)

Medicaid serves as the nation's primary source of health insurance for low-income individuals. Medicaid, known as SoonerCare in Oklahoma, is a federal and state health coverage program that provides medical benefits to low-income individuals who are uninsured or underinsured. Medicaid guarantees coverage for basic health and long-term care services based upon specific eligibility guidelines. These categories of eligibility include the aged, blind or disabled; families qualifying under federal Temporary Assistance to Needy Families guidelines; qualified Medicare beneficiaries; Tax Equity and Responsibility Act children; women with breast and cervical cancer; and certain children and pregnant women.

State Medicaid programs are funded with both federal and state dollars and in accordance with a federally approved state plan. In order for states to draw down federal dollars, states agree to cover groups of individuals referred to as mandatory groups and offer a minimum set of services referred to as mandatory benefits. States can also receive federal funds to cover additional optional groups of individuals and benefits. A detailed summary of the categorical eligibility standards, as well as mandatory and optional benefits provided in Oklahoma, can be found in the [OHCA Annual Report](#) and on the [OHCA website](#).

In FY 2019, a total of 998,209 SoonerCare unduplicated members were enrolled. Approximately 70% of Oklahomans covered by SoonerCare are children and parent or caretaker relatives.

Administration

OHCA's administration includes three categories: Information Services (56%), Administrative Operations (27%) and Medicaid contracted services (17%).

Information Services are also known as Business Enterprises at OHCA. This program ensures the overall efficiency, effectiveness and accuracy of the OHCA Medicaid Management Information System, agency services and processes, in accordance with OHCA policies, federal and state regulations. This program also works to maximize federal financial participation.

Administrative costs included in Administrative Operations are associated with direct operating expenses and vendor contracts that aide in the delivery, management and fiscal oversight of the federal Medicaid program for the State of Oklahoma.

In the last category, the OHCA contracts with public and private entities to acquire professional services to support the administrative operations associated with the Medicaid program. These services provide legal, technical, case management, health outcome improvement initiatives and professional medical review services essential to success of the SoonerCare program and its members.

Insure Oklahoma

Insure Oklahoma comprises two specific insurance programs offering premium assistance. The first is employer-sponsored insurance, a premium assistance program for employers who offer insurance coverage. The employers select an Oklahoma-qualified benefit plan. The second is the individual plan, which offers premium assistance for working Oklahomans who do not have access to employer-sponsored insurance.

Insure Oklahoma supports small businesses that have fewer than 250 employees on payroll, are located in Oklahoma, contribute a minimum of 25% of eligible employees' premiums, and offer an Insure Oklahoma qualified benefit plan. For employer-sponsored insurance, eligibility includes: household income that does not exceed 200% of the federal poverty level, Oklahoma residency, and U.S. citizenship or legal resident status. To qualify for the individual plan, eligibility includes: household income that does not exceed 100% of the federal

poverty level and uninsured sole proprietorship, employment that does not provide health insurance, ineligibility for their employer's insurance plan, or the unemployed, who are currently seeking work, as well as certain working adults with a disability who work for any size employer and who, except for employment income, would be eligible for disability benefits.

A total of 31,005 Insure Oklahoma clients were enrolled in FY 2019.

Non-medicaid

Some payments are not reimbursable by Medicaid, according to federal guidelines. Approximately 85% of non-Medicaid services are managed by the Oklahoma Department of Mental Health and Substance Abuse Services, with the remaining services coordinated by the Department of Human Services and the Oklahoma Office of Juvenile Affairs. These non-Medicaid expenditures may include payments for medical or behavioral health services or residential substance abuse treatment, for example, to a person who has been determined to have a serious mental illness or substance use disorder but does not qualify for SoonerCare. These are pass-through transactions for OHCA and payments to the providers for non-Medicaid services, which are processed through the OHCA's Medicaid Management Information System.

Performance and projects

Key Performance Measures by program

SoonerCare					
Goal					
Health outcomes and quality					
Key Performance Measure					
Increase members' engagement.					
Key Performance Measure Description					
Inform and engage members about how their choices and behaviors affect their own health status and services.					
Unit of Measure					
Number of members utilizing tobacco cessation benefits					
Actuals		Targets			
FY 2018	FY 2019*	FY 2020	FY 2021	FY 2022	FY 2023
46,027	49,878	50,027	52,027	54,027	56,027

**Estimate based on six months of data.*

SoonerCare					
Goal					
Health outcomes and quality					
Key Performance Measure					
Increase accessibility of medically-necessary benefits.					
Key Performance Measure Description					
Develop and offer medically-necessary benefits and services that meet the health care needs of our members.					
Unit of Measure					
Health management program total enrollment by population					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
5,036	5,766	5,824	5,882	5,941	6,000
Key Performance Measure Description					
Increase accessibility of case management for new high-risk obstetrics members.					
Unit of Measure					
Number of new high-risk obstetrics members					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2,343	2,351	2,375	2,398	2,422	2,446
Key Performance Measure Description					
Increase accessibility of case management for new at-risk obstetrics members.					
Unit of Measure					
Case management – number of new at-risk obstetrics members					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,508	1,860	1,897	1,916	1,935	1,954

SoonerCare					
Goal					
Fiscal Stewardship					
Key Performance Measure					
Promote cost-efficiency in health care services.					
Key Performance Measure Description					
Purchase cost-effective health care for members by maintaining appropriate rates that strengthen the state's health care infrastructure.					
Unit of Measure					
Reimbursement as a percentage of Medicare rates					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
86.57%	89.17%	93.63%	93.63%	95.00%	95.00%
Key Performance Measure					
Promote cost-efficiency in Medicaid program administration.					
Key Performance Measure Description					
Administrative percent of total budget (including other state agencies and Insure Oklahoma) compared to other state Medicaid programs. Track other state Medicaid program administrative costs as a benchmark for administrative efficiency.					
Unit of Measure					
Percentage of total budget					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
4.35%	3.73%	<5%	<5%	<5%	<5%

Regional benchmarks and comparisons

The below chart displays a comparison for Oklahoma’s insured populations compared to other regional states. In most coverage categories, Oklahoma is in line with national averages; however, a key difference is the uninsured population where Oklahoma has the second highest in the region at 14%.

Health Insurance Coverage of the Total Population						
Location	Employer	Non-Group	Medicaid	Medicare	Other Public	Uninsured
United States	49%	6%	20%	14%	1%	9%
Texas	47%	6%	17%	10%	2%	18%
Oklahoma	46%	6%	18%	15%	2%	14%
Missouri	52%	6%	15%	16%	1%	9%
New Mexico	37%	4%	33%	15%	2%	9%
Kansas	55%	6%	14%	14%	2%	9%
Arkansas	42%	6%	27%	16%	1%	8%
Louisiana	42%	5%	29%	13%	2%	8%
Colorado	52%	7%	18%	12%	2%	8%

Note: 2018 Kaiser Family Foundation Data.

America’s Health Rankings listed Oklahoma as 46th in the United States for overall outcomes in 2019.

America’s Health Rankings Overall			
Top 10 states		Bottom 10 states	
State Name	Rank	State Name	Rank
Vermont	1	Indiana	41
Massachusetts	2	South Carolina	42
Hawaii	3	Kentucky	43
Connecticut	4	Tennessee	44
Utah	5	West Virginia	45
New Hampshire	6	Oklahoma	46
Minnesota	7	Alabama	47
New Jersey	8	Arkansas	48
California	9	Louisiana	49
Rhode Island	10	Mississippi	50

Source: America’s Health Rankings analysis of America’s Health Rankings composite measure, United Health Foundation, AmericasHealthRankings.org, Accessed 2020.

The ranking notes Oklahoma's high prevalence of smoking, high uninsured rate and high infant mortality rate as challenges. It highlights the state's low prevalence of excessive drinking, high number of mental health providers per capita and low prevalence of low birthweight infants as strengths.

OHCA will compare per member per year cost growth to medical-specific national growth using factors such as consumer price index, and OHCA will continue to track Health Management Program member growth, which does not have any regional or national benchmarks but is vital to SoonerCare care management.

The Payment Error Rate Measurement (PERM) program measures improper payments in Medicaid and Children's Health Insurance Program and produces error rates for each program. The error rates are based on reviews of the fee-for-service, managed care and eligibility components of Medicaid and CHIP in the fiscal year under review. It is important to note the error rate is not a fraud rate but a measurement of payments that did not meet statutory, regulatory or administrative requirements. The PERM review occurs every three years, but OHCA performs an equivalent measurement called Payment Accuracy Measurement annually to monitor payments between PERM cycles. The most recent Oklahoma PAM error rate was 2.17% and the national average error rate from the most recent PERM cycle was 15.12%.

Accomplishments

- OHCA provided services to 998,209 unduplicated members enrolled in SoonerCare and Insure Oklahoma. There were 31,005 enrollees in the Insure Oklahoma Program, and 55,691 members enrolled through the SoonerPlan Program.
- A 5% increase in provider reimbursement was funded in FY 2019, partially through care management and administrative savings.
- Oklahoma's Medicaid program ranks in the top five nationally for lowest administrative expenditures compared to total expenditures.
- The number of emergency room visits decreased by 13,471 between FY 2018 and FY 2019.
- OHCA reduced expenditures through changes in coverage of over-the-counter medications and compounded pharmaceuticals, payment of care coordination fees, and eligibility termination processing.
- During FY 2019, 862 members were enrolled in Oklahoma Cares, OHCA's breast and cervical cancer treatment program.
- OHCA implemented changes to save state dollars by collecting 100% federal funds for American Indian/Alaska Native members receiving medical services when referred through an Indian Health facility.
- Online enrollees totaled 441,091 members in FY 2019, with an increase in home applications from 59% in FY 2018 to 61% in FY 2019.

Savings and efficiencies

- Through FY 2018, the Health Management Program generated approximately \$2.77 in net medical savings for every \$1 in administrative expenditures. This translates to a net cost avoidance of over \$140 million (total spend).
- Through FY 2018, the SoonerCare Chronic Care Unit generated approximately \$4 in net medical savings for every \$1 in administrative expenditures.
- Revenues from drug rebate collections exceeded \$364 million in FY 2019.
- Revenues from medical refunds exceeded \$41 million in FY 2019 primarily through audit and third-party recoveries.

- Saved about \$5 million since January 2018 by delaying payment of care coordination fees until provider has a face-to-face visit with a member.
- Continued savings of approximately \$660,000 from automation of call center functions that previously required an agent.

Agency initiatives and enhancements

- Implement a supplemental payment program for emergency transportation providers.
- Implement a diabetes prevention program in accordance with SB 250.
- Support efforts to reduce childhood obesity.
- Sustain and enhance rural access to health care services.
- Conduct a security risk assessment as outlined in SB 584.
- Expand coverage of incontinence supplies to adults.
- Develop an incident management system as required by the Centers for Medicare & Medicaid Services.
- Establish a State Health Information Exchange and develop a connection between the OHCA Medicaid Management Information System and the State Health Information Exchange.
- Implement an electronic prior authorization system for pharmacy claims.
- Modify eligibility and enrollment systems to comply with the HOPE Act and any state and federally approved work or community engagement requirements.
- Procure a new care management system to improve health outcomes and reduce costs.
- Implement an electronic visit verification system that meets federal and state requirements for personal care and home health services.
- Improve access to dental care for SoonerCare members by creating additional Primary Care Provider (PCP) incentives for referrals and opening up the requirements for PCPs to provide fluoride varnish.

Projects for Implementation

- Care management system replacement to enhance service capabilities to SoonerCare members. OHCA is looking to modernize care management processes by replacing the current system with a more collaborative, centralized care management solution that will coordinate activities across the Oklahoma Medicaid enterprise and between other agencies that are stakeholders in the care management process.
- Implement an electronic visit verification system, as mandated by the 21st Century Cures Act. The act requires that states implement this form of electronic timekeeping for all Medicaid personal care services and home health services that require an in-home visit by a provider. OHCA is working with the Oklahoma Department of Human Services on the project. The system will increase provider accountability and help reduce the risk of fraud and abuse.
- Dental care improvement: Effective oral health can affect the overall health of individuals, and untreated dental problems can lead to complications for diseases such as diabetes and cardiovascular disease, the [Kaiser Family Foundation reports](#).
- Establishment of and connection to the state Health Information Exchange. The HIE will facilitate the smooth flow of health information among health care providers and state agencies that provide health care services and allow more informed decision-making based upon current and complete data.
- National Diabetes Prevention Program is a Centers for Disease Control and Prevention program that will be a covered benefit in 2020. Diabetes was the seventh leading cause of death in

Oklahoma in 2018, killing 1,340 Oklahomans, according to [vital statistics from the Oklahoma State Department of Health](#). The [CDC estimates](#) medical costs for those with the disease are twice as high as those without. Type 2 diabetes, which is preventable in most cases, accounts for approximately 95% of all adult diabetes diagnoses. Adults with prediabetes can reduce their risk of developing the disease by half simply through healthy weight loss, a balanced diet and active lifestyle. By encouraging these and other positive lifestyle changes, OHCA can lower its members' risk of developing the disease and avoid the higher cost of care.

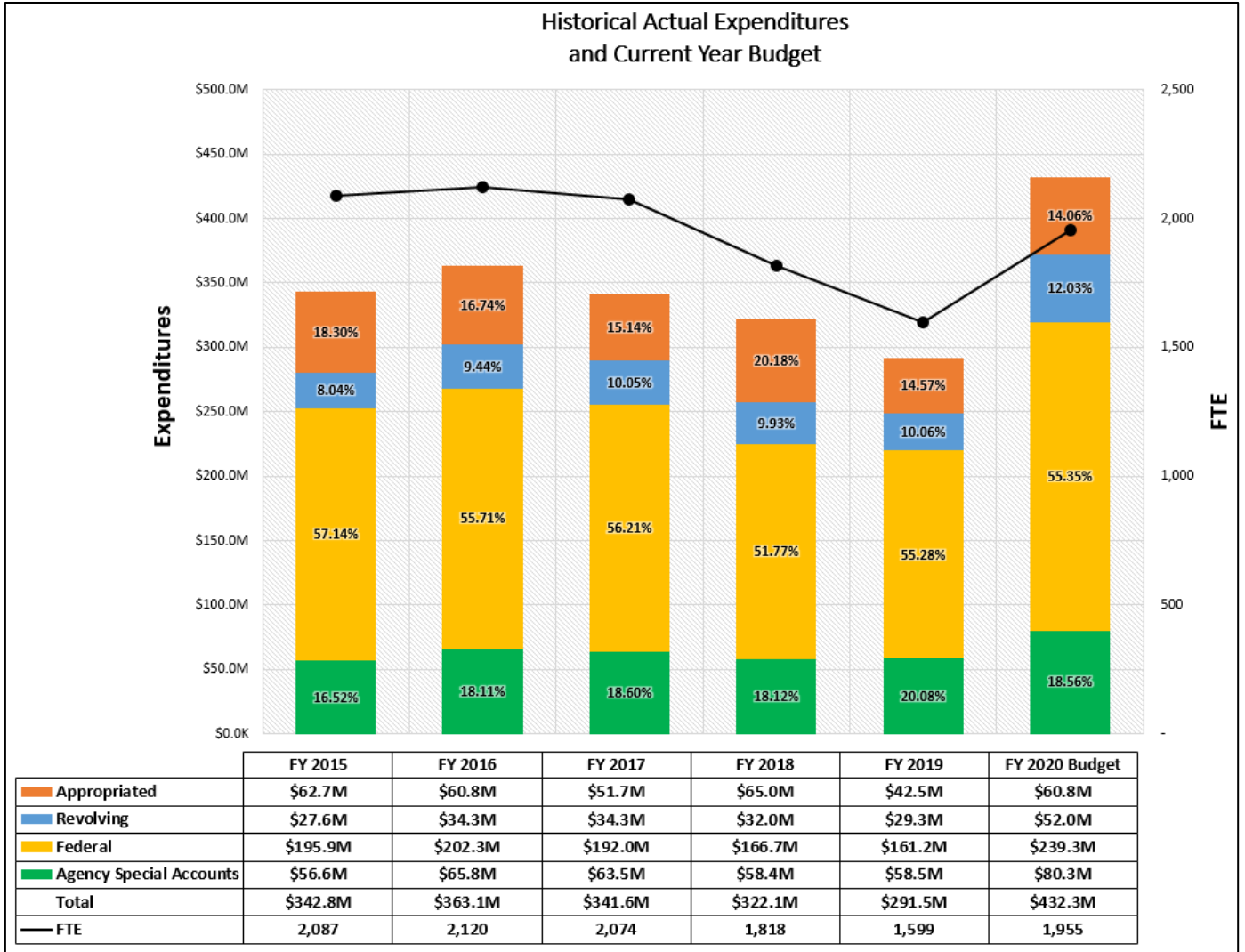
- Ambulance revenue maximization: The approved ground emergency transportation supplemental payment program uses a certified public expenditure methodology in which providers receive an additional reimbursement for qualifying costs over and above the regular Medicaid reimbursement.
- HOPE Act implementation: This project is associated with the implementation of the HOPE Act as specified in HB 1270. Section 1 part E of HB 1270 instructs OHCA to contract with one or more independent vendors to accomplish the goals of the bill. Promote the accurate and efficient processing of Medicaid eligibility applications.
 - Enhance existing data sources and methodologies for verification of Medicaid eligibility criteria to support Oklahoma's Medicaid eligibility determination process.
 - Contract with one or more independent vendors to support Oklahoma's eligibility determination processes through the provision of data sources and data verification methods in addition to those currently employed by the state.
 - Contract with one or more independent vendors to secure readily-adaptable (configurable, commercial off-the-shelf) software and analytic tools to support eligibility verification and identity authentication.
 - Develop approaches, where feasible, to verify eligibility criteria at least quarterly.
 - Ensure that savings resulting from enhanced eligibility verification processes exceed the operational costs of such enhancements.
 - Explore opportunities for participating in multistate collaborative opportunities to share eligibility-related data.
 - Require applicants to complete an identity authentication process.
- Work/community engagement: On March 5, 2018, the Governor of Oklahoma signed an executive order directing the OHCA to apply for waiver and state plan amendments that would allow the state to implement community engagement requirements in the state Medicaid program. In addition to the executive order, HB 2932 was passed in the Oklahoma 56th Second Legislature Session, and signed into law. HB 2932 directs OHCA to pursue modifications to Medicaid eligibility criteria so that recipients of SoonerCare coverage for certain Medicaid populations are conditional upon documentation of certain education, skills training, community engagement or job activities. The waiver was submitted to the Centers for Medicare & Medicaid Services on December 7, 2018. The objectives of this project are to:
 - Test the results of implementing community engagement requirements as a condition of SoonerCare eligibility and the relationship to health outcomes.
 - Promote active job seeking activities and obtainment of employment.
 - Promote participation in and completion of skills, training and education programs or volunteer activities.
 - Bridge coverage into the Insure Oklahoma premium assistance programs for certain members who are at risk of losing SoonerCare eligibility due to increased income as a result of employment.

Oklahoma State Department of Health



Agency information

Oklahoma State Department of Health



Note: The chart above was submitted by the Department of Health on 09/05/2019. Due to the nature of the disbursing funds used by the agency, the data could not be independently verified. FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Department of Health is to promote, protect, and improve the health of all Oklahomans through strategies that focus on preventing disease and injuries.

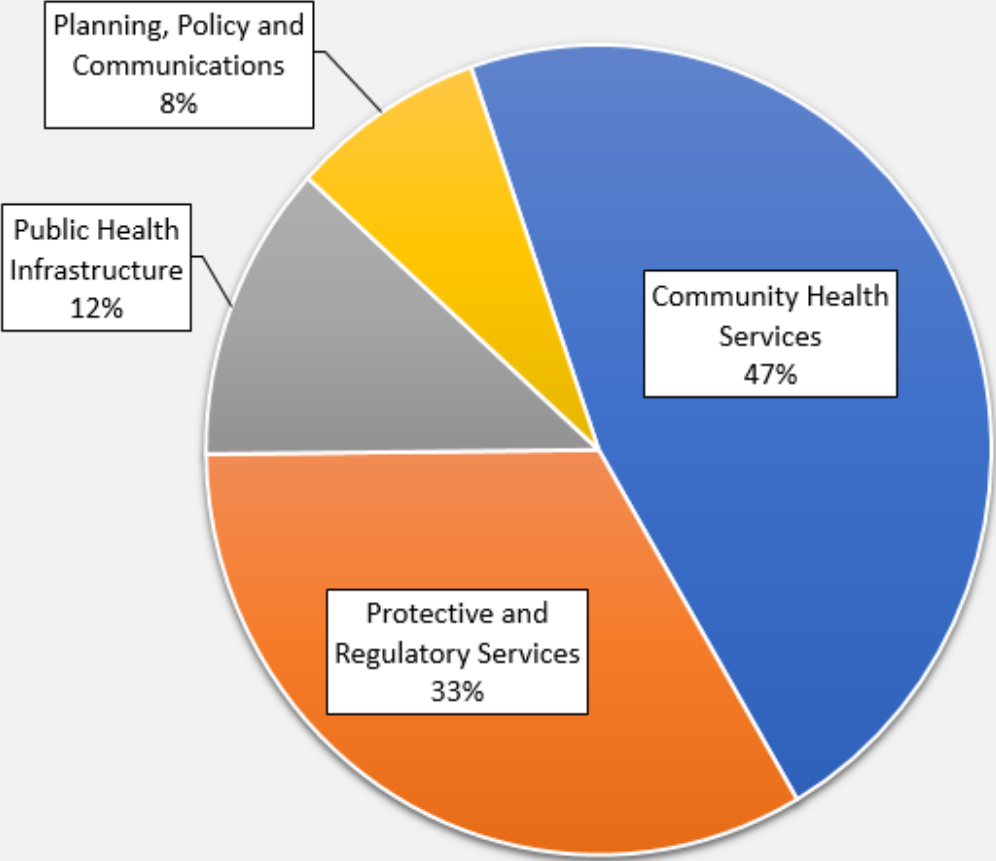
Governance and administration

The Board of Health, an advisory body to the Commissioner of Health, is comprised of nine members appointed by the Governor and confirmed by the Senate. Gary Cox serves as Oklahoma's Commissioner of Health under the appointment of Governor Kevin Stitt. Commissioner Cox began serving in his role since September 2019, earning an annual salary of \$196,000.

Member Name	Appointing Authority	Appointment Date	Term Ending Date
Timothy E. Starkey	Governor	5/4/2012	6/30/2021
Edward A. Legako	Governor	6/26/2017	6/30/2019
Becky Payton	Governor	4/23/2018	6/30/2024
Jenny Alexopoulos	Governor	1/27/2014	6/30/2023
Terry R. Gerard II	Governor	5/12/2011	6/30/2020
Charles W. Grim	Governor	3/28/2013	6/30/2022
R. Murali Krishna	Governor	1/19/2017	6/30/2026
Ronald D. Osterhout	Governor	4/17/2018	6/30/2025
Charles E. Skillings	Governor	4/17/2018	6/30/2027

Programs

FY 2020 Budget by Program



Program	FY 2020 Budget
Community Health Services	\$212,245,989
Protective and Regulatory Services	\$150,709,510
Public Health Infrastructure	\$53,837,231
Planning, Policy and Communications	\$36,266,026

Community health services

The Community Health Services program improves the health of our residents through evidenced-based programs and initiatives implemented with delivery partnerships across our state. It provides oversight and direction to the 68 organized county health departments in the state, establishing implementation priorities for program guidelines of OSDH-defined goals and objectives. Central office programs focus primarily on preserving and improving the health of women, adolescents, and babies. Community and Family Health Services acts as the liaison between the county health departments and statewide programs.

OSDH administers the Child Guidance Service in regional county health departments along with the Childcare Warmline, which offers free telephone consultation and referrals to child care providers. These programs provide support and training to parents, youth, child care providers, educators, and medical communities. The agency also staffs the Early Intervention (SoonerStart) program for infants, toddlers and babies who have developmental delays.

The Dental Health Service program provides oral health screening and small-scale treatment for children and nursing home residents in some areas through contracts with providers. The Dental Health Service also administers school-based dental education programs, a fluoridation program to improve the state's drinking water supply, and the Dental Loan Repayment Program.

The Family Support and Prevention Service program promotes the health, safety, and wellness of Oklahoma's children and families by administering visitation programs for low-resource mothers. This service improves health outcomes and parenting skills by providing training and assistance to organizations or agencies that serve families with young children, in an effort to avert child abuse, unplanned repeat pregnancies, and other adverse outcomes.

Maternal and Child Health Service partners with key stakeholders, county health departments, and nonprofit clinics to improve the physical and mental health, safety, and well-being of Oklahoma mothers and children by developing and promoting best practices for reproductive health and the health of babies. The agency also provides community-based programs aimed at lowering the state's teen birthrate.

The agency is responsible for providing public health nurses, who comprise the largest segment of Oklahoma's public health workforce, with clinical practice guidelines and orders, continuing education and training opportunities, performance improvement activities, and professional development.

OSDH ensures county health department patient records are organized and maintained within medico-legal standards by providing on-site training and software support for agency computer application programs, data collection, billing, and patient records.

The agency protects Oklahoma's children and families by providing specialized statewide surveillance and screening programs, including genetics, newborn screening, newborn hearing screening, childhood lead poisoning prevention, and the Oklahoma Birth Defects Registry.

The federally funded Women, Infants and Children program provides nutritious foods to supplement the diets of women, infants and children for approximately 100,000 clients per month. The agency offers nutrition classes, interactive online education and fitness group classes, as well as private consultation with nutrition experts.

Clients served: 191,376 Oklahomans.

Protective and regulatory services

The division of Protective and Regulatory Services develops, enforces and educates stakeholders on public health rules and regulations that protect all Oklahomans from emerging public health threats. Regulatory

responsibilities include enforcing laws and rules; performing routine inspections; investigating complaints; and issuing, renewing, and revoking licenses.

The Long-Term Care Service division oversees the health and safety of residents living in licensed long-term care facilities. Long-term care facilities include nursing homes, skilled nursing facilities, residential care homes, assisted-living centers, continuum of care homes, and intermediate care facilities for individuals who are intellectually disabled.

Medical Facilities Services is comprised of three main programs: medical facilities, trauma, and emergency medical services. This division licenses and certifies health care facilities in accordance with state and federal laws. It inspects, licenses, and performs Medicare certification of all non-long-term care medical facilities in Oklahoma. Additionally, this unit develops rules for administering emergency response systems in the state and performs other functions, including developing a comprehensive plan for EMS development, testing and licensure of EMS, and collecting statewide EMS data. The trauma program is responsible for facilitating and coordinating a multidisciplinary system response to severely injured patients in Oklahoma, which includes EMS field intervention, emergency department care, surgical interventions, intensive and general surgical in-hospital care, rehabilitation services, and support groups.

OSDH administers three customer health service programs: Consumer Protection, Occupational Licensing, and Professional Counselor Licensing. The Consumer Protection program is responsible for licensing, monitoring, and inspecting hotels and motels, eating and drinking establishments, retail and wholesale food outlets, food manufacturers, public bathing places, and all sources of ionizing radiation. The Occupational Licensing program licenses and inspects hearing aid dealers, home inspectors, and sanitarians. The Professional Counselor Licensing program promotes and enforces laws and regulations which govern the practices of licensed professional counselors, licensed marital and family therapists, licensed behavioral practitioners, and licensed genetic counselors.

The Health Resources Development Service unit performs health protection and public assurance functions in the following program areas: health facility systems, managed care systems, Nurse Aide and Non-Technical Services Workers Registry, Home Care Administrator Registry, and jail inspections.

Clients served: Long-Term Care, 35,000; Health Resource Development Services, 68,653; all other programs, unknown because services provided vary.

Public health infrastructure

The Public Health Infrastructure program efficiently allocates and effectively deploys human and financial resources to improve access to health improvement services and supports.

Public Health Infrastructure focuses on the leading causes of death (cardiovascular disease and cancer) and provides a range of programs to prevent disease, disability, and premature death. This includes working directly with communities, schools, and businesses; aiming programs at specific populations who are suffering health disparities; and transforming health care to improve outcomes, quality, and cost. HIS assesses the health of the population, collects data on health care quality and costs, and makes data available to public health and health care practitioners, health serving entities, stakeholders and the public.

Planning, policy and communications

The OSDH Health Policy, Planning & Partnerships (HP3) department is responsible for several core functions of the agency including the rules promulgation processes and policy submission processes, implementation of newly adopted legislative mandates, public health accreditation, quality improvement, partnering and mobilizing communities, monitoring and assessing health status, and in turn educating and empowering the

public about these issues. HP3 works to carry out or facilitate the Core Functions of Public Health, assure the provision of the 10 Essential Public Health Services, and advance the goals of the Oklahoma Health Improvement Plan (OHIP2020).

The Health Planning Team, found within the HP3 division, helps lead agency legislation implementation and coordinates agency policy priorities. The Health Policy team works closely with the agency’s Government Affairs team to ensure timely compliance with laws, rules, and other legislative requests.

The Health Policy Team, found within the HP3 division, helps lead agency legislation implementation and coordinates agency policy priorities. The Health Policy team works closely with the agency’s Government Affairs team to ensure timely compliance with laws, rules, and other legislative requests.

The Office of Communications has overall responsibility for all internal and external communication, while focusing on three key areas: media relations, electronic communications, and publications. Its charge is to assure the agency's public health communications are specific, timely, and accurately delivered to target audiences.

Performance and projects

Key performance measures by program

Community Health					
Goal					
Obesity prevention: reducing the burden of obesity on our youth, adolescent, and adult population is a critical determinant for reducing chronic co-morbidity and mortality across the life span, and the burden on the health care systems to treat the acute outcomes of obesity-related morbidity.					
Key Performance Measure					
Adolescent obesity					
Key Performance Measure Description					
Reduce adolescent obesity (ages 10-17 years) (BMI 95th percentile or above). National Benchmark: 15.4% (CY 2017) based on the National Survey of Children's Health, National Outcome Measure 20% of adolescents, age 10-17 years, who are obese (BMI at or above the 95th percentile).					
Unit of Measure					
Percentage of adolescents who are obese					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
19.2%	data available spring 2020	18.2%	17.2%	16.2%	15.2%

Community Health					
Goal					
Obesity prevention: reducing the burden of obesity on our youth, adolescent, and adult population is a critical determinant for reducing chronic co-morbidity and mortality across the life span, and the burden on the health care systems to treat the acute outcomes of obesity-related morbidity.					
Key Performance Measure					
Adult obesity					
Key Performance Measure Description					
National benchmark: 30.9% (CY 2018) based on CDC, BRFSS, weight classification by body mass index.					
Unit of Measure					
Percentage of adults who are obese					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
36.5%	34.8%	33.8%	32.8%	31.8%	30.8%
Key Performance Measure					
Childhood obesity					
Key Performance Measure Description					
Alternative – Oklahoma WIC children (ages 2-9 years).					
Unit of Measure					
Percentage of Children who are obese					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
16.0%	16.2%	15.9%	14.9%	13.9%	12.9%

Community Health					
Goal					
Tobacco use prevention: Tobacco use rates, and the introduction of new tobacco products, continue to burden residents of our state. The associated outcomes of long-term tobacco use are well documented. The impact contributes to chronic conditions such as COPD, CVD, asthma, and lung cancer.					
Key Performance Measure					
Adolescent smoking					
Key Performance Measure Description					
Data is collected every other year. National Benchmark: 8.8% (CY 2017) based on CDC, YRBS – Currently Smoked Cigarettes (on at least one day during the 30 days before the survey) United States, High School Youth Risk Behavior Survey.					
Unit of Measure					
Percentage of adolescents who smoke cigarette					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
13.1%	11.6%	10.0%	9.3%	8.6%	8.0%

Community Health					
Goal					
Tobacco use prevention: Tobacco use rates, and the introduction of new tobacco products, continue to burden residents of our state. The associated outcomes of long-term tobacco use are well documented. The impact contributes to chronic conditions such as COPD, CVD, asthma, and lung cancer.					
Key Performance Measure					
Adolescent electronic cigarette smoking					
Key Performance Measure Description					
Data is collected every other year. National benchmark: 13.2% (CY 2017) based on CDC, YRBS – currently used an electronic vapor product (including e-cigarettes, e-cigars, e-pipes, vape pipes, vaping pens, e-hookahs, and hookah pens, on at least one day during the 30 days before the survey) United States, High School Youth Risk Behavior Survey.					
Unit of Measure					
Percentage of adolescents who smoke electronic cigarette					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
23.8%	17.0%	9.0%	8.5%	8.0%	7.5%
Key Performance Measure					
Adult smoking					
Key Performance Measure Description					
National benchmark: 16.1% (CY 2018) based on CDC, BRFSS's current smoking status.					
Unit of Measure					
Percentage of adults who smoke					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
19.60%	18.80%	18%	17.20%	16.40%	15.60%

Community Health					
Goal					
Cardiovascular disease prevention: Outcomes of cardiovascular events are often preventable with appropriate primary and preventive care services, lifestyle and behaviors, and supporting pharmacological interventions. The combined resources to prevent a cardiovascular event are significantly less expensive than care and recovery. We are committed to reducing unnecessary impact to the quality of life of our highest risk residents and communities.					
Key Performance Measure					
Cerebrovascular disease deaths per 100,000 population					
Key Performance Measure Description					
National benchmark: 37.6 per 100,000 population (CY 2017) based on CDC, NCHS, Underlying Cause of Death 1999-2017 on CDC WONDER Online Database, released December, 2018. Data are from the Multiple Cause of Death Files, 1999-2017, as compiled from data provided by the 57 vital statistics jurisdictions through the Vital Statistics Cooperative Program. Cerebrovascular diseases (I60-I69) age adjusted rate per 100,000 (2000 U.S. Std. Population).					
Unit of Measure					
Death rates per 100,000 population					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
43.3	40.1 (OSDH)	39.6	39.1	38.6	38.1
Key Performance Measure					
Heart disease deaths per 100,000 population					
Key Performance Measure Description					
National benchmark: 165.0 per 100,000 (CY 2017) based on CDC, NCHS data from multiple cause of death files for diseases of heart.					
Unit of Measure					
Death rates per 100,000 population					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
237.2	228.4 (OSDH)	233.2	229.2	225.2	221.2
Key Performance Measure					
High blood pressure rate					
Key Performance Measure Description					
National benchmark: 32.3% (CY 2017) based on CDC, BRFSS, adults who have been told they have high blood pressure.					
Unit of Measure					
Percentage of adults who have high blood pressure					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
37.7%	37.7%	36.7%	35.7%	34.7%	33.7%

Community Health					
Goal					
Cardiovascular disease prevention: Outcomes of cardiovascular events are often preventable with appropriate primary and preventive care services, lifestyle and behaviors, and supporting pharmacological interventions. The combined resources to prevent a cardiovascular event are significantly less expensive than care and recovery. We are committed to reducing unnecessary impact to the quality of life of our highest risk residents and communities.					
Key Performance Measure					
High cholesterol rate					
Key Performance Measure Description					
Data is only collected every other year. National benchmark: 33.0% (CY 2017) based on CDC, BRFSS – adults who have had their blood cholesterol checked and have been told it was high.					
Unit of Measure					
Percentage of adults who have high cholesterol					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
37.0%	37.0%	36.5%	36.0%	35.5%	35.0%
Key Performance Measure					
Life expectancy at birth					
Key Performance Measure Description					
The following data is from OSDH Center for Health Statistics. National benchmark: 78.6 years, female 81.1, male 76.1 (CY 2017) based on US Life Expectancy at Birth Estimates, CDC, National Center for Health Statistics, National Vital Statistics Reports.					
Unit of Measure					
Years of life expectancy					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
75.8 (female 78.2, male 73.4)	76.0 (female 78.6, male 73.4)	76.1	76.2	76.3	76.4

Community Health					
Goal					
Teen pregnancy prevention: Oklahoma has had tremendous success over the last decade in reducing the rate on teen pregnancy in our community. We continue to utilize diverse funding streams to deliver evidence-based programs delaying sexual initiation and providing robust education and supportive resources to our highest risk communities.					
Key Performance Measure					
Reduce teen birth rate (ages 15-17) per 1,000 female population.					
Key Performance Measure Description					
National benchmark: 7.23 per 1,000 females (CY 2018) based on CDC, NCHS, Division of Vital Statistics, Natality public-use data 2007-2018, on CDC WONDER Online Database, September 2019, as compiled from data provided by the 57 vital statistics jurisdictions through the Vital Statistics Cooperative Program. Teen births (15-17 yrs) per 1,000 females.					
Unit of Measure					
Teen birth rate per 1,000 female population					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
12.5	10.7	10.5	10.3	10.1	9.9

Community Health					
Goal					
Improve maternal and child health outcomes: WIC, C-1, and other maternal health initiatives aimed at improving outcomes for our highest risk moms and babies continues to be a priority for the department and our partnerships statewide.					
Key Performance Measure					
Reduce infant mortality rate per 1,000 live births.					
Key Performance Measure Description					
The following data is a three-year average. National benchmark: 5.8 per 1,000 live births (CY 2017) based on CDC, NCHS, Division of Vital Statistics, Natality public-use data 2007-2018, & Underlying Cause of Death 1999-2017 on CDC WONDER Online Database, as compiled from data provided by the 57 vital statistics jurisdictions through the Vital Statistics Cooperative Program. Infant Mortality Rate per 1,000 live births.					
Unit of Measure					
Infant mortality rate per 1,000 live births					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
7.6	7.5	7.4	7.3	7.2	7.1

Community Health					
Goal					
Improve maternal and child health outcomes: WIC, C-1, and other maternal health initiatives aimed at improving outcomes for our highest risk moms and babies continues to be a priority for the department and our partnerships statewide.					
Key Performance Measure					
Severe maternal morbidity rate					
Key Performance Measure Description					
Reduce severe maternal morbidity rate per 10,000 delivery hospitalizations.					
Unit of Measure					
Rate per 1,000 delivery hospitalizations					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
184.6	Available late 2019	164.7	164.1	163.5	162.9
Key Performance Measure					
Quit rate of Children First clients					
Key Performance Measure Description					
Children First clients served who quit, reduce or never begin smoking between intake and 36 weeks of pregnancy.					
Unit of Measure					
Number of clients					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
93%	93.5%	94%	94.5%	95%	95.5%

Protective and Regulatory Services					
Goal					
Expand capacity to respond to public health emergencies to include emerging public health threats. Public health emergencies and threats impact every resident of Oklahoma. From natural disasters and food and safety inspections to vaccine-preventable diseases and opioid surveillance, the OSDH is committed to ensuring capacity and capability to reduce the impact of these threats on the quality of life for our residents.					
Key Performance Measure					
Decrease new HIV infections by 1% annually.					
Key Performance Measure Description					
Number of persons newly infected					
Unit of Measure					
Number of persons					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
267	240	238	236	234	232

Protective and Regulatory Services					
Goal					
Expand capacity to respond to public health emergencies to include emerging public health threats. Public health emergencies and threats impact every resident of Oklahoma. From natural disasters and food and safety inspections to vaccine-preventable diseases and opioid surveillance, the OSDH is committed to ensuring capacity and capability to reduce the impact of these threats on the quality of life for our residents.					
Key Performance Measure					
Decrease new STI infections by 1% annually.					
Key Performance Measure Description					
New STI infections are chlamydia, gonorrhea, total syphilis, acute hepatitis B and C.					
Unit of Measure					
Number of persons newly infected with STI					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
33,372	31,185	30,645	30,107	29,574	29,040
Key Performance Measure					
Increase children immunization rates.					
Key Performance Measure Description					
Increase the immunization coverage rates of Oklahoma children 19-35 months of age who have completed the childhood vaccine series. National Benchmark: Immunization series (7 key:19-35 months) 70.4% (CY 2017) based on CDC, National Center for Immunization and Respiratory Disease, National Immunization Survey, ChildVaxView Data Source.					
Unit of Measure					
Percentage of children who have been immunized					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
67.3%	67.7%	68.0%	69.0%	70.0%	71.0%
Key Performance Measure					
Increase teenagers' immunization rates.					
Key Performance Measure Description					
Increase the immunization coverage rates of Oklahoma teens 13-17 years of age who have completed the adolescent vaccine series. National Benchmark: Immunization Teen Tdap 88.7% (NIS 2017) based on CDC, National Center for Immunization and Respiratory Disease, National Immunization Survey, TeenVaxView Data Source.					
Unit of Measure					
Percentage of teenagers who have been immunized					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
67.3%	67.7%	68.0%	69.0%	70.0%	71.0%

Accomplishments

- Successfully implemented CDC's Reverse Algorithm for Syphilis detection to improve testing efficiency, accuracy and timeliness of reports to clinicians. This is an automated test system requiring less technician hands-on time. The new algorithm also allows the PHL to determine if the syphilis infection is from a previous exposure or acute infection.
- Released high-quality, timely data that monitors the state's health and health practices and received Gold Certification from North American Association of Central Cancer Registries for the Oklahoma Central Cancer Registry data.
- Developed Oklahoma Administrative Code changes for collecting emergency department data through the hospital discharge data system and increased frequency of reporting existing discharge data (inpatient hospitalizations, outpatient surgery, and ambulatory surgery center).
- Health-e Oklahoma – Master Person Index Provider Registry Kickoff.
- Health-e Oklahoma – Implemented Master Person Index SQL Data View for programs to use, improving data quality through deduplication and clearing of records for the deceased.
- Awarded Health Resources and Services Administration (HRSA) Primary Care Office Grant: five years, \$890,000 total.
- CDC Prevention Block Grant - Advancing Health Equity & Strengthening Minority Health: three years, \$694,530 total.
- Needs Assessments and Stakeholder Engagement – MCH Title V; State Obesity Plan; and SSM Health St. Anthony, Mercy, INTEGRIS CHNA.
- HR restructured to improve customer services to both internal and external clients.
- Transitioned into a new training management system.
- Implemented Office 365 training and increased staff use (600 staff trained).
- Improved HIPAA privacy and security practices (98% completion of SEATS, Improved score on COBITS Risk Assessment, and policies updated).
- Accepted and processed more than 150,000 patient and business license applications by June 30, 2019, and met mandated timeframe for processing on all applications.
- Implemented TeleHealth Nutrition Education resulting in reduced travel, and increased staff efficiency, service delivery and participant access. Implemented pilot to deliver TeleHealth Nutrition Education to the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) recipients by providing group nutritional classes and individualized nutrition assessments to comply with WIC requirements.
- Improved data management and effective preparation for recovery from unexpected events, including cyber threats.

Additional accomplishments

Redefining the Public Health Workforce & Infrastructure

To support achievement of the Health and Mental Health Cabinet priorities, the OSDH has prioritized resource deployment from the central office back into the communities we serve. OSDH has reorganized health districts to empower local health departments to utilize data and respond directly to Oklahomans' needs by exploring best practices programs; leveraging local non-profits and businesses; engaging the rural health care system; and targeting resources to communities in greatest need. With continued focus on implementing efficiencies to support infrastructure such as implementing electronic HR systems, reducing administrative overhead, and

maximizing existing workforce potential, OSDH expects to identify additional resources that can be redirected to support innovation throughout the healthcare landscape.

Below is a list of current achievements and restructuring activities from September, 2019:

Consolidation and efficiencies:

- Implemented hiring freeze on supervisory and administrative positions, prioritizing hiring of service delivery positions.
- Consolidated organizational chart and district organization to better equip and align agency to meet strategic priorities. This has resulted in a reinvestment of \$8 million for increased service delivery; reinvestment into staff (competitive market pay, training); and consolidation of administrative functions.
- Modernized agency rule-making process to reduce internal administrative burdens and better serve Oklahomans.
- Streamlined regulatory programs to better serve clients.
- Market survey has begun to bring staff up to competitive market pay to better recruit and retain, and to reduce burden and cost of turnover.

Operational restructure:

- Creating statewide regional facilities and capacity maps for assessment of space and opportunities for joint service delivery in rural Oklahoma;
- One page health data assessments and opportunities being developed for each district for simplification of areas of focus;
- Reassigning necessary central office staff to county team for increased tip of the spear services and local support;
- Appointed new director of OMMA to increase customer service and efficiency of operations (call center reopened; catching up on back log of requests; increased engagement with industry and patients);
- Chief medical officer restructured through joint partnerships with OU;
- Usage of licensed practical nurse in select county health departments; and
- Developing and messaging clear vision and strategic plan that provides OSDH staff goals, while empowering staff on how to best achieve those goals based on needs of the communities they serve.

Boost partnerships:

- Forming public/private local, state, and federal partnerships to address issues burdening Oklahoma like obesity, smoking, and heart disease;
- Working with local communities to identify service gaps, find additional public and private funding; and
- Commissioner and senior leadership have met with six local health department teams and their partners to discuss opportunities and challenges.

Drive modernization:

- Rebuilding local infrastructure and defining in each community, based on community driven solutions for what the modern health department needs to look like to target resources and improve access to traditional and non-traditional health care services;
- Technology assessment and hiring of new IT innovation officer;
- Focusing on increased data collection to better make real time decisions on how to allocate resources; and
- Increased focus on competing for necessary federal dollars that can be leveraged for achieving cabinet and agency priorities.

Savings and efficiencies

- Usage of Licensed Practical Nurse (LPN) in select county health departments.
- Pilot the use of laptops for clinic registered nurses and county regional staff (317) to replace individual work stations in each exam room – reduction in number of assigned desktops within district.
- Reduced travel costs. In FY 2019, OSDH initiated an effort to return coordinating nurses and administrative assistants (appropriate levels, not new FTEs) in each of our county health departments. Doing so eliminated the requirement for a nurse or clerk to cover 2-3 counties each which results in significant travel requirements. Further, the reorganization of the CHDs resulted in five fewer leadership teams (four per team) that travel across the state.
- Decreased printing/ mailing costs.
- Oklahoma Childhood Lead Poisoning Prevention Program – increased the number of providers reporting electronic lead test results.
- Agency reduced dependencies on Office of Management and Enterprise Services staff and developed applications to provide more access to the Master Person Index to support additional initiatives through automated data views and secure batch upload portal.
- Agency collaborated with Oklahoma Health Care Authority to obtain federal funding to support improved health care outcomes, reduced duplication of diagnostics tests and imaging through a consolidated statewide Health Information Exchange (HIE).
- Prioritized implementation of a public health electronic health record to eliminate paper medical records, improve staff efficiencies, eliminate dependencies on legacy systems, and allow for exchange of health care information with external health care providers.
- Implemented Take Charge!, an electronic invoicing and data collection system to result in personnel savings.
- ROVER NextGen (ROVERng) system will replace a limited and aging registration system for births and deaths that is nearing end of life, improving on existing efficiencies by making the management of the applications virtually paperless with electronic work queues for special services, e.g., amendments and adoptions, and improving consumer satisfaction by providing a system for the public to see their order status. The system will also begin to integrate directly with medical records at birthing hospitals for the data related to the pregnancy and delivery, increasing the timeliness and accuracy of birth records, while decreasing hospital and vital records labor. Staff will also work with the state medical eExaminer to integrate ROVER with the Office of the Chief Medical Examiner registration systems to eliminate redundancies in the reporting of deaths by decreasing the data entry requirements for OCME staff in order to make the final death records available sooner for families. Initial implementation of ROVER demonstrated a minimum annual savings of \$467,000 due to decreased labor to manage and register paper records.
- Increased number of records ordered by public using internet portal by 45% from FY 2018.
- Oklahoma Childhood Lead Prevention and Protection Program – increased the number of providers reporting electronic lead test results, reducing manual data entry.
- Moved original records into permanent offsite preservations storage.
- Relocated Vital Records to new physical location.
- Implementing complete financial system transition.

Agency goals

- Implement activities related to the Opioid Surveillance Grant to enhance access to key data, forensic toxicology testing and linkages with the prescription monitoring program; complete data sharing agreements between agencies in FY 2021; complete data integration statewide in FY 2022; and complete reporting in FY 2023.
- Support Oklahoma Health Care Authority’s efforts to finalize selection for an HIE vendor in FY 2021.
- Operationalize and integrate appropriate public health data systems to enhance data-driven decision-making across OSDH by EOY.
- Improve customer experience by digitizing key services (immunizations records, vital records, OMMA services) by identifying priority services in FY 2020, implementing at 50% in FY 2021, and implementing 100% in FY 2022.

Regional benchmarks and comparisons

Factors	Oklahoma	US Average	Reference of US Average
Adolescent Obesity	19.2% (FY2018)	15.4% (CY2017)	National Youth Risk Behavior Survey
Adult Obesity	34.8% (FY2019)	30.9 % (CY2018)	Behavioral Risk Factor Surveillance System
Adolescent Smoking	11.6% (FY2019)	8.8% (CY2017)	National Youth Risk Behavior Survey
Adolescent e-cigarette Smoking	17% (FY2019)	13.2% (CY2017)	National Youth Risk Behavior Survey
Adult Smoking	18.8% (FY2019)	16.1% (CY2018)	Behavioral Risk Factor Surveillance System
Cerebrovascular Disease Deaths	40.1/10 ⁵ (FY2019)	37.6/10 ⁵ (CY2017)	CDC WONDER database
High Blood Pressure Rate	37.7% (FY2019)	32.3% (CY2017)	CDC WONDER database
High Cholesterol Rate	37% (CY2017)	33% (CY2017)	CDC WONDER database
Life Expectancy at Birth	76 yrs (FY2019)	78.6 yrs (CY2017)	CDC WONDER database
Teen Birth Rate	1.07% (FY2019)	0.72% (CY2018)	CDC WONDER database
Infant Mortality Rate	0.75% (FY2019)	0.58% (CY2017)	CDC WONDER database
Children Immunization Rate	67.7% (FY2019)	70.4% (CY2017)	National Immunization Survey
Teen Immunization Rate	67.7% (FY2019)	88.7% (NIS2017)	National Immunization Survey

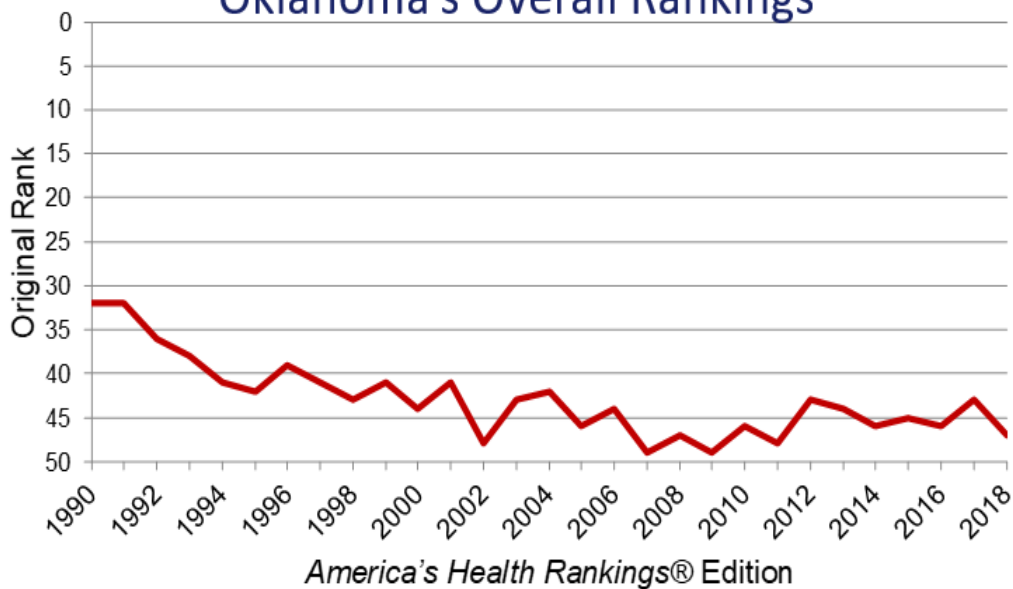
Note: the above table is based on national benchmarks (most recent data); for more detailed information, please refer to the key performance measures.

America's Health Rankings® 2018 Edition

Top Ten	Bottom Ten	Other (Region VI)
1 - Hawaii (IX)	41 - Indiana (VII)	35 - New Mexico (VI)
2 - Massachusetts (I)	42 - Tennessee (IV)	37 - Texas (VI)
3 - Connecticut (I)	43 - S Carolina (IV)	46 - Arkansas (VI)
4 - Vermont (VIII)	44 - West Virginia (III)	47 - Oklahoma (VI)
5 - Utah (VIII)	45 - Kentucky (IV)	50 - Louisiana (VI)
6 - New Hampshire (I)	46 - Arkansas (VI)	
7 - Minnesota (VII)	47 - Oklahoma (VI)	
8 - Colorado (VII)	48 - Alabama (IV)	
9 - Washington (I)	49 - Mississippi (IV)	
10 - New York (II)	50 - Louisiana (VI)	

2018 America's Health Rankings®

America's Health Rankings® Oklahoma's Overall Rankings



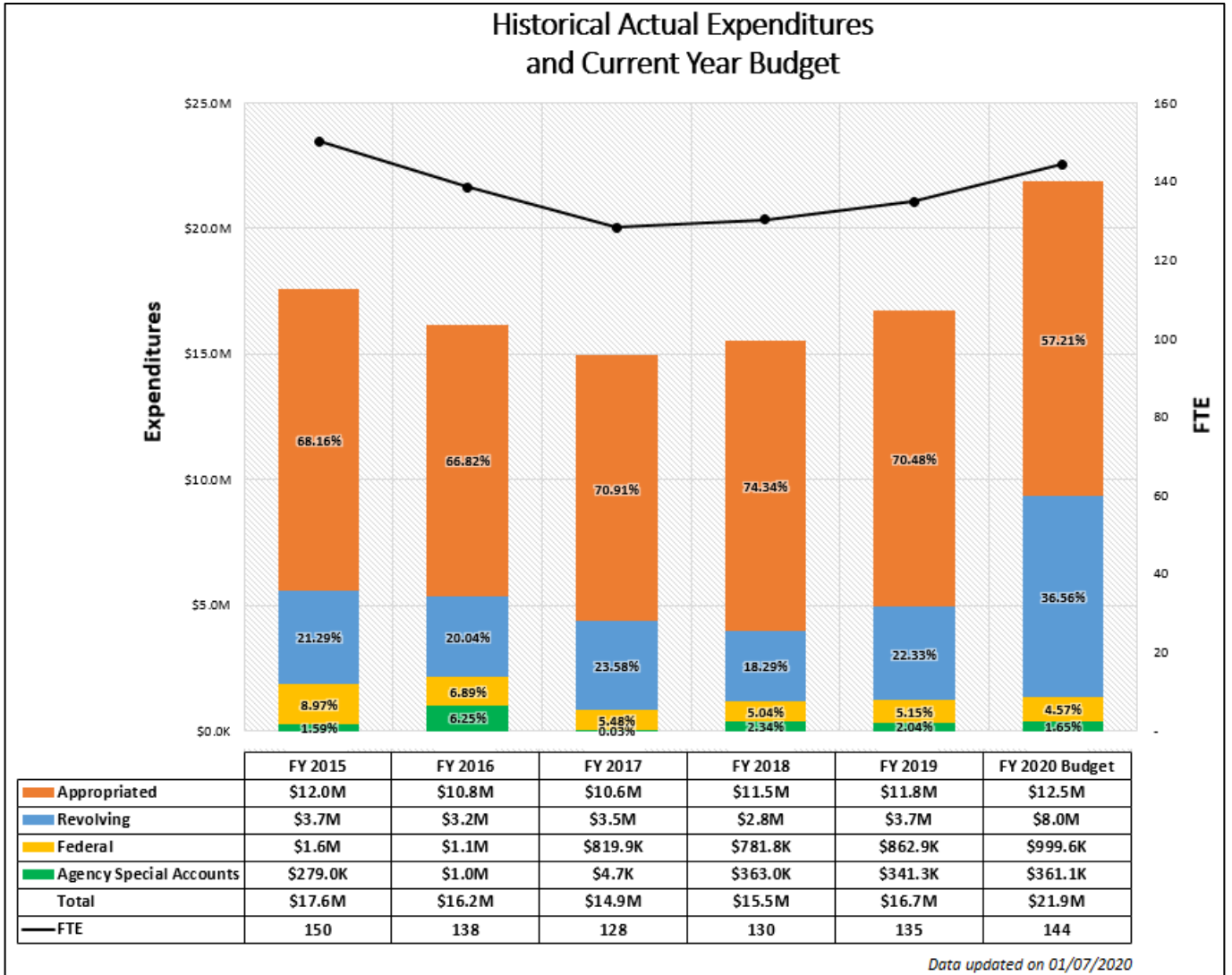
2018 America's Health Rankings®

Historical Society



Agency information

Historical Society



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

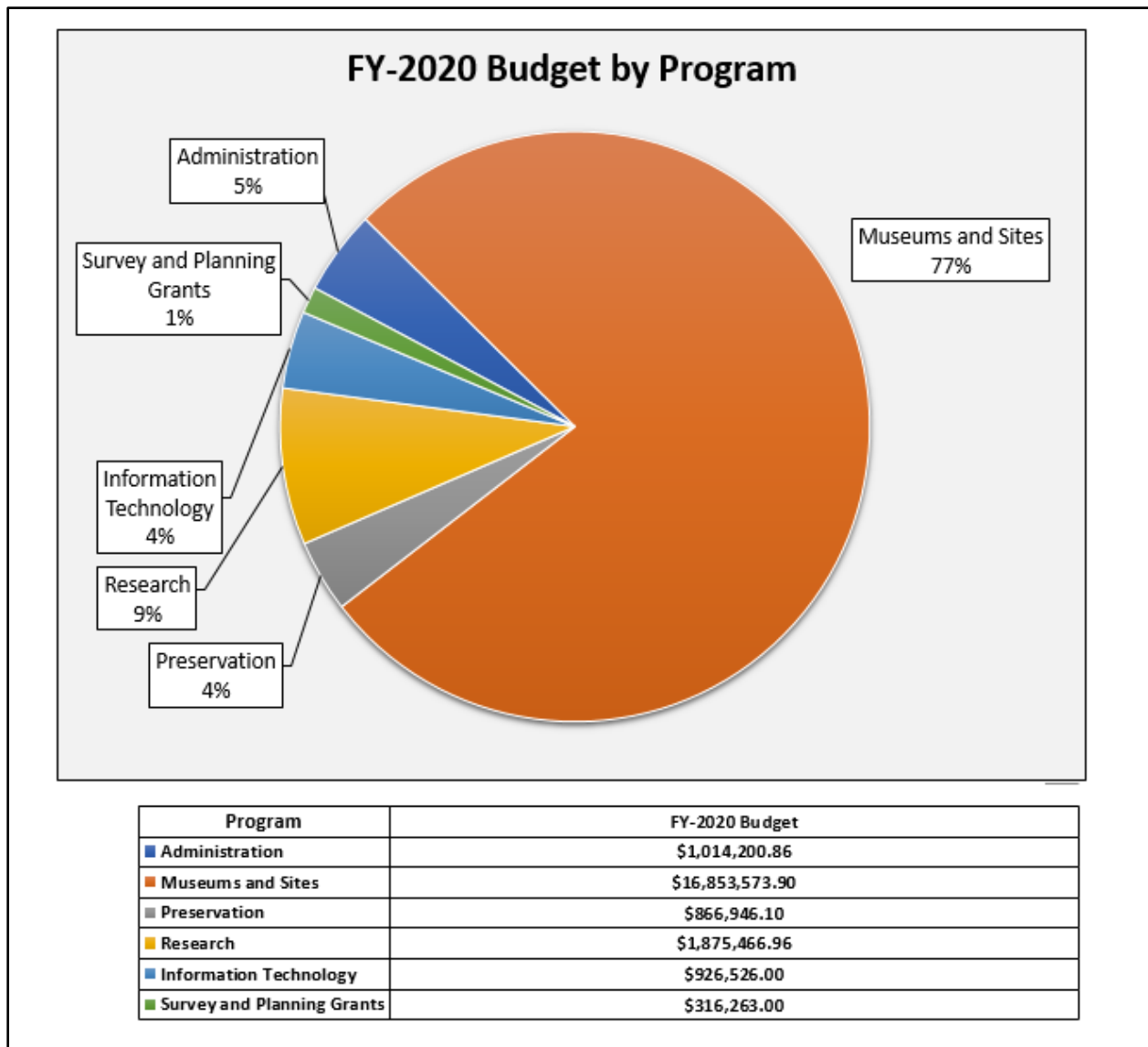
The mission of the Oklahoma Historical Society is to collect, preserve and share the history and culture of Oklahoma and its people.

Governance and administration

The Historical Society is governed by a 25-member board of directors. As authorized in State Statutes, Title 53, 13 of those members are elected by the members of the society and 12 are appointed by the Governor of Oklahoma. All members serve three-year terms. The Governor also serves as an ex officio member of the board. The board is responsible for appointing an Executive Director of the society, who serves concurrently as the state historic preservation officer. Dr. Bob L. Blackburn, Ph.D., currently serves as Executive Director of the Historical Society. His annual salary as executive director is \$137,359.

Name	Appointed by Governor	Term Ends	Congressional District
Sherry Beasley	5/2/2017	5/1/2020	5th
John Cary	5/27/2016	5/1/2019	At large
Frederick Drummond	5/11/2017	5/1/2020	At large
Cheryl Evans	5/11/2017	5/1/2020	6th
Karen Keith	5/2/2016	5/1/2019	1st
Dan Lawrence	5/2/2018	5/1/2021	4th
Duke Ligon	5/2/2018	5/1/2021	At large
Leonard Logan	6/9/2017	5/1/2020	At large
Shirley Nero	5/2/2016	5/1/2019	At large
William Settle	5/2/2018	5/1/2021	2nd
Charles Tate	5/2/2018	5/1/2021	4th
Jim Waldo	5/27/2019	5/1/2019	At large
Harold Aldridge	Elected by membership 4/2019	4/28/2022	At large
Jack Baker	Elected by membership 4/2017	4/23/2020	5th
Terry Mabrey	Elected by membership 4/2019	4/28/2022	1st
Teresa Black Bradway	Elected by membership 4/2017	4/23/2020	At large
Deena Fisher	Elected by membership 4/2017	4/23/2020	6th
Billie Fogarty	Elected by membership 4/2017	4/23/2020	At large
Neal Leader	Elected by membership 4/2018	4/22/2021	4th
Patricia Loughlin	Elected by membership 4/2016	4/28/2022	At large
Dallas Mayer	Elected by membership 4/2018	4/22/2021	At large
Jonita Mullins	Elected by membership 4/2018	4/22/2021	2nd
Donna Sharpe	Elected by membership 4/2016	4/28/2022	3rd
Kenny Sivard	Elected by membership 4/2017	4/23/2020	At large
Barbara Thompson	Elected by membership 4/2018	4/22/2021	At large

Programs



Administration

This program includes the office of the executive director, finance division and human resources. Administration coordinates the efficient accomplishments of agency goals and objectives as defined by statute and board action.

Clients served: Research patrons, museum visitors, students, preservation community, tourism industry leaders, academic scholars, Native American tribes, local historical societies, genealogists and local governments.

Museum and sites

The Museums and Sites program includes all Oklahoma Historical Society (OHS activities associated with the preservation, development, and operation of historic sites and historical museums. The two primary missions are the preservation of cultural resources and educational outreach through interpretation, exhibits and programming for the public.

OHS owns and manages 27 properties, ranging from full ownership of land, buildings, and collections to partial ownership and out-sourced management.

Clients served: Museum and historic site visitors, school children, college students, researchers and tour groups.

Preservation

The State Historic Preservation Office is a state-federal partnership dedicated to preserving significant historic properties and sites in Oklahoma.

The SHPO fulfills its federal mandate set forth in Section 101B of the National Historic Preservation Act (NHPA) of 1966 by conducting a comprehensive survey of historic properties; maintaining an inventory of historic properties; providing consultation under Section 106 provisions of NHPA; implementing a statewide preservation plan, providing public information, education, training, and technical assistance; working with local governments in the development of preservation programs (certified local governments); processing National Register of Historic Places nominations; and, working with the 39 recognized tribes in the state. The SHPO is not limited to just OHS-owned properties, but rather has a mandate to serve the entire State of Oklahoma specifically working with federal, state and local governments.

Research

The Research division contains four departments (Archival Collections, Published Collections, Reference, and Website/Special Projects). The primary mission is to preserve printed materials, documents, oral histories, genealogical materials, photographs, newspapers and manuscripts important to Oklahoma history and its people.

Clients served: Scholars, genealogists, Native Americans, students, institutions, publishers, advertising agencies and individuals interested in history.

Information technology

Information Services is responsible for data management, network engineering, hardware, database, and software design.

Survey and planning grants

The Survey and Planning Grants division is for federal sub-grants approved by the State Historic Preservation Office. This division monitors 15 sub-grants awarded each year.

Heritage preservation grants-in-aid program

The Oklahoma Historical Society, a state agency and private membership organization, may set aside funds each year to assist organizations that collect, preserve, and share collections associated with Oklahoma history. In 2019, the Oklahoma Heritage Preservation Grant Program set aside \$500,000 to award grants ranging from \$1,000 to \$20,000 to municipal, county, or tribal governments or nonprofit historical organizations registered with the Oklahoma Secretary of State. The grants are specific to three categories: collections, exhibits, and programs. Applications open in the fall with award announcements made by the OHS Board of Directors at the January quarterly board meeting. The main goals of the program are to create a statewide, online database that identifies collections, programs, and exhibits that will encourage the sharing of resources between institutions; encourage improvement in the care of collections, a higher quality of exhibits, and the expansion of Oklahoma history programs at the local level where a sense of community and the spirit of volunteerism are assets that can be tapped for historical purposes; and foster a learning process that brings together trained, experienced museum and archival professionals with avocational volunteers and part-time employees who want to improve care of collections, learn techniques of preservation, and expand educational programs.

Performance and projects

Key Performance Measures by program

Museums and Sites					
Goal					
Actively engage in collecting and preserving the history of Oklahoma.					
Key Performance Measure					
Artifacts collected each fiscal year					
Key Performance Measure Description					
OHS will collect at least 1,100 artifacts each year.					
Unit of Measure					
Number of artifacts collected					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,190	1,285	1,300	1,300	1,300	1,300
Key Performance Measure					
Museum artifacts described and cataloged by item total					
Key Performance Measure Description					
OHS will describe and catalog at least 3,000 museum artifacts each year.					
Unit of Measure					
Number of artifacts described and cataloged					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3,307	3,159	3,200	3,200	3,200	3,200

Museums and Sites					
Goal					
Provide service to patrons by sharing information, expertise, and educational information.					
Key Performance Measure					
Number of museum visitors					
Key Performance Measure Description					
OHS will host at least 370,000 visitors at its various museums and historic sites.					
Unit of Measure					
Number of Visitors					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
375,628	385,582	390,000	395,000	400,000	405,000

Preservation					
Goal					
Actively engage in collecting and preserving the history of Oklahoma					
Key Performance Measure					
Additions to the Oklahoma Landmark Inventory					
Key Performance Measure Description					
OHS will make at least 3,000 additions to the Oklahoma Landmarks Inventory each fiscal year.					
Unit of Measure					
Number of additions					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
4,512	2,074	3,200	3,250	3,300	3,350
Key Performance Measure					
Contributing resources nominated to the National Register of Historic Places					
Key Performance Measure Description					
OHS will nominate at least 40 contributing resources to the National Register of Historic Places.					
Unit of Measure					
Number of resources nominated					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
48	25	42	43	44	45

Preservation					
Goal					
Provide service to patrons by sharing information, expertise, and educational information.					
Key Performance Measure					
Local preservation programs					
Key Performance Measure Description					
OHS will provide at least 13 local preservation programs to community groups each fiscal year.					
Unit of Measure					
Number of programs					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
13	41	35	35	35	35

Research					
Goal					
Actively engage in collecting and preserving the history of Oklahoma					
Key Performance Measure					
Newspapers digitized					
Key Performance Measure Description					
OHS will digitize at least 160 newspaper titles each year.					
Unit of Measure					
Number of newspapers					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
165	179	170	170	170	170

Research					
Goal					
Actively engage in collecting and preserving the history of Oklahoma					
Key Performance Measure					
Pages uploaded to the Gateway to Oklahoma History website					
Key Performance Measure Description					
OHS will contract with ancestry.com to digitize pre-1963 newspapers and upload them to the Gateway to Oklahoma History website with a goal to reach 16 million pages by FY 2023.					
Unit of Measure					
Number of newspapers					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
NA	3.1M	900K	4M	4M	4M

Research					
Goal					
Provide service to patrons by sharing information, expertise, and educational information.					
Key Performance Measure					
Research patrons					
Key Performance Measure Description					
OHS will provide professional service to at least 42,000 research patrons each fiscal year.					
Unit of Measure					
Number of research patrons					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
47,126	44,651	45,000	45,000	45,000	45,000

Regional benchmarks and comparisons

- According to the American Association of State and Local History, the History Center is one of approximately 200 affiliates across the nation. There are only seven affiliates of the National Archives. By comparing the lists you can determine that the History Center is the only organization that is both. Affiliate status means additional access and opportunities to collaborate on collections, exhibits, and programs. With the National Archives it also means that the Research Center is entrusted with very unique and special collections that are not similarly entrusted to other research centers. There are also occasional unique opportunities that are only offered to affiliate organizations. These could include access to Smithsonian films and speakers as well as access to artifacts, exhibits and collections. We also have approved authority to use the Smithsonian logo for related programs and exhibits. Occasionally the Smithsonian reaches out and asks for our assistance in providing a program or in working with them to facilitate special programs by the Smithsonian in our area/region. In addition, by checking the various member lists, we can also determine that the History Center is the only organization in the world that is affiliated with the Smithsonian, the National Archives, and accredited by the American Alliance of Museum, the premier world professional museum organization.

Nationwide, there are only about 20 state historical societies with services and programs similar to OHS. OHS is in the top five in size and quality of a state museum, number of historic sites and museums supported in rural areas, and growth rate of collections. OHS has the only state museum affiliated with both the Smithsonian Institution and the National Archives.

Accomplishments

- Eight years after first proposing a program that could export OHS services to a wider audience in rural Oklahoma, OHS received funding for a grants program to assist nonprofit, local, and tribal museums with exhibits, collections, and programs.
- Through state capital investment funding and insurance from earthquake damage, more than \$1 million was invested in stabilizing the foundation and infrastructure of the nationally significant Pawnee Bill Historic Home.
- After a \$180,000 private fundraising effort, the Will Rogers Memorial Museum Theater was totally renovated with new seats, sound system, projectors, and interpretive exhibits.
- The Smithsonian Air and Space Museum agreed to loan a flown Apollo command module to the Oklahoma History Center. There are only 36 flown space craft surviving, and the State of Oklahoma will soon have two of them.
- OHS currently has a contract with the Stafford Museum for \$250,000 that was added by taxpayers to help the Stafford Museum with exhibit development. Currently, this project is still in the planning stage.
- The funding for the Tulsa Race Massacre Centennial of \$1.5 million will be used to encumber contracts for exhibit casework, infrastructure, and interpretive software and hardware in the Greenwood Rising Museum, currently being designed with funds from private donors.

Savings and efficiencies

- OHS signed a contract with ancestry.com to digitize 9 million pages of Oklahoma newspapers dating from the 1840s to 1923. As part of the private-public partnership, ancestry.com will invest \$2.5 million to scan and add metadata to put the OHS collection online and make it searchable at no cost to OHS customers.
- OHS completed digital scanning projects for several state agencies such as the School Land Commission and the Department of Tourism.
- OHS created a museum project brief for the Oklahoma Military Department as part of an effort to build a new museum dedicated to the service and sacrifice of citizen soldier from 1898 to the present day.
- The History Center serves as an events and meeting for a growing number of state agencies.

Agency goals

- Complete a master plan and fundraising goal for a renamed Will Rogers Museum Experience with new entryway, new exhibits, and an event space to generate revenue for institutional sustainability.
- Adopt a master plan for the recently created Route 66 Centennial Commission and launch initial projects.
- Complete a major museum exhibit called “Launch to Landing: Oklahomans and the Exploration of Space” at the Oklahoma History Center utilizing the Smithsonian’s flown Apollo command module.
- Oklahoma Museum of Popular Culture (OKPOP) held its ground breaking ceremony on October 23, 2019, and was followed immediately by the 90-day construction of an infrastructure project that was comprised of upgrading the power grid and burying the power lines on Main Street between Easton and Cameron Avenues. This effort began November 1 and its completion was necessary in order to

remove several low hanging power line poles on the north side of the property prior to mobilization of the contractors.

- Bids for the main construction phase were opened November 14 and final winning bids were accepted and awarded January 13. Construction begins February 1, 2020, with an 18-month construction schedule.
- Collections from Oklahoma creatives are continuing to be donated and there will be several major announcements made during the coming months.
- The team is currently working on the design and development of the educational experience spaces and public programming spaces. OKPOP will have 20,000 square feet of interpretive space, and the public programming spaces will include an event space, a theater, a listening lounge, and an outdoor terrace.
- The OKPOP Foundation (a private 501(c)3 support group for OKPOP) has begun a private fundraising effort by hiring a consultant and creating a collateral piece. Conversations with corporations, foundations, and individuals are ongoing and will continue through 2020.
- Launch a major fundraising effort for exhibits and collections at OKPOP in Tulsa.

Projects for implementation

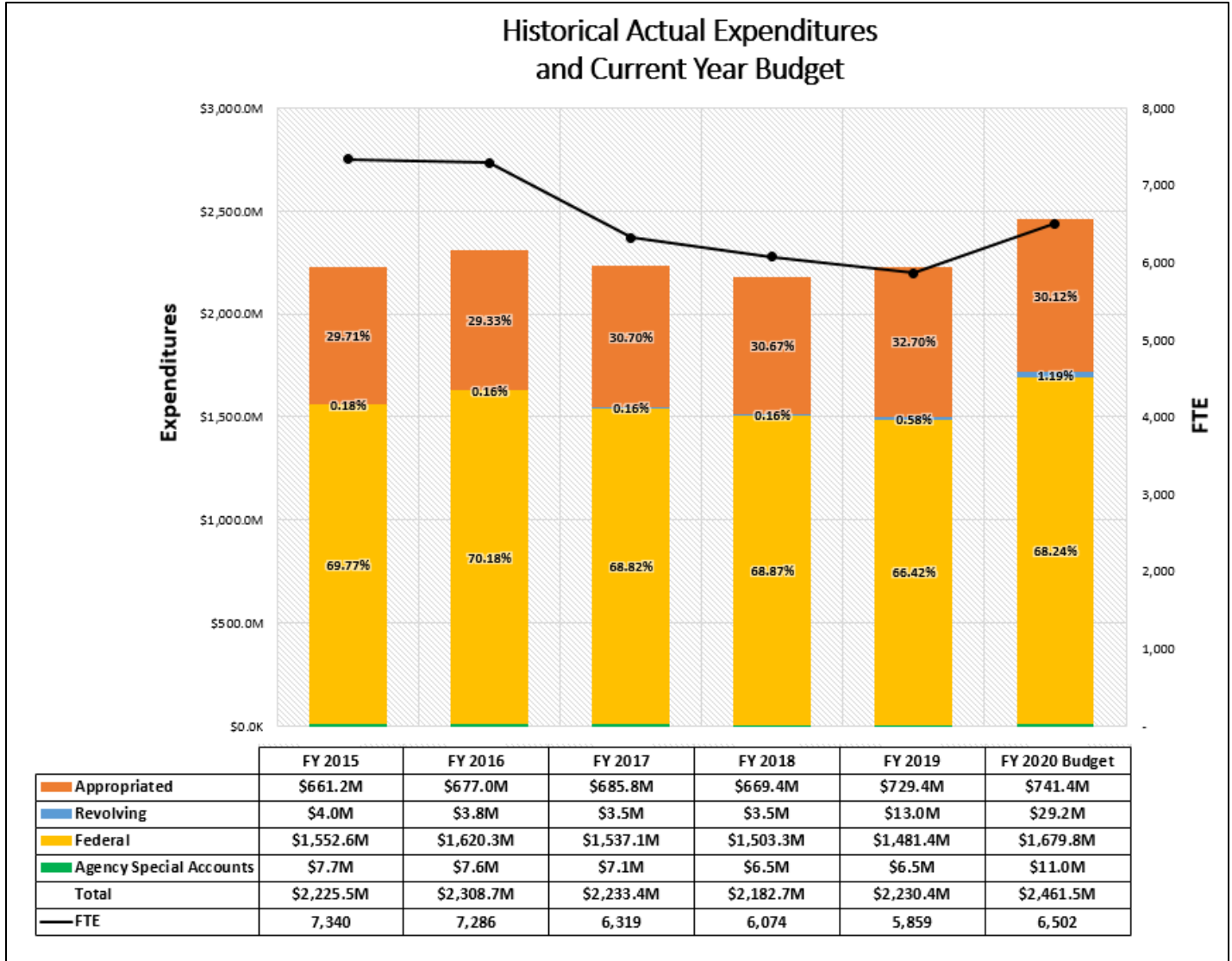
- Formalize agreements with at least 10 tribes to share archival and linguistic materials, research platforms for public accessibility, and cooperative projects and programs focused on tribal history.
- Replace the roof of the Oklahoma History Center, which is 15 years old and failing.
- Create an endowment fund at the Oklahoma City Community Foundation to generate recurring revenue for acquisition, conservation, and use of collections.

Oklahoma Department of Human Services



Agency information

Oklahoma Department of Human Services



Note: Data in the chart above was submitted by the Department of Human Services. Due to the nature of the disbursing funds used by the agency, the data could not be independently verified by the Office of Management and Enterprise Services. FY 2020 budgeted appropriations include budgeted carryover.

Mission

The Oklahoma Department of Human Services (OKDHS) improves the quality of life of vulnerable Oklahomans by increasing people’s ability to lead safer, healthier, more independent and productive lives.

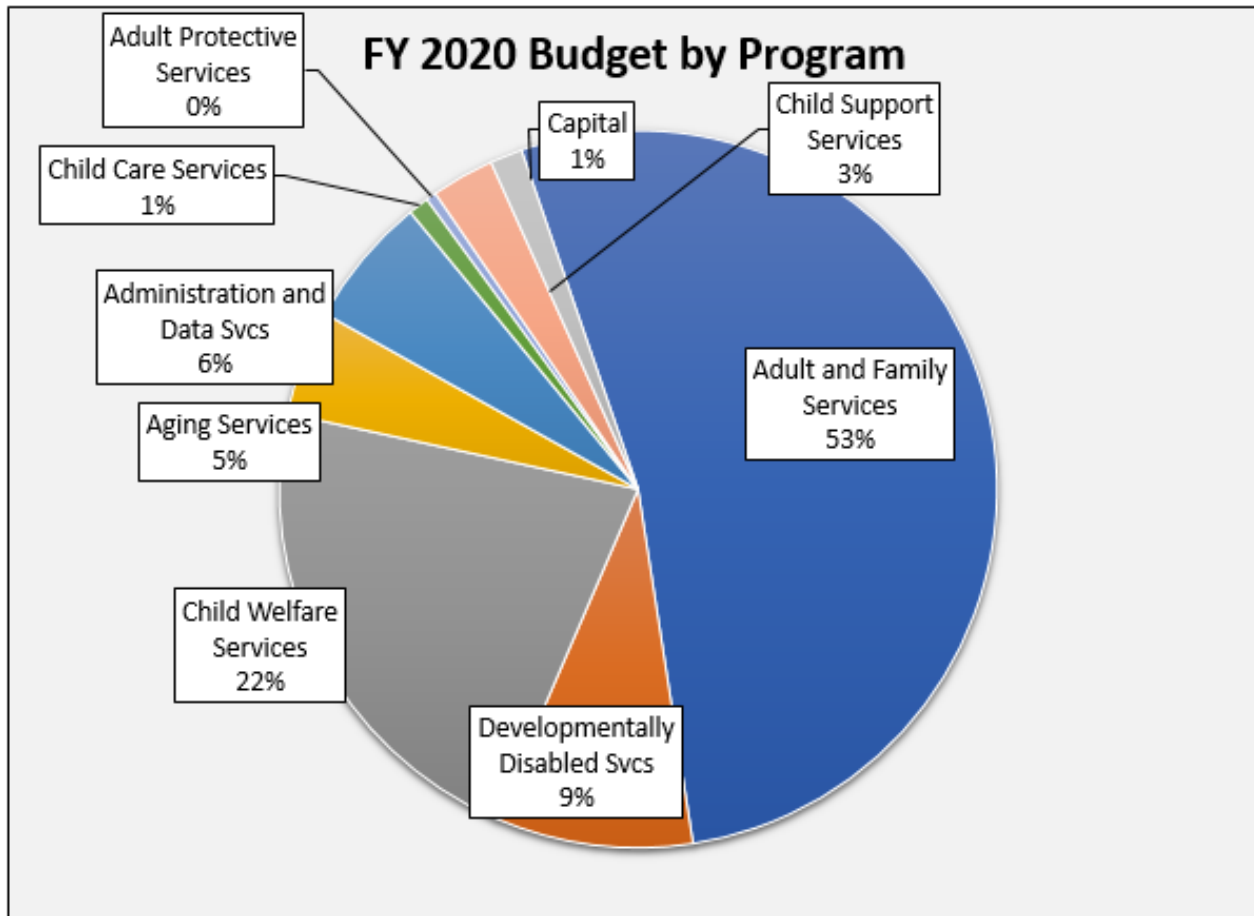
Governance and administration

OKDHS Director Justin Brown is appointed by and serves at the pleasure of the Governor, with confirmation by the Senate. He has served as Director since June 2019. His annual salary is \$185,600.

Since his appointment, Director Brown has realigned the agency to focus on innovation and engagement. In pursuit of these priorities, OKDHS created an Innovation Services Team and a Strategic Engagement Team and has increased outreach to the Pinnacle Plan co-neutrals, sister agencies, nonprofits and foundations, foster families, advocacy groups, legislators, and the faith-based community.

Additionally, in order to streamline agency operations, create efficiency, and focus the agency on newly developed True North goals, direct reports were consolidated from 13 positions into four: Chief of Staff Samantha Galloway, Chief of Strategic Engagement Dr. Myron Pope, Chief of Innovation Jami Ledoux, and a Chief Operating Officer.

Programs



Program	FY 2020 Budget
■ Adult and Family Services	\$1,294,544,000
■ Developmentally Disabled Svcs	\$218,579,000
■ Child Welfare Services	\$537,020,808
■ Aging Services	\$116,436,000
■ Administration and Data Svcs	\$144,974,008
■ Child Care Services	\$22,769,000
■ Adult Protective Services	\$11,228,000
■ Child Support Services	\$69,467,000
■ Capital	\$35,422,000

Child welfare services

The mission of Child Welfare Services (CWS) is to provide programs and services necessary to protect children from abuse or neglect and to ensure they have safe, permanent families. The True North goals which support this mission are:

1. Equip and empower families to provide a safe home for their children.
2. If children enter foster care, work to understand and meet their needs including safety; connections to their family, community, and culture; and addressing health, behavioral health, developmental and educational needs.
3. Ensure every child and youth has a family and the support they need to grow and develop toward adulthood.

Over the past decade, the Oklahoma Child Welfare system has undergone significant reform and now stands as a national example of a system that is self-correcting, proactive and family-focused. The Pinnacle Plan, developed in 2012, resulted from a class-action lawsuit that primarily focused on the care of children in state custody. Subsequent improvements to the Child Welfare system have been much broader and have extended to entire system reform.

Of the 31 progress metrics identified in the Pinnacle Plan, OKDHS Child Welfare has achieved “good faith efforts” in 29. The two remaining metrics are related to completing the continuum build for children who need intense therapeutic services for behavioral health and/or intellectual disabilities. OKDHS is collaborating with other state agencies and systems to achieve progress in these metrics.

OKDHS strives to keep families safely together whenever possible instead of removing children and then working toward reunification. If a child is found to be unsafe after assessing the family situation, CWS will intervene to assist the family and keep the child safe. Increasingly this intervention is accomplished by providing services to the family and children in their own home.

During FY 2019 there were 2,032 family-centered services cases. If children must enter foster care, CWS attempts to correct the unsafe conditions and return children home or, if this goal is not attainable, to build new permanent families with extended family members or foster parents through adoption or guardianship. Because of the focus on family preservation, OKDHS has seen a steady decrease in the number of children in state custody over the past two years, trending down 14%.

Clients served: In FY 2019, OKDHS received 81,249 reports of alleged child abuse, neglect, or both. 138,907 children were alleged victims, and 15,809 children were confirmed to be victims. In FY 2019:

- 4,673 children left state custody.
- 2,216 children were able to return safely to their parents.
- 2,064 children were adopted.

Developmental disabilities services

Developmental Disabilities Services (DDS) enables thousands of Oklahomans with developmental disabilities to live and work in their communities through residential and employment supports. People who were historically only afforded segregated services in state institutions are now integral parts of their families and communities, and Oklahoma is second in the nation for the number of people with developmental disabilities engaged in employment.

DDS works with all OKDHS divisions and their community partners and stakeholders to empower and support Oklahomans with intellectual and developmental disabilities. The True North goals which support this mission are:

1. Empower and support Oklahomans with developmental disabilities to live independently and work in competitive, integrated employment within their communities.
2. Advocate for the elimination of the DDS waiting list and provide services to Oklahomans and their families while they wait.
3. Improve the well-being and independence of individuals receiving in-home and community-based services.

DDS maintains a waiting list for individuals who have requested support through the Home and Community-Based Services Waivers. During the last two state fiscal years, the Legislature appropriated funding to specifically serve individuals on the list. Currently, over 5,000 people continue their multi-year wait. Over half of those waiting have been waiting at least eight years. 3,007 of the individuals waiting are between the ages of 19 and 55 and have working parents. The wait time has now passed 13 years. For many, this wait means that when children graduate from high school, families face tough choices about how to support the family financially. OKDHS' vision to advocate for the elimination of the waiting list is demonstrated, in part, through the budget request for FY 2021.

Clients served: 7,794 individuals with intellectual and developmental disabilities, ranging in age from infants to over 80 years, receive support from programs administered by DDS.

Adult and family services

Adult and Family Services (AFS) helps families achieve increased self-sufficiency and economic independence through education, work skills, wage advancement, mentorship, and building healthy social networks. The True North goals which support this mission are:

1. Help Oklahoma families meet their basic needs and promote self-efficiency and economic independence.
2. Increase food security for Oklahoma families.
3. Improve access to all available OKDHS services through collaboration with community partners and other state agencies.

AFS assistance programs

- Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) help unemployed and underemployed individuals obtain and sustain higher wages and achieve long-term employment through education, training, and skill-building;
- Cash assistance for Aged, Blind and Disabled (ABD) individuals with little to no income.
- Determination of Medicaid eligibility;
- Low Income Heating and Energy Assistance Programs; and
- Child care subsidies help low-income families access affordable, quality child care so parents can work or attend school.

Clients served: 1,316,367 individuals with low or no income

- SNAP customers: 804,641;

- Medicaid recipients: 233,213;
- Child care subsidy: 49,950;
- LIHEAP customers: 160,169; and
- ABD customers: 85,417. This \$30 average monthly assistance is part of OKDHS' federally-required maintenance of effort for Medicaid funding.

Aging services

Aging Services allows low-income seniors and disabled Oklahomans to experience a higher quality of life and remain in their homes and communities longer. Most services provided through Aging Services (AS) are the Medicaid home and community-based ADvantage waiver program, which offers case management, homemaking services, home-delivered meals and medical prescription assistance. Aging Services supports the rights, independence, and quality of life of older adults and persons living with disabilities through the administration of community-based programs.

The True North goals which support this mission are:

1. Increase accessibility of options for older adults to live independently.
2. Improve living arrangement stability of residents in long-term care facilities.
3. Improve the quality of life for older Oklahomans by meeting their basic needs including meals and social opportunities.
4. Increase job opportunities for older adults through expanded workforce development programs.

In addition, Aging Services also administers the following programs and services:

- Older Americans Act (OAA)
- State Ombudsman
- Senior Community Services Employment Program
- Adult Day Services
- Lifespan Respite Grant
- Transportation assistance funding through the Federal Transportation Administration's section 5310 transportation program

Clients served:

- 20,273 older adults who remained in their home through the ADvantage waiver program
- State Plan Personal Care: 3,008
- Older Americans Act (OAA) Title III: 35,435
- Adult Day Services: 524
- Hours of work-based training through the Senior Community Services Employment Program: 116,772.

Child care services

Child Care Services ensures the safety of children while their parents are working or going to school. Access to licensed, affordable child care is vital for working families. CCS works with community partners and stakeholders to ensure child-care programs across the state comply with licensing requirements and help prepare young children for a life of learning. The True North goals which support this mission are:

1. Improve the quality of children programs statewide.
2. Enhance a high-quality child-care provider workforce through professional development.

3. Increase collaboration with child-care providers, community organizations, tribes, state agencies and other stakeholders.

Child Care Services:

- Licenses and monitors more than 3,000 child care centers and homes statewide, serving a monthly average of 118,948 children.
- Works in partnership with child care providers, community organization, tribes, state agencies and other stakeholders to develop child care requirements.
- Helps child care programs achieve maximum developmentally appropriate practices.

Clients served: 3,037 child care facilities.

Adult protective services

Adult Protective Services helps vulnerable adults over age 18, some of whom are no longer able to meet their own needs. APS recognizes the need for intervention in certain cases and works to develop service plans to support and assist adults so they can live safely at home when possible. Not all APS referrals become investigations. Many vulnerable adults choose to accept services from APS community partners to assist with chores such as housekeeping or mowing the lawn.

The True North goals which support this mission are:

1. Increase the safety and independence of vulnerable adults living at home by connecting them to community services.
2. Increase the safety of adults living independently at home or in long-term care facilities by investigating allegations of abuse, neglect and exploitation and identifying the victimizers and alerting all appropriate entities.
3. Increase the well-being of adults living with HIV/AIDS by connecting them to medical and social services and providing case management for continued care and support.

APS provides services that protect vulnerable adults from abuse, neglect, self-neglect and exploitation, including:

- Initiation of complete and thorough investigations and helping law enforcement prosecute those who maltreat vulnerable adults; and keeping vulnerable adults safe in their homes, residential care and nursing homes.
- Collaboration with partners to develop and deliver supportive services available in the community.
- Administration of AIDS Coordination and Information Services to help adults living with HIV/AIDS by connecting them to medical and social services.

Clients served: 4,306 investigations and 6,469 client-centered service plans for individuals over 18 who are incapacitated or otherwise unable to manage property and financial affairs, meet essential health requirements, or protect themselves from abuse, neglect, or exploitation.

Child support services

Child Support Services (CSS) ensures children's needs are met through financial support by enforcing court-ordered child support from noncustodial parents. Children deserve to be financially supported by both parents and CSS establishes, monitors and enforces reliable child support while encouraging self-sufficiency and strengthening relationships. CSS provides the following services:

- Locating non-custodial parents.
- Establishing legal fatherhood (paternity).
- Establishing and enforcing fair support orders.

- Increasing health care coverage for children.

Parents who owe child support need a steady income to make payments. To increase parents’ ability to pay, CSS seeks to help parents find work by partnering with experts in the area of employment services and removing barriers to employment. The True North goals which support this mission are:

1. Improve the economic stability of Oklahoma families by increasing the number of children receiving support from noncustodial parents.
2. Improve children’s access to health care.
3. Improve a noncustodial parent’s ability to pay their court-ordered child support obligation by promoting financial stability.

Clients served: 188,481 families (including Oklahoma residents, tribal members and families in other states and countries) who need location, paternity, child support and medical support services.

Performance and projects

Key Performance Measures by program

Child Welfare Services					
Goal					
Equip and empower families to provide a safe home for their children.					
Key Performance Measure					
Effectiveness of child safety preventive services					
Key Performance Measure Description					
Of children successfully completing preventive services, the percentage who remain out of DHS custody 12 months after service completion					
Unit of Measure					
Percent of children remaining out of DHS custody after preventive services					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
97.0%	96.5%	>91.8%	>91.8%	>91.8%	>91.8%

Note: Target percentages are lower than actuals for 2018-2019 because the Pinnacle Plan target for remaining out of custody after reunification is less than 91.8%.

Developmental Disabilities Services					
Goal					
Meet the needs of Oklahomans with developmental disabilities and their families by providing community-based services.					
Key Performance Measure					
Number of people removed from the DDS Medicaid Waiver service waitlist					
Key Performance Measure Description					
Currently, the list contains 5,530 individuals waiting for Medicaid Waiver services. Eliminating the waitlist over the next several years will significantly reduce the amount of time that people wait for home- and community-based services.					
Unit of Measure					
Number of people removed from the chronological waitlist					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
186	2,457	2,765	2,765	500	500

Note: FY 2022 and FY 2023 targets represent an estimate of the number of people who will seek and qualify for Medicaid Waiver services, with the assumption that the wait list has been eliminated.

Adult and Family Services					
Goal					
Improve employment outcomes for SNAP recipients by providing opportunities to reduce barriers to finding and maintaining employment.					
Key Performance Measure					
Number of SNAP closures due to earned income					
Key Performance Measure Description					
Number of SNAP cases closed monthly because earnings exceed 130% of the federal poverty level for the household size					
Unit of Measure					
Closed SNAP cases					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
6,806	6,587	7,000	7,500	8,000	8,500

Aging Services					
Goal					
Increase access to the option to live independently for older adults and persons with disabilities.					
Key Performance Measure					
Older Oklahomans and persons with disabilities remaining in their home and community who are served through the ADvantage waiver					
Key Performance Measure Description					
Of individuals meeting the nursing facility level of care, the percent who are served by the ADvantage waiver					
Unit of Measure					
Percent of older adults and persons with disabilities served by the ADvantage waiver instead of nursing facility care					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
52%	52.5%	52.5%	53%	53.5%	54%

Child Care Services					
Goal					
Improve the quality of child care provider programs and services.					
Key Performance Measure					
Quality child care facilities operating in Oklahoma					
Key Performance Measure Description					
Percent of licensed facilities certified as two- and three-star child care (higher quality designations)					
Unit of Measure					
Percentage of higher quality child care facilities					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
48%	52%	54%	56%	58%	60%

Adult Protective Services					
Goal					
Increase the safety of adults living independently at home or in long-term care facilities by investigating allegations of abuse, neglect, and exploitation, identifying the victimizers, and alerting all appropriate parties.					
Key Performance Measure					
Timely assessment and intervention for vulnerable adults					
Key Performance Measure Description					
Reduce timeframe of initiation of investigations.					
Unit of Measure					
Percentage of investigations initiated within seven calendar days					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
90.02%	84.94%	90%	93%	94%	95%

Child Support Services					
Goal					
Improve the economic stability of Oklahoma families by increasing the amount of child support payments received from non-custodial parents.					
Key Performance Measure					
Child support collections					
KPM Description					
Percentage of current child support owed that is collected					
Unit of Measure					
Percentage of current child support owed by noncustodial parents that is collected					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
55.98%	56.64%	57.33%	57.38%	57.44%	57.50%

Regional benchmarks and comparisons

Child Welfare Services

- Highest increase in the number of foster homes (Chronicle of Social Change comparing state data 2012-2017).
- Second in reducing the number of children entering foster care (2017 Adoption and Foster Care Analysis and Reporting System state data).
- Fifth in percentage (27.85%) of children adopted from foster care (2017 Adoption and Foster Care Analysis and Reporting System state data).

Developmental Disabilities Services

- Second in the nation for the number of people with developmental disabilities engaged in employment (Institute for Community Inclusion).
- 67% of individuals served by DDS worked in integrated work settings (15.3% above the national average) allowing these individuals to earn competitive wages and become more self-sufficient (Institute for Community Inclusion).

Adult and Family Services

- Temporary Assistance for Needy Families participation rate of 70.8% (November 2019, Benchmark/Standard is 50%).

Child Care Services

- Top five nationally (since 2014) for licensed child care program requirements and oversight (Child Care Aware).

Child Support Services

- 10th nationally in collecting active child support orders (except past-due-only cases) which also have a medical support order (based on comparison of 2019 Oklahoma Child Support Enforcement submission).

Accomplishments

Child Welfare Services

- 2,032 families served statewide through Family-Centered Services (FCS), which allows the child to remain in the custody of their parents with a safety plan in place.
- 767 children remained safely with their families.
- 810 new foster family homes recruited by OKDHS and partner agencies.
- 2,216 children left OKDHS custody and were safely reunited with their family.

Developmental Disabilities Services

- Over the past two years, through legislative appropriations, DDS added approximately 335 individuals to Medicaid Home and Community Based Waiver services from the 13-year long waiting list for services. Currently, the waiting list has 5,530 individuals who are waiting for Medicaid Waiver services.

Adult and Family Services

- Chosen by U.S. Health and Human Services for TANF Integrating, Innovative, Employment, Economic, Security Strategies Coaching Demonstration Project.

Aging Services

- Continued return on investment of the ADvantage waiver versus nursing facility placement:
 - \$191,655,888 expended for 20,000-plus ADvantage customers vs. \$531,926,413 expended for 18,000-plus nursing facility placements.
- Completed second year pilot with the National Foundation to End Senior Hunger to reduce food waste and increase efficiencies in Older Americans Act congregate and home-delivered meal programs.

Child Support Services

- Centralization initiatives.
- Automation of review and adjustment of child support orders for incarcerated noncustodial parents.

Savings and efficiencies

Agency Pay Raises

In September, OKDHS announced a 13% average pay raise for more than 3,700 employees, of which 80% are positions in the agency's 92 field offices delivering services on the frontlines to Oklahoma's most vulnerable citizens. The pay raises were paid for by consolidating 850 vacant and fully funded positions. Agency leadership determined that removing 400 vacant positions, totaling \$10.8 million, will fully fund salary adjustments without requiring additional funding.

Fleet Management

Under a vehicle lease contract with Enterprise Fleet Management, OKDHS will benefit from newer vehicles that are safer, have lower fuel costs, and cost less to maintain. At 579 vehicles, the first order included 337 replacement vehicles plus another 242 vehicles to immediately expand the OKDHS fleet.

AFS First Contact Resolution

As a result of continuous improvement efforts by Adult and Family Services staff in county offices, the First Contact Resolution initiative was developed and piloted to enhance overall customer experience, improve service, and decrease the time required to deliver SNAP benefits. The goal of First Contact Resolution is to eliminate delays in the eligibility determination process and improve service delivery time for customers.

First Contact Resolution guiding principles and processes were implemented throughout every AFS office in the state in FY 2019. Preliminary results for June 2019 showed SNAP applications under the 30-day federal timeline expectation were completed (on average) within 9.74 days and SNAP applications that met federal expedited services' seven-day timeline expectation were completed (on average) within 0.86 days.

Agency goals

OKDHS agency-wide goals include:

1. Become a Hope-Centered Organization, building hope and resiliency in ourselves, our customers and our communities.
2. Remove systemic barriers that keep families from being successful by meeting our customers where they are to provide needed resources in a more effective manner.

3. Become an elite employer by improving work/life balance, cultivating talent, improving retention rates, providing for the health and mental health needs of our team, and receiving formal outside recognition as a Best Place to Work.
4. Become a model of efficiency, effectiveness, and transparency, serving our community free from fraud, waste or abuse.
5. Become a national thought leader and program innovator, embracing new ideas from internal and external sources.
6. Introduce “our OKDHS” to the public and to our partners in the community through strategic engagement, effectively communicating our desire for deeper relationships and collaborative efforts.
7. Move the agency to a space of prevention, going upstream to build a system that supports families with services and resources before they are in crisis.

The agency’s True North goals are located in each program description and can be viewed at www.ourokdhs.org.

Projects for implementation

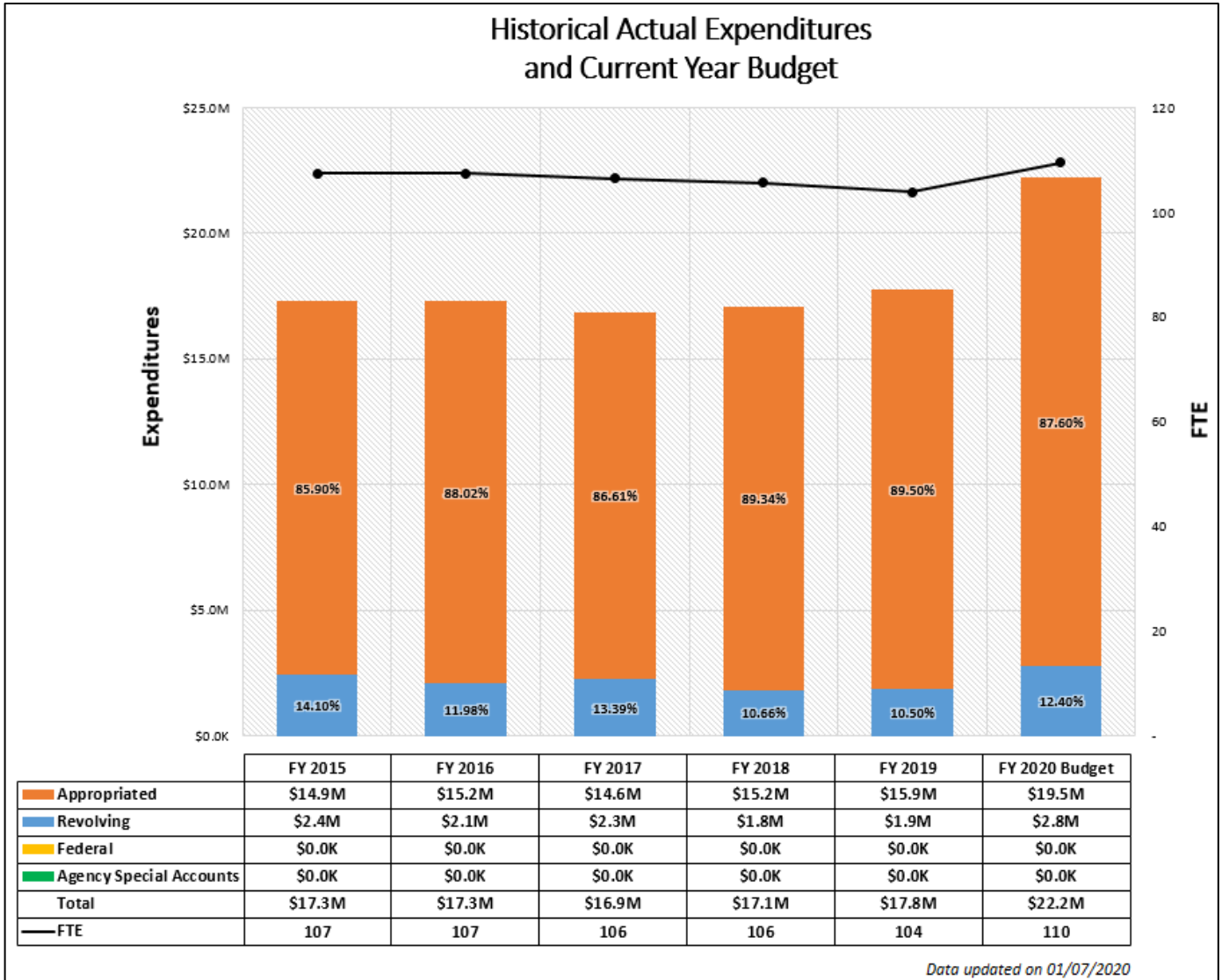
- OK Benefits: A robust roadmap for IT systems, beginning with the replacement of a 40-year-old financial eligibility system.
- Be A Neighbor: Governor Stitt’s initiative to actively engage Oklahomans to help their neighbors in need.
- Robert M. Greer Center in Enid: A complete redesign and construction of a 48-bed facility for adults with developmental disabilities and severe behavioral health issues.
- Bot technology: Automation of routine tasks, allowing more time for staff to concentrate on service delivery to customers.
- Adult Protective Services centralized intake and screening: The Abuse and Neglect Hotline provides a single point of entry for persons to call or submit online reports of alleged abuse, neglect or exploitation of vulnerable adults.

Oklahoma Indigent Defense System



Agency information

Oklahoma Indigent Defense System



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

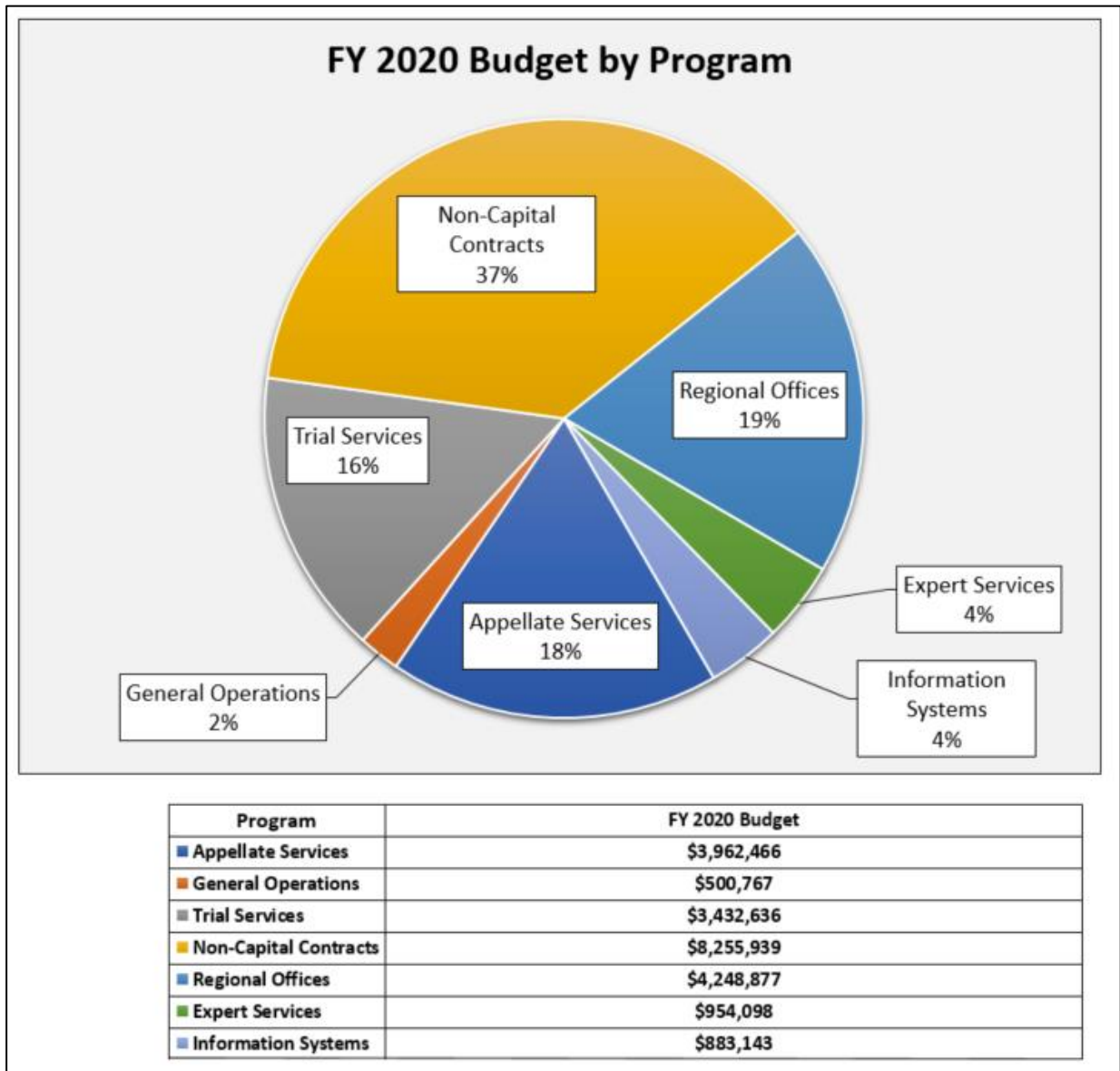
The Oklahoma Indigent Defense System (OIDS) implements the Oklahoma Indigent Defense Act by providing trial, appellate, and post-conviction criminal defense services to persons who have been judicially determined to be entitled to legal counsel at state expense. The mission of the system is to provide indigents with legal representation comparable to that obtainable by those who can afford counsel and to do so in the most cost-effective manner possible.

Governance and administration

The Oklahoma Indigent Defense System Board is composed of five members appointed by the Governor for five-year terms with the advice and consent of the Senate. At least three board members must be attorneys with criminal defense experience who are licensed to practice law in the state. The Governor designates one member as the chair of the board. No congressional district or county may be represented by more than one member of the board. A board member continues to serve until a successor is appointed, qualified, and confirmed by the Senate. By statute, the Executive Director of OIDS is selected by and serves at the pleasure of the board. Craig Sutter is the current Director, with an annual salary of \$130,000.

Name	Position	Term Ends
Jake Jones III, Esq	Chair	7/1/2020
Don G. Pope, Esq	Vice Chair	7/1/2022
Patrick Cornell, Esq	Member	7/1/2019
Patrick E. Moore, Esq	Member	7/1/2023
Vacant		

Programs



Appellate services

An appeal in a criminal case is guaranteed by Article 2, Section 6 of the Oklahoma Constitution, 22 O.S. Section 1051, and, in a death penalty case, by 21 O.S. Section 701.13 and 22 O.S. Section 1089. Right to counsel at state expense on direct appeal was established in *Douglas v. California*, 372 U.S. 353 (1963). Right to counsel at state expense in capital post-conviction proceedings is found in 22 O.S. Section 1089. OIDS is appointed under 22 O.S. Section 1355-1369 and 1089(B). This program provides direct appeal representation to agency court-appointed clients, both capital and non-capital, as well as capital post-conviction services. Services are provided through three staffed divisions: the General Appeals Division, the Homicide Direct Appeals Division, and the Capital Post-Conviction Division. Conflict of interest appeals, which cannot be handled by staff, are contracted with private counsel.

General operations

This program, through its executive and finance divisions, provides administrative direction, supervision, and support to the agency and all agency staff, as well as the administration of agency contracts. The program continues to ensure that all agency programs operate in an efficient and cost-effective manner, and that the state's constitutional mandates are met.

Trial services

The Trial Program provides services through the Non-Capital Trial Division, the Capital Trial – Tulsa Division, and the Capital Trial – Norman Division. The Non-Capital Trial Division in turn provides services through staff attorneys in its satellite offices (identified as the Regional Office Program) and through non-capital contracts (identified as the Non-Capital Contracts Program). The Capital Trial divisions provide services through staff attorneys, except in cases of a conflict of interest, in which case services are provided by contract attorneys. The Trial Program will continue to address increasing caseloads.

Non-capital projects

The Non-Capital Trial Division is responsible for providing defense representation for the agency's largest group of clients at the district court level in 75 of 77 Oklahoma counties. In accordance with the Indigent Defense Act, the agency provides non-capital trial services in 55 counties through fiscal year contracts with private attorneys at a flat rate; in 20 counties through staffed satellite offices; and, where a conflict of interest arises precluding staff or contractor representation, through agreements with private attorneys on a case-by-case basis to accept court appointments at established agency hourly rates, subject to maximum amounts set by the board. Under the Indigent Defense Act, the agency has no authority to require private attorneys to accept court appointments and must rely upon volunteers who agree to accept cases at hourly rates that are approved by the agency's governing board and are subject to statutory limits set in the Indigent Defense Act.

Regional offices

Staff attorneys provide services in 20 Oklahoma counties, through satellite offices operated in Norman, Mangum, Clinton, Guymon, Okmulgee, and Sapulpa. The remainder of the counties are represented by private providers and accounted for in Program 40. This program will continue to address high caseloads.

Expert services

This program ensures that constitutionally required expert assistance is provided in cases where the necessity for such services arises. The program was created by the Legislature as a separate spending limit activity to account for expenditures for forensic testing services provided to indigent clients. The agency will continue to identify those cases in which need is demonstrated and services are provided in a cost-effective manner.

Information services data processing

The IT services provided through the Office of Management and Enterprise Services IS are critical to supporting all agency operations, impacting agency administration, all agency attorneys, support staff, contract attorneys, expert services providers, and court-appointed clients.

Performance and projects

Key Performance Measures by program

General Operations					
Goal					
Maintain administrative direction and support to the agency, staff and contract attorneys, support staff, and court-appointed clients with projected caseload increases. Continue to provide effective legal representation to court-appointed clients.					
Key Performance Measure					
General Operations					
Key Performance Measure Description					
Entire number of cases handled by the agency through staff and contract counsel.					
Unit of Measure					
Number of cases					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
61,115	64,897	68,135	69,829	70,873	71,934

Appellate Services					
Goal					
Continue to provide effective legal representation to court-appointed clients on appeal.					
Key Performance Measure					
General Appeals Division					
Key Performance Measure Description					
Number of cases handled by the agency's General Appeals Division pending before the Oklahoma Court of Criminal Appeals and projected caseload increases.					
Unit of Measure					
Number of cases					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
573	553	575	584	591	600

Appellate Services					
Goal					
Continue to provide effective legal representation to court-appointed clients on appeal.					
Key Performance Measure					
Homicide Direct Appeals Division					
Key Performance Measure Description					
Number of cases handled by the agency's Homicide Direct Appeals Division pending before the Oklahoma Court of Criminal Appeals and the United States Supreme Court, as well as projected caseload increases.					
Unit of Measure					
Number of cases					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
114	110	120	122	124	126

Regional benchmarks and comparisons

An indigent defendant in a criminal prosecution has the absolute right to have counsel appointed for him. *Gideon v. Wainwright*, 372 U.S. 335, 83 S.Ct. 792, 9 L.Ed.2d. 799 (1963). The state must provide necessary expert, investigative, and translator services to an indigent defendant in a criminal prosecution. *Ake v. Oklahoma*, 470 U.S. 68, 105 S.Ct. 1087, 84 L.Ed. 2d. 53 (1985); *Rojem v. Gibson*, 245 F.3d 1130 (10th Cir. 2001); *In re Murga*, 631 P.2d 735 (Okla. 1981). Further, the state cannot permit delays in either trial or appellate court proceedings due to a lack of indigent defense funding. *Bednar v. District Court of Kay County*, 2002 OK CR 41; *Harris v. Champion*, 15 F.3d 1538 (10th Cir. 1994). Failure to meet these mandates arising under the state and federal constitutions may result in reversal of convictions, release of individuals from custody pending trial, and civil liability on the part of state officials.

The Oklahoma Indigent Defense System utilizes standards developed in 1973 by the National Advisory Commission on Criminal Justice Standards and Goals, appointed by the administrator of the Law Enforcement Assistance Administration of the U.S. Department of Justice. These standards have been further adopted by the American Bar Association and the National Legal Aid & Defender Association. These standards are based on caseloads and do not take into account non-case-related tasks, such as supervision and extensive travel time incurred by system attorneys necessary to handle statewide areas of responsibility. The standards utilized by the system recommend that attorneys handle no more than: 150 felonies, 400 misdemeanors, 200 juvenile delinquencies, 25 non-capital appeals, three capital cases, or three capital appeals.

The following is a summary of the cases handled by system staff attorneys, by division, during FY 2019. This data summarizes the additional number of attorneys that would be required for the system to meet recommended standards.

	General Appeals (Non-Capital)	Homicide Direct Appeals	Capital Post Conviction	Capital Trial	Regional Offices (Non-capital)
Cases handled in FY 2019	553	110	61	37	13,585
Standard for caseload per attorney	25	3 capital, 25 non-capital	3 capital, 25 non-capital	3 capital, 150 felony	150 felony, 400 misdemeanor, 200 juvenile
Number of attorneys needed per standards	22	7	5	10	78
Number of attorneys on staff	13	7	4	8	30
Number of additional attorneys needed to meet standards	9	0*	1	2	48

*The majority of the Homicide Direct Appeals Division cases are homicide cases, reflecting an artificially low ratio of cases per attorney.

The Oklahoma Indigent Defense System currently needs an additional 60 attorneys to meet nationally recommended attorney staffing standards.

Accomplishments

Obtained additional funding, which was used for the following:

- Increased salaries of staff attorneys to achieve salary parity with Oklahoma prosecutors in order to reduce attrition and comply with national defense standards.
- Increased the hourly rates paid to contract attorneys to avoid an inability to provide counsel when ordered to do so by the district courts.

Savings and efficiencies

Continuing to consolidate IT services with Office of Management and Enterprise Services Information Services. This consolidation, in addition to implementation of case management software, will better serve agency clients and realize cost savings.

Agency goals

- The agency anticipates an increase in its caseload during fiscal year 2021. In light of that increase, the agency's main goal is to ensure continued effective legal representation to its court-appointed clients, fulfilling the state's obligations under the state and federal constitutions.
- Implement new case management software. With the software, the agency anticipates it will be able to collect more detailed and timely data to better allocate resources in representing its clients.

Projects for implementation

The agency is implementing new case management software. The software will assist staff to better serve court-appointed clients as well as provide better and timelier data to the agency resulting in more efficient management of agency operations.

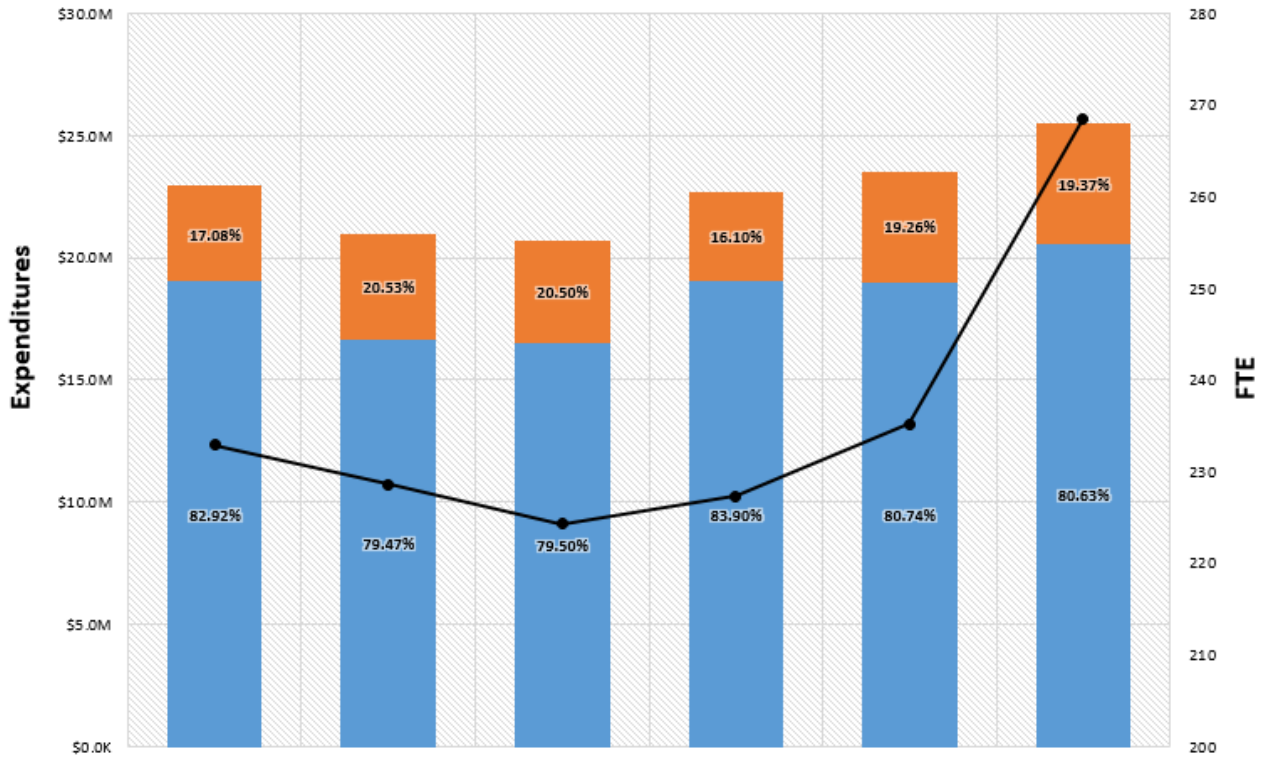
J.D. McCarty Center



Agency information

J.D. McCarty Center

Historical Actual Expenditures and Current Year Budget



Data updated on 01/07/2020

Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

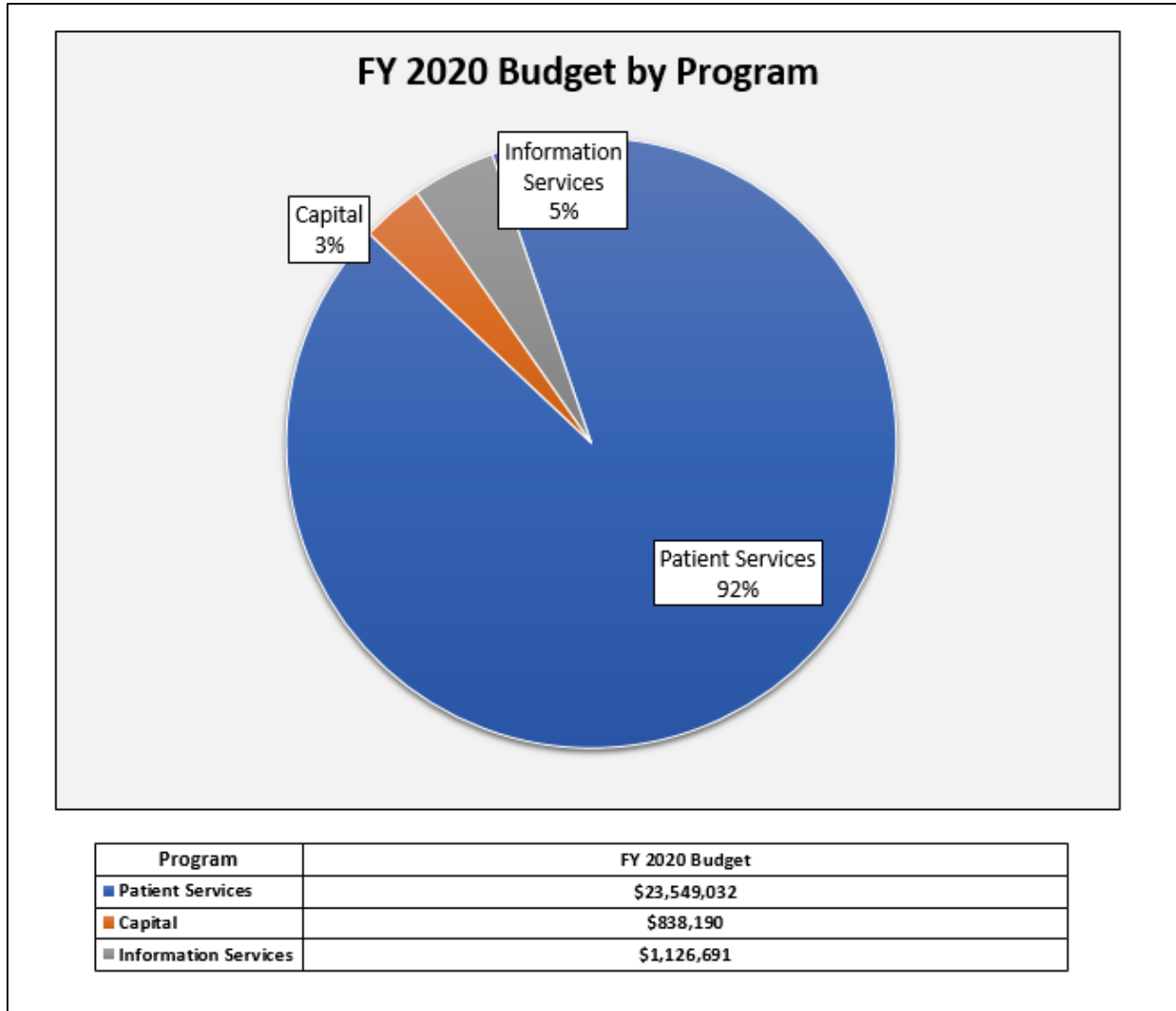
The mission of the J.D. McCarty Center for children with developmental disabilities is to provide a comprehensive program of rehabilitation for Oklahoma's citizens with disabilities.

Governance and administration

The Oklahoma Cerebral Palsy Commission is composed of five members appointed by the Governor from a list of 10 persons submitted by the Grande Voiture du Oklahoma of La Société des Quarante Hommes et Huit Chevaux (Forty and Eight). Senate confirmation of Commission members is not required. Each member serves a term of three years. The commission appoints the Director of the center. The current Director, Vicki Kuestersteffen, has served since July 2010 and receives an annual salary \$120,000.

Oklahoma Cerebral Palsy Commission				
Name	Appointing Authority	Appointment Date	Confirmation Date	Term End Date
William Hart	Governor	07/01/2018	07/01/2018	06/30/2021
Joseph Steil	Governor	07/01/2017	07/01/2017	06/30/2020
Bruce Jennings	Governor	07/02/2019	07/01/2019	06/30/2022
Chuck Thompson	Governor	07/01/2018	07/01/2018	06/30/2021
Rob McCalla	Governor	07/02/2019	07/02/2019	06/30/2022

Programs



Patient services

J.D. McCarty Center is licensed as a pediatric rehabilitative hospital. The center evaluates and treats Oklahoma’s developmentally disabled children to enable them to reach their maximum potential.

J.D. McCarty Center offers both inpatient and outpatient services. Medical services include pediatrics, pediatric dentistry, neurology and ophthalmology. Therapeutic services provided include physical, occupational and speech therapy; psychological services; nutritional counseling; and treating feeding and swallowing disorders.

The center uses live, interactive video technology to provide physical, occupational, speech-language and counseling services to children throughout Oklahoma. J.D. McCarty Center also offers independent living skills training for older teens to assist them in becoming capable of living independently.

Clients served: J.D. McCarty Center served 220 children through inpatient services in fiscal year 2019, with over 30,000 encounters total. The center also served 800 families through outpatient services, with over 20,000 client encounters per year.

Performance and projects

Key Performance Measures by program

Inpatient Services					
Goal					
Ensure services are high quality and cost efficient compared to the regional and national cost of care.					
Key Performance Measure					
Inpatient daily cost of J.D. McCarty hospital					
Key Performance Measure Description					
Maintain an inpatient daily cost at or less than the national and regional average over the next five fiscal years. Per Kaiser Family Foundation, the national hospital inpatient daily average cost was \$2,424 in 2017.					
Unit of Measure					
Dollars					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$1,316	\$1,329	\$1,440	\$1,483	\$1,527	\$1,573

Inpatient Services					
Goal					
Ensure families served by the hospital are receiving follow-up or other necessary services to ensure optimal health outcomes.					
Key Performance Measure					
Families contacted for follow-up					
Key Performance Measure Description					
Increase percentage of families contacted to determine if families need services to help ensure optimal outcomes for their child(ren).					
Unit of Measure					
Percentage of families contacted					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not available	Not available	50%	60%	70%	70%

Inpatient Services					
Goal					
Provide high-quality service resulting in positive health outcomes.					
Key Performance Measure					
Hospital-acquired infection rate					
Key Performance Measure Description					
Maintain a hospital-acquired infection rate below the national benchmark rate of 8.5%.					
Unit of Measure					
Percentage of infections					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
8.5%	4.5%	<8.5%	<8.5%	<8.5%	<8.5%

Inpatient services					
Goal					
Improve health outcomes for vulnerable patient populations.					
Key Performance Measure					
Required immunizations provided					
Key Performance Measure Description					
Ensure J.D. McCarty inpatients with complex medical disabilities receive 100% of immunizations by time of discharge.					
Unit of Measure					
Percentage of immunizations					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	98%	100%	100%	100%	100%

Outpatient Services					
Goal					
Serve more outpatients.					
Key Performance Measure					
Total outpatients served					
Key Performance Measure Description					
Increase the number of encounters in outpatient services by 15% between FY 2019 and the end of FY 2022.					
Unit of Measure					
Number of encounters					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
12,490	12,176	12,550	12,600	12,650	13,000

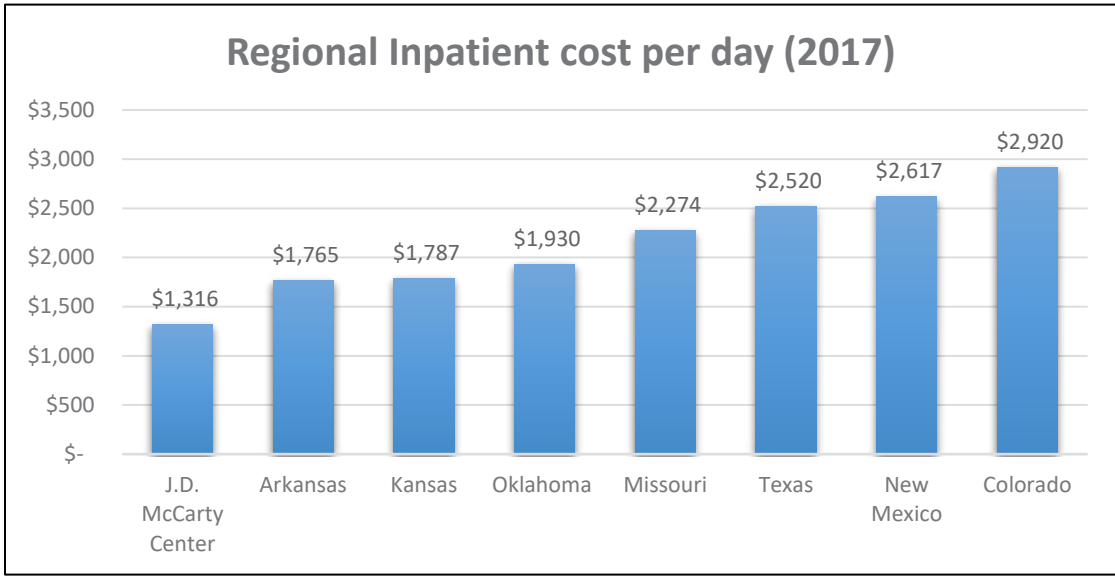
Regional benchmarks and comparisons

J.D. McCarty Center’s cost per inpatient day as determined by the annual cost report mandated by the Centers for Medicare and Medicaid Services:

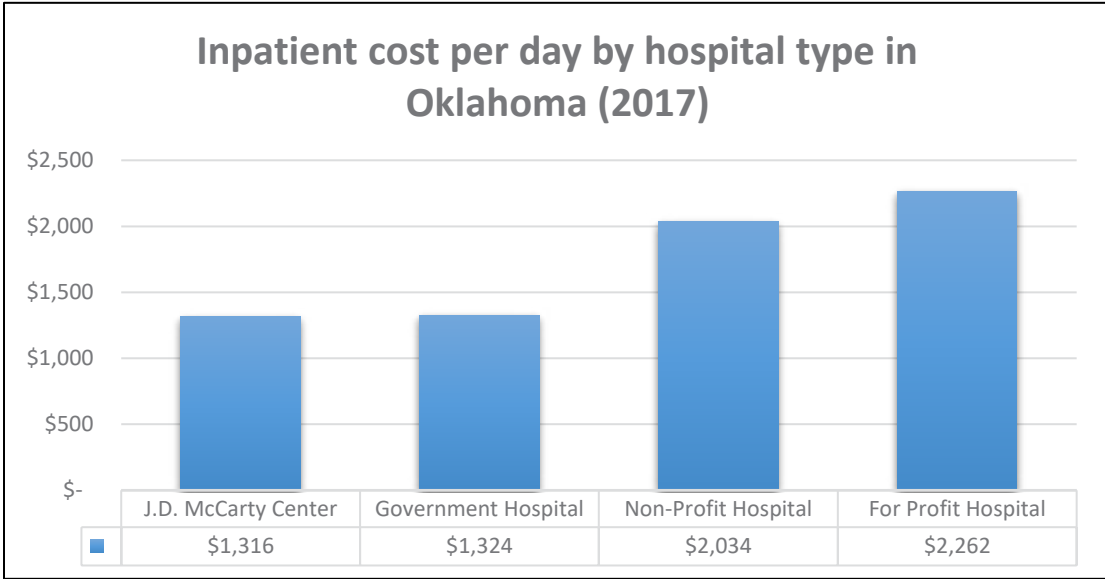
- FY 2017 was \$1,316.
- FY 2018 was \$1,329.
- FY 2019 was \$1,440.

The most recent data available from the Kaiser Family Foundation pertaining to the average inpatient cost per day at government hospitals in regional states is for calendar year 2017 (see below). J.D. McCarty Center’s inpatient cost per day was the lowest regionally in 2017.

Although 2018 and 2019 comparison statistics are not yet available, J.D. McCarty Center’s 2019 inpatient cost of \$1,440 is lower than all reported 2017 daily inpatient hospital costs from regional states (see below).



Additionally, when comparing J.D. McCarty Center’s cost per hospital inpatient day to hospital types during 2017, J.D. McCarty Center’s daily cost was lower than government hospitals, nonprofit and for-profit hospitals within Oklahoma in 2017.



Accomplishments

- Held the rise in cost per encounter below the general inflation rate.
- Increased total number of billable days to the highest in the past five years (11,837).
- Received \$757,787 in donations for center operations and capital projects.
- Completed conference center renovation necessitated by the July 2018 water main break.
- Passed inspection from the Oklahoma Commission on Children and Youth with no noted areas of deficiencies or concerns.

Savings and efficiencies

- Utilized the Office of Management and Enterprise Services Agency Business Services for procurement-to-pay services and consolidation under OMES IS.
- Agency expended 33% less in travel than budgeted.

Agency goals

- Continue implementation and refinement of a program with the Department of Human Services intended to decrease the number of children with developmental disabilities in the custody of the state.
- Maintain an inpatient daily cost equal to or less than the national and regional averages over the next five fiscal years.
- Increase the number of families reached to determine if these families are in need of or are receiving services to help ensure optimal health outcomes.
- Implement electronic prescribing throughout the hospital to increase efficiencies, enhance the quality of patient care, and reduce the number of hours required to complete the patient discharge process.
- Increase the number of children served through a marked increase in outpatient encounters.
- Maintain a hospital-acquired infection rate that remains below the national benchmark rate of 8.5%.
- Increase immunization rate among Oklahoma's children with complex medical disabilities by ensuring that all inpatients receive all required immunization by discharge.

Projects for implementation

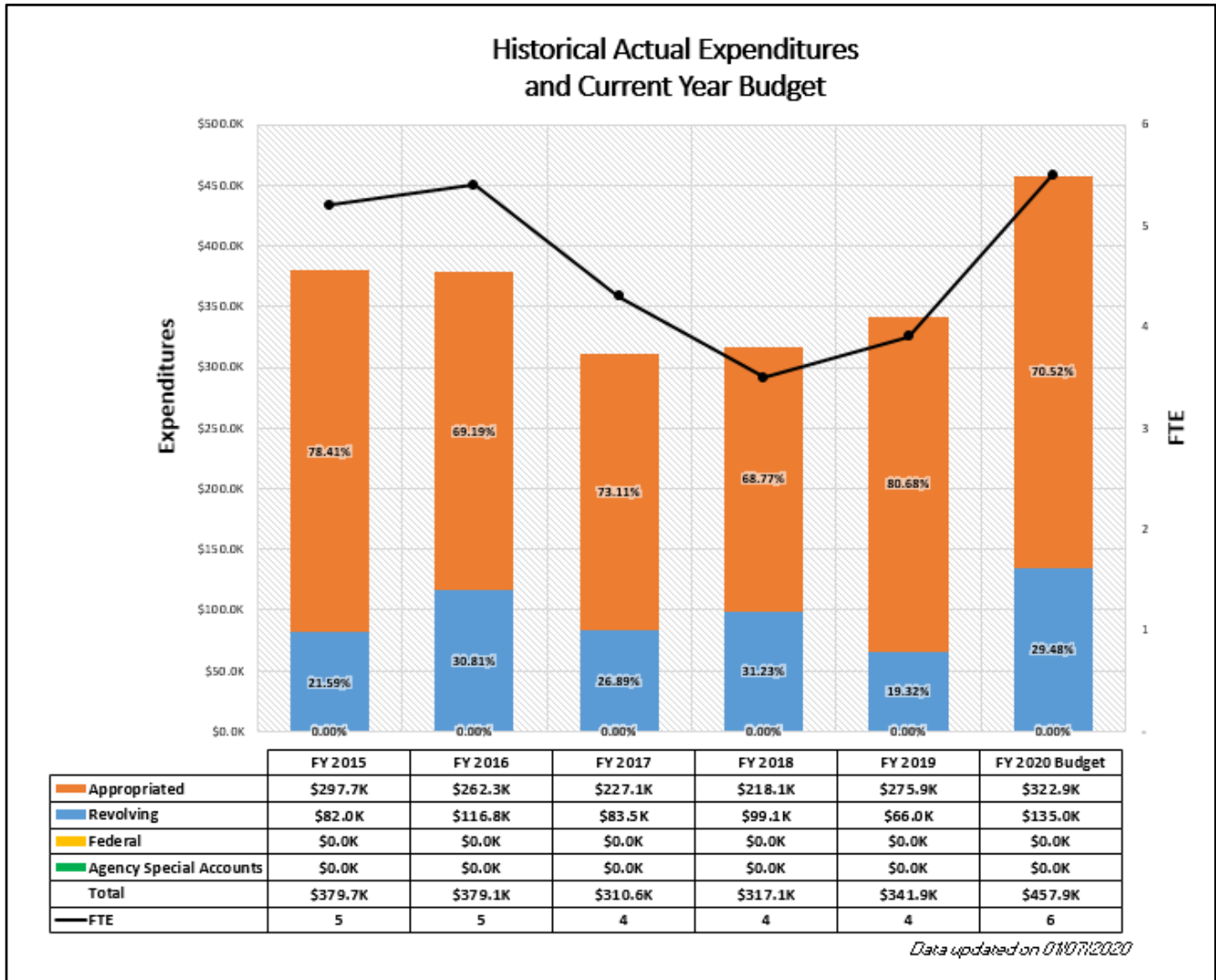
- Replace aging hospital beds and tubs in hospital units by January 1, 2020.
- Update independent living apartments to be fully accessible by June 2020.
- Pilot new practices and procedures with OMES Agency Business Services to increase efficiencies starting September 2019.
- Update telecommunication systems to include emergency notification system.
- Transition information services infrastructure to agency management to include network, anti-virus, and servers by June 2020.
- Develop and implement outpatient neurology and behavioral clinic by August 1, 2019.
- Implement electronic prescribing by January 1, 2020.
- Replace HVAC units at the hospital by June 2020.
- Update playground to be fully accessible by March 2020.

J.M. Davis Arms and Historical Museum



Agency information

J.M. Davis Arms and Historical Museum



Note: FY 2020 budgeted appropriations include budgeted carryover

Mission

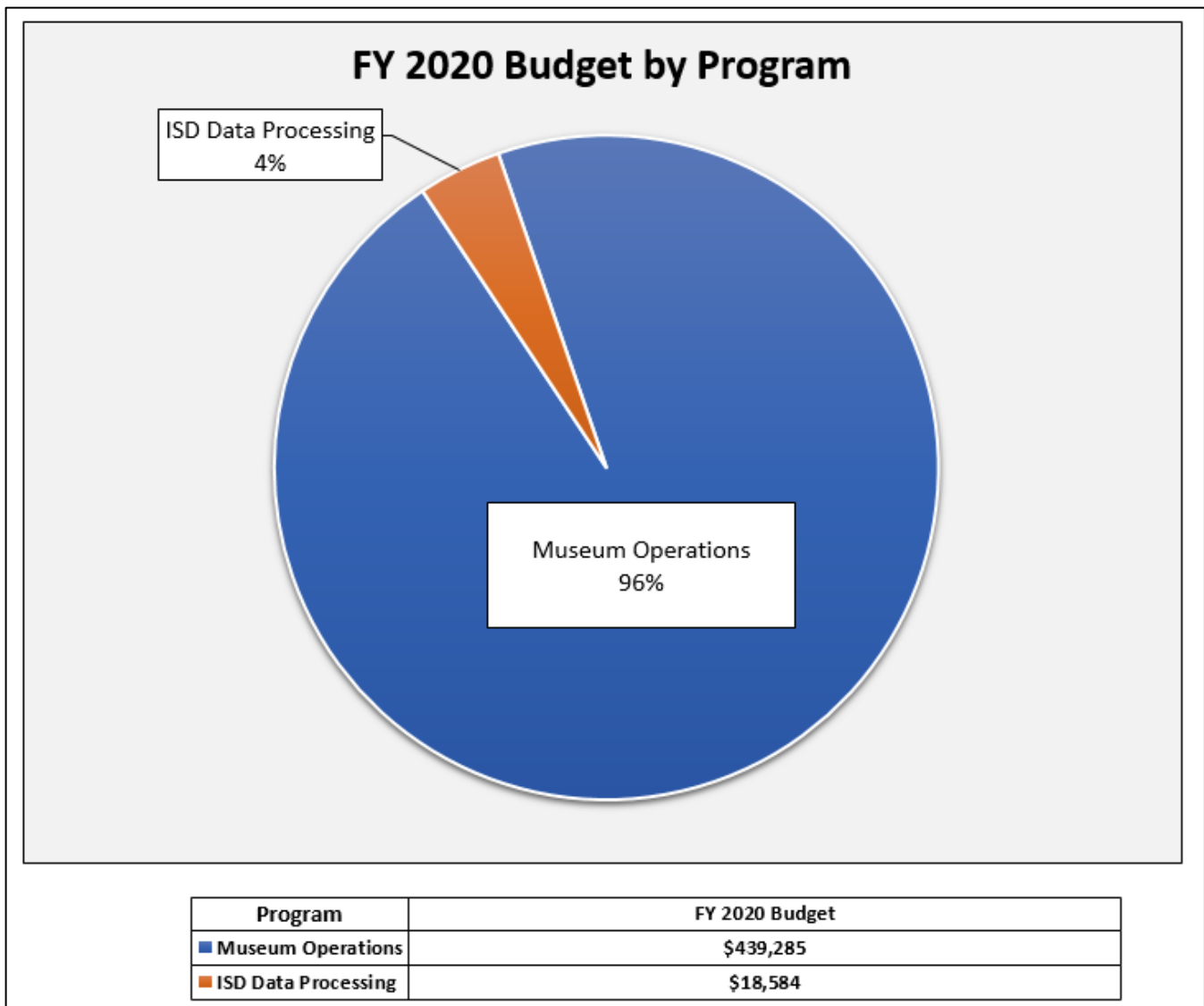
To house, preserve, display, and update the unique items collected by J.M. Davis and to provide an educational experience, entertainment, and pleasure to viewers of the collection.

Governance and administration

The J.M. Davis Memorial Commission is composed of five members, appointed by the Governor with the advice and consent of the state Senate. The term of office is four years. Wayne McCombs currently serves as Executive Director of the J.M. Davis Arms and Historical Museum. His annual salary as executive director is \$60,000.

Member Name	Date Appointed by Governor	Date Confirmed by Senate	Term Ends
William R. Higgins	May 2018	May 2018	8/1/2021
Dr. Keith Ballard	May 2018	May 2018	8/1/2021
W. Hays Gilstrap	May 2018	May 2018	8/1/2021
Elton Denny Haddox	May 2018	May 2018	1/9/2019
Rick Mosier	May 2018	May 2018	8/1/2021

Programs



Museum operation

Museum operation houses, preserves, displays, and updates the unique collection of firearms and historical artifacts collected by J.M. Davis and provides a historical and educational experience for the viewing public.

Clients served: 30,000 visitors per year; visitors come to this museum from all over the United States and foreign countries.

ISD data processing

OMES Information Services data processing is responsible for data management, network engineering, hardware, database, and software design.

Performance and projects

Key Performance Measures by program

General Operations					
Goal					
To increase museum attendance, museum gift shop revenues, museum donations, and outreach programs.					
Key Performance Measure					
Increase revenue from the gift shop and donations.					
Key Performance Measure Description					
Retail sales from the gift shop.					
Unit of Measure					
Amount in dollars					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$98,505	\$109,100	\$120,010	\$132,011	\$133,000	\$133,000
Key Performance Measure					
Increase the effectiveness of public outreach programs.					
Key Performance Measure Description					
Increase attendance to museum.					
Unit of Measure					
Number of museum visitors					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
27,000	27,500	29,500	30,000	33,000	35,000
Key Performance Measure					
Increase the use of volunteers to augment public outreach programs and staff operations.					
Key Performance Measure Description					
Number of volunteers					
Unit of Measure					
Volunteers					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
5.5	4.5	4.5	5.5	5.5	6.5

Accomplishments

- Celebrated 50th anniversary.
- Sealed and painted parking lot and refurbished the lighting at the museum.

Savings and efficiencies

- With the museum being closed two days a week, there is a \$704 savings per month on utility costs compared to 2015.
- The agency continues to utilize the Office of Management and Enterprise Services shared services for financial and payroll services.

Agency goals

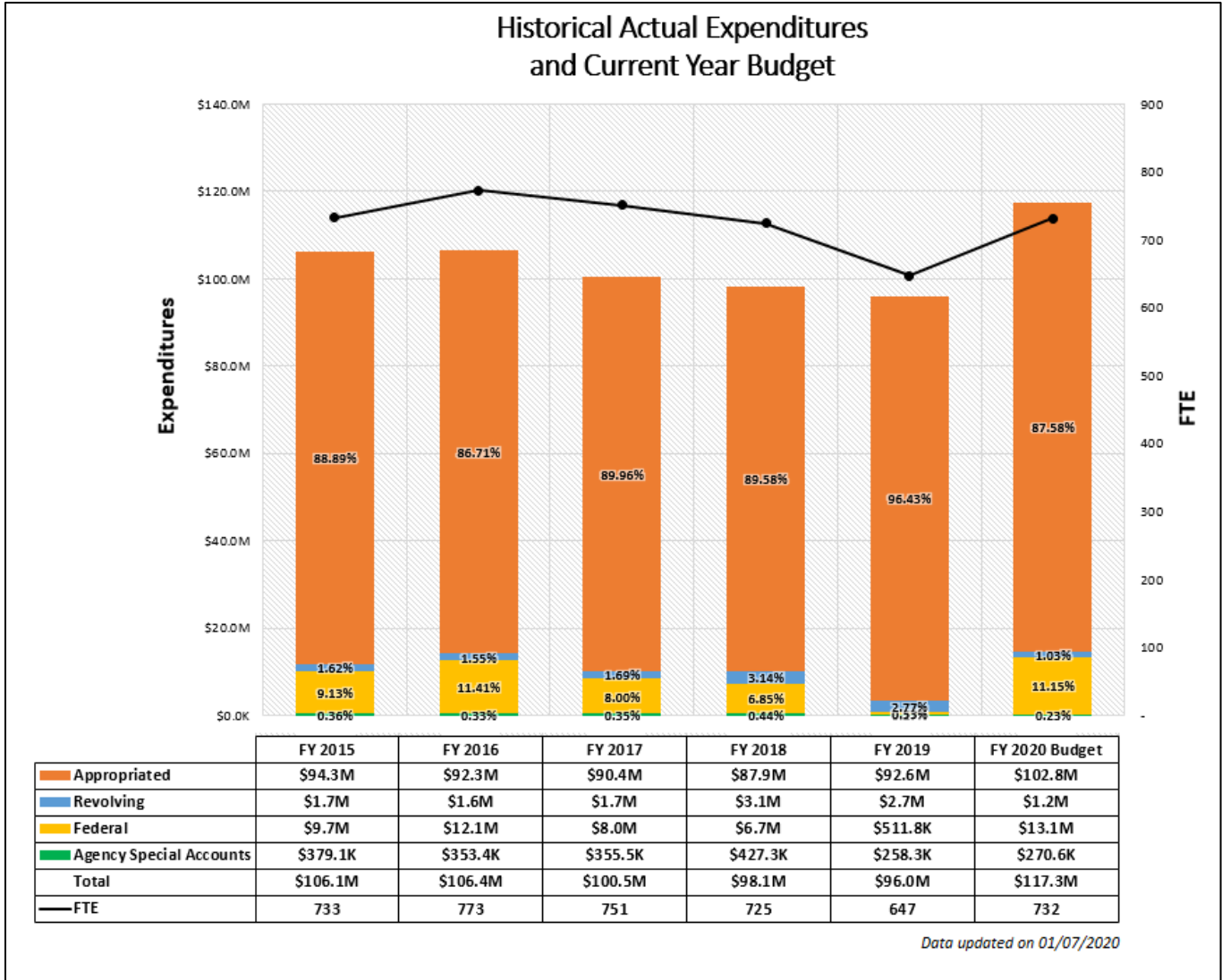
- Hire a full-time maintenance person to maintain the museum facilities.
- Begin capital improvement long-term committee to redo 1968 lighting system into total LED lighting. It is projected to pay for itself in 4 1/2 years.

Office of Juvenile Affairs



Agency information

Office of Juvenile Affairs



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

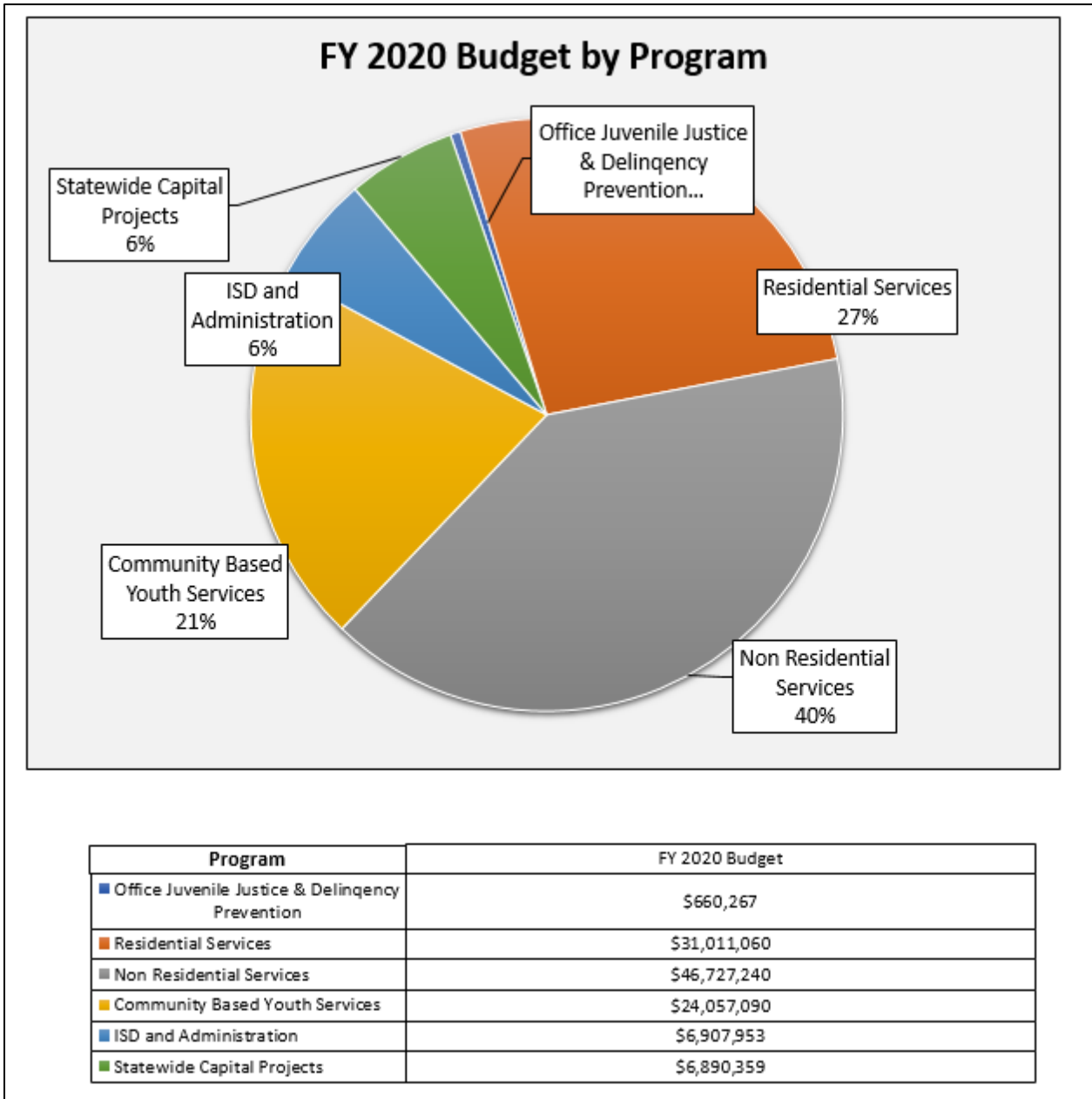
Utilize intervention and prevention strategies; advise the Governor and Legislature concerning delinquency prevention and juvenile justice matters; and effectively administer federal funds received through the Juvenile Justice and Delinquency Act, Formula Grant Program, Title V, and additional federal grants.

Governance and administration

The Board of Juvenile Affairs is comprised of nine members. Five members are appointed by the Governor, two members are appointed by the President Pro Tempore of the Senate and two are appointed by the Speaker of the House. Each member serves at the pleasure of his or her appointing authority and may be removed or replaced without cause. Steven Buck has served as Executive Director since February 2016 when he was appointed by the OJA governing board through its authority at that time. He was appointed by Governor J. Kevin Stitt on May 1, 2019, under current statute. Mr. Buck also serves as the Secretary of Human Services and Early Childhood Initiatives. His annual salary is \$169,339.

Board of Juvenile Affairs			
Name	Appointing Authority	Date of Appointment	Term End Date
Michael "Sean" Burrage	Speaker of the House of Representatives	3/26/2019	Members serve at the pleasure of the appointing authority.
Dr. Sidney Ellington	President Pro Tempore OK State Senate	1/1/2020	
Dr. Amy Emerson	Governor J. Kevin Stitt	3/14/2019	
Janet Foss	Governor J. Kevin Stitt	3/14/2019	
Dr. Stephen Grissom	Governor J. Kevin Stitt	3/14/2019	
Mautra Jones	Governor J. Kevin Stitt	3/14/2019	
Timothy Tardibono	President Pro Tempore OK State Senate	4/3/2019	
Jenna Worthen	Speaker of the House of Representatives	3/26/2019	
Karen Youngblood	Governor J. Kevin Stitt	3/14/2019	

Programs



Office of juvenile justice delinquency prevention

The Office of Juvenile Affairs (OJA) administers federally funded Juvenile Justice Delinquency Prevention Formula grants and assists communities in funding and developing juvenile delinquency prevention programs. Major goals include funding approximately 20 evidence-based delinquency prevention programs statewide and reducing the number of youth entering the juvenile justice system.

Clients served: 1,400 children and families residing throughout Oklahoma [unduplicated count].

Residential placement support division

The Residential Placement Support Division was recently established to administrate the two OJA secure care rehabilitative residential treatment facilities. The Central Oklahoma Juvenile Center in Tecumseh and the Southwest Oklahoma Juvenile Center in Manitou provide residential care and treatment for young people who have been adjudicated as youthful offenders or delinquents. OJA operates the Oklahoma Youth Academy Charter School (OYACS) within both secure care facilities.

The OYACS mission is to provide an individualized education encompassing academic, social, emotional, and employment skills to highly challenged youth in a nontraditional setting. OYACS teachers and staff encourage self-worth and determination in a supportive atmosphere to assist young people in realizing their true potential.

Clients served: 101 youth adjudicated as delinquent or as a youthful offender [unduplicated count].

Community-based support services division

Nonresidential services

The Community-Based Support Services Division is responsible for the oversight and administration of nonresidential services provided by the Juvenile Services Unit. JSU provides intake, probation, and custody services in all 77 counties, except those four counties with duly constituted juvenile bureaus, where JSU provides custody services only (see 10A O.S. § 2-4-101 through 2-4-110). JSU provides services and supervision to juveniles alleged or adjudicated as delinquent, in need of supervision, or as a youthful offender.

JSU collaborates with judges, district attorneys, defense attorneys, and law enforcement to provide services to young people involved in the juvenile justice system. JSU case managers work with each youth to develop treatment plans, document progress, and provide referrals to youth service agencies and other services.

OJA contracts with youth service agencies to provide services to youth being treated in their community. Each county in the state uses local contract providers to ensure clients receive services and programs best suited to treat juveniles and provide support to the family. In certain communities, graduated sanction programs are used to divert youth from further involvement with the juvenile justice system.

Due to a recent reorganization, the Community-Based Support Services Division is newly responsible for the administration of agency contracts with 12 Level-E residential treatment programs and for contracts with counties for secure detention services, which are operated in accordance with the State Plan for the Establishment of Juvenile Detention Services. When a person under the age of 18 is accused of violating the law in Oklahoma, he or she may be admitted into one of the 18 licensed detention centers in the state. Oklahoma juvenile detention centers currently provide 381 beds across the state, serving both males and females after arrest, during the court process, and pending placement.

Clients served: 9,527 youth [unduplicated count] were provided services by JSU, relative to the 11,000+ referrals made to OJA in FY 2019. Services provided for each referral may include: information and referrals provided to Oklahoma designated youth service agencies; the provision of intake interviews; informal adjustments; deferred adjudications; probation and/or community placement; custody, parole services; and interstate compact services.

Community-based youth services

Community-Based Youth Services (CBYS) administers contracts with 39 not-for-profit designated youth service agencies (YSAs) located throughout the state to provide prevention and intervention services to young people and their families across Oklahoma. Services must be designed to meet the individual needs within each community.

Local YSAs provide treatment services to youth at risk of delinquency or who are involved in the juvenile justice system. Services include emergency shelter beds; first time offender programs; crisis intervention; individual, family, and group counseling; prevention and substance abuse support groups; transitional living programs; tutoring; mentoring; and school based programming. Youth services agencies focus on making communities safer by improving long-term outcomes.

CBYS is responsible for ensuring youth service agencies deliver evidence-based, compliant, and equitable programs within the community. CBYS staff provide technical assistance, support, and oversight to ensure Oklahoma's most vulnerable youth receive the services they need to become successful members of their communities.

Clients served: 39 youth service agencies collectively provided services to 10,996 at-risk Oklahoma youth and provided life-skills classes to 56,352 [duplicated count] youth in Oklahoma schools.

Performance and projects

Key Performance Measures by program¹

Nonresidential Services					
Goal					
By close of FY 2023, 50% of youth referred to OJA are deferred or diverted away from deeper involvement with the juvenile justice system.*					
Key Performance Measure					
Juvenile diversions.					
Key Performance Measure Description					
Increase the percentage of referred youth designated as diverted or deferred (including Informal Adjustment Agreements) during the OJA intake process.					
Unit of Measure					
Percent of juvenile cases					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not available	30%	35%	40%	45%	50%

* Attainment of this goal is dependent on OJA's success in working with judges, prosecutors and law enforcement to adopt a more therapeutic approach to juvenile justice.

¹ Historic actuals for some OJA goals may not be available due to programmatic changes and the development of emerging functionality and analytics.

Residential Services and Nonresidential Services					
Goal					
By close of FY 2023, 75% of youth who receive OJA case management services and complete the treatment program will successfully complete all individualized treatment goals prior to leaving OJA care.					
Key Performance Measure					
Completion of treatment goals					
Key Performance Measure Description					
OJA provided case management treatment plan services to approximately 3,504 youth in FY 2018 and approximately 3,193 youth in FY 2019. OJA is currently developing the capability to track completion of individualized treatment goals.					
Unit of Measure					
Percentage of closed case management treatment plans in which all treatment goals have been successfully completed					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not available	Not available	60%	65%	70%	75%

Community Based Youth Services					
Goal					
By close of FY 2023, increase by 50% the number of clients who successfully complete First Time Offender Program curriculum provided by a designated youth services agency.					
Key Performance Measure					
First Time Offender Program curriculum completions					
Key Performance Measure Description					
Expand the use of evidence-based First Time Offender Program curriculum to prevent incidents of delinquent and antisocial behavior while supporting the development of each youth's assets and resilience.					
Unit of Measure					
Number of clients who complete First Time Offender Program curriculum					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not available	1,150	1,300	1,450	1,600	1,725

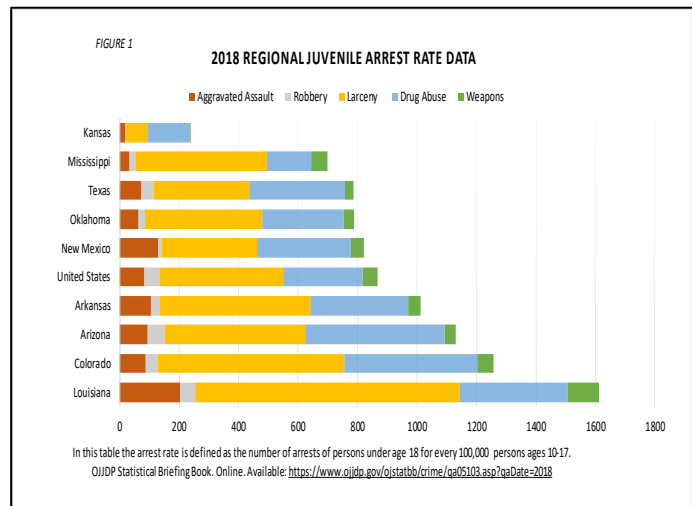
Community Based Youth Services					
Goal					
By close of FY 2023, increase by 10% the number of youth attendees of school-based life skills class sessions provided by designated youth services agencies.					
Key Performance Measure					
School-based life skills class session attendees					
Key Performance Measure Description					
Increase the number of class attendees of one or more of the 12 school-based life skills program class sessions, with the goal of youth learning healthy alternatives, positive behaviors, and developing the confidence to make better choices in response to the daily challenges of life.					
Unit of Measure					
Number of class attendees (students may attend multiple classes)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
44,400	54,850	56,000	57,500	58,500	60,350

Residential Services and Nonresidential Services					
Goal					
By 2023, increase by 30 the number of group home and secure care youth who are enrolled in career preparation services.					
Key Performance Measure					
Career preparation services enrollment					
Key Performance Measure Description					
Over 50% of OJA group home and secure care youth currently have access to career preparation services. OJA seeks to expand our partnership with Oklahoma CareerTech to provide a greater number of locations and settings delivering career preparation services.					
Unit of Measure					
Number of group home and secure care youth enrolled in career preparation services					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not available	220	225	235	245	250

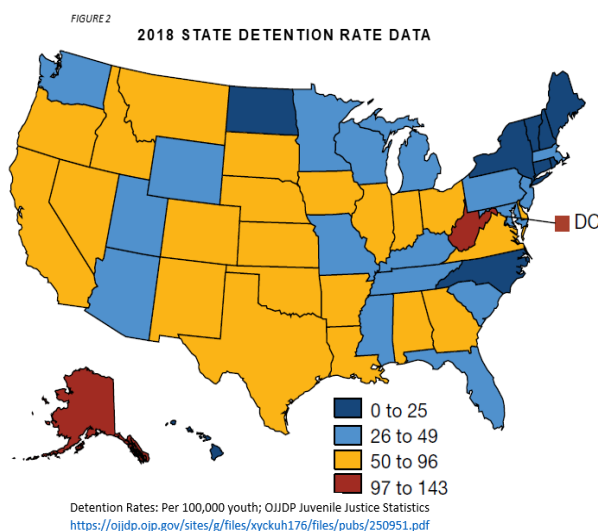
Regional benchmarks and comparisons

OJA is a recognized national leader for its use of evidence-based tools and practices, standardized risk assessment, automated data collection and the agency’s strong commitment to individualized treatment and education services for all youth. OJA staff and community partners work diligently to ensure wise and careful use of public and private resources in equipping young people with the skills needed be well-prepared, law-abiding citizens after leaving OJA’s care.

Statistical comparisons of state and regional juvenile justice system performance data is challenging at best. This is due, in part, to rapidly emerging analytic technologies, a lack of continuity in defining data elements across systems and the use of disparate data collection methods. Each state has its own distinct justice system with its own laws and practices. Because few, if any, national or shared juvenile justice system assessment methodologies exist, caution should be used when considering comparisons of state-to-state or regional juvenile justice system assessment or performance data.



Keeping these distinctions in mind, a review of available 2018 regional juvenile arrest rate data (Figure 1) shows Oklahoma reporting fewer than the national average for juvenile crimes involving aggravated assault, robbery, larceny, drug abuse and weapons. Reported data also shows that Oklahoma’s detention rate is comparable to detention rates of nearby states (Figure 2). However, Oklahoma data reflects a greater percentage of juveniles are held for offenses that are more serious,² including crimes involving force or threat of force against a person.



Data collected by the OJA Juvenile On-Line Tracking System is used to support and inform agency efforts to standardize the delivery of safe, appropriate and cost-effective residential placement and secure detention services across the state. In 2019, the agency released an updated “State Plan for the Establishment of Juvenile Detention Services,” to define a modernized, more adaptive approach for delivery of these services.

As national and regional juvenile justice, systems and practices continue to respond to an evolving body of knowledge about the effects of trauma, adolescent brain development, and resiliency, OJA will continue to use effective, evidence-based, treatment-centered, services to reduce recidivism and promote new, safer, and more productive directions for Oklahoma youth.

² Hockenberry, S., & Puzanchera, C. (2018). Pg. 9, Juveniles in Residential Placement, 2015. *OJJDP Juvenile Justice Statistics, National Report Series Bulletin*, (NCJ 250951).

Accomplishments

- Initiated construction to modernize and consolidate secure-care treatment programs for juveniles. The Next Generation Campus is being developed on the grounds of the Central Oklahoma Juvenile Center (COJC) in Tecumseh and will have a capacity of up to 144 beds. Operations continue at the juvenile center while construction is underway. The project, funded primarily by a \$45 million bond issue, is expected to be completed by 2022.
- Enrolled 190 students at the Oklahoma Youth Academy Charter School for the 2018-2019 school year. Thirteen students earned high school diplomas and 21 earned GEDs.
- Implemented the Individual Career Academic Plan process at the Oklahoma Youth Academy Charter School to help students engage in academic and career development activities and personal advancement.
- Hired a chief psychologist to assist the agency in better understanding the young people in OJA care and to develop specific trauma-informed treatment strategies to help these youth complete their requirements and productively return to the community.
- Digitized over 500,000 Juvenile Justice Unit case documents with the ImageNet electronic document system to better manage and securely store information.
- Addressed BKD Performance Assessment audit recommendations by expanding the number of First Time Offender Program participants, increasing career preparation opportunities, and initiating Juvenile On-Line Tracking System program changes to improve documentation of treatment plan goal and objectives

(<http://www.oklegislature.gov/APAC/APAC%202018%20OJA%20Performance%20Assessment%20Final%20Report.pdf>).

Savings and efficiencies

- With the consolidation of secure-care treatment programs into one centralized facility, OJA will reduce technology inefficiencies; improve medical and treatment services; save money in transportation, personnel, and maintenance costs; and achieve broad efficiencies.
- OJA uses shared services provided through the Office of Management and Enterprise Services such as email, information technologies staff and the utilization of state contracts.
- OJA achieves 15-30% in savings relative to previous travel costs by providing training and meetings via teleconferencing and Microsoft TEAMS.
- OJA anticipates an overall 10-20% reduction of printing, copying, storage, and transfer costs as the agency fully transitions to an electronic content management system.

Agency goals

- Become a Top Ten state juvenile justice system. Success metrics will include the number of media articles, presentations, or inquiries OJA receives that result in sharing agency successes and creating a system that other states seek to learn from and model.
- Support Governor J. Kevin Stitt's Front Porch Initiative. Success metrics will include the number of coordinated efforts that OJA, together with other agencies and community partners, participates in to achieve the delivery of customer-focused services to Oklahomans.
- Provide access to real-time information to youth, families, communities, and juvenile justice professionals through internal and external web-based services. Real-time information access will result in a more productive workforce, the ability to maintain continuity of care for youth

and families, and enable development of predictive analytics tools to improve decision-making and promote safe communities.

- Develop and implement a comprehensive plan to measure recidivism and track positive outcomes for justice-involved youth.
- Obtain, analyze, and share data on outcomes for juvenile-justice-involved youth in order to improve those outcomes and efficiently allocate state resources.
- Increase the percentage of youth who successfully complete Individualized Treatment Plan goals.
- Provide assistance and education to legislators and stakeholders concerning the technical and system changes needed to enable enrollment of OJA group home youth in the Oklahoma Youth Academy Charter School.
- Develop return on investment/cost benefit analyses for each division of OJA. Analyses will include the development of performance metrics to measure the effectiveness and efficiency of delivery of services to the public, promote public safety, and increase positive outcomes for at-risk youth.
- Increase grant funding to further improve juvenile justice system practices, policies and programs.
- Deploy trauma-informed treatment, programming and services.

Projects for implementation

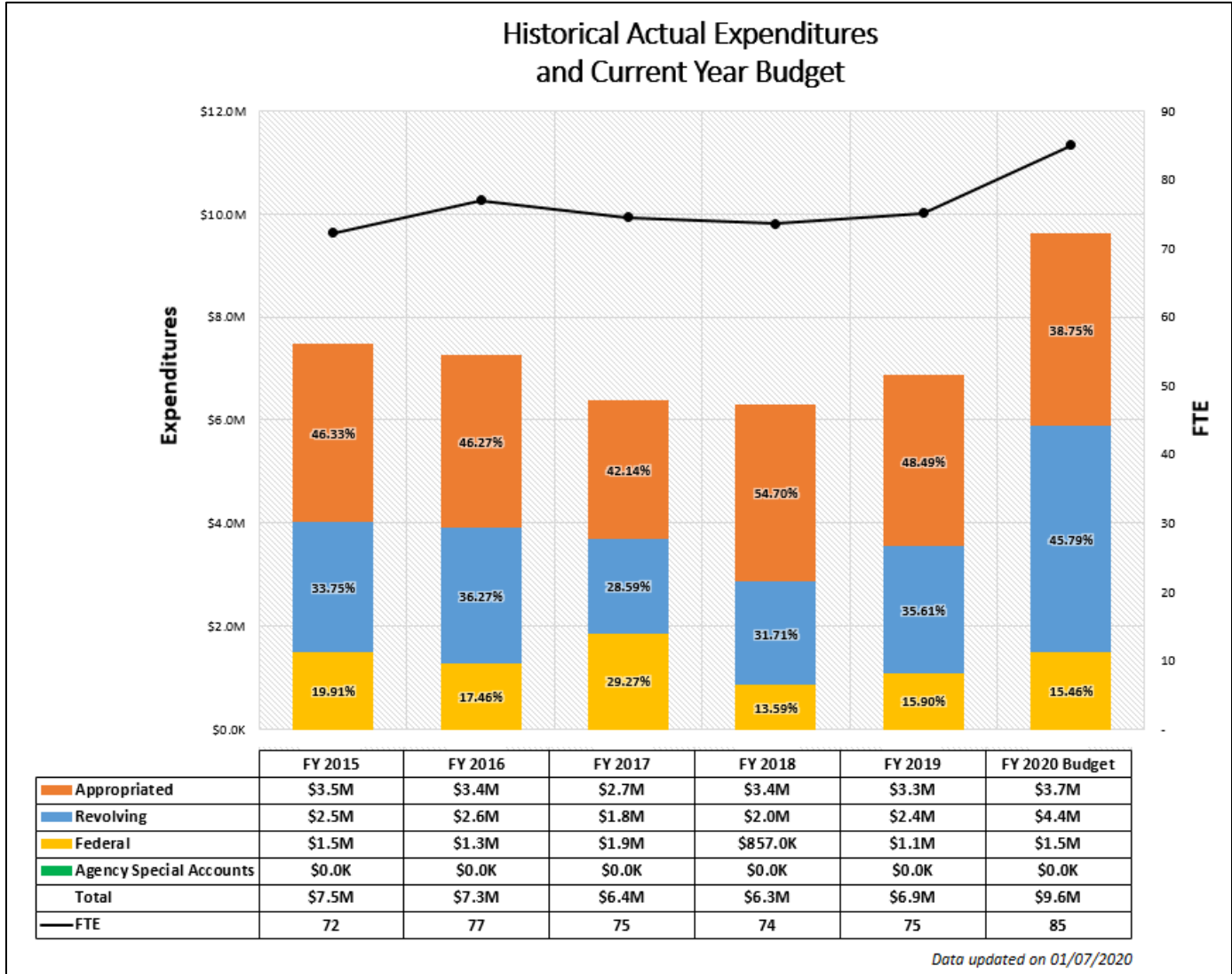
- Continue to develop the Next Generation Campus facility. The Oklahoma Capitol Improvement Authority has the authority to issue bonds to generate proceeds of up to \$45 million for the new Next Generation juvenile facility (73 O.S. § 701).
- Modernize the State Plan for the Establishment of Juvenile Detention Services to include a methodology and formula to determine capacity needs, enabling OJA to expand or reduce the number of contracted detention beds based upon need.
- Ensure the most effective and efficient use of available technologies and tools across all agency programs.
- Deploy electronic health record capabilities to help achieve cost-saving efficiencies, enable stringent quality assurance, and oversee disease control programs while providing quality healthcare for youth in secure care treatment facilities.
- Adopt a unified, sustainable, agencywide IT data management program to securely and efficiently collect, keep, share and use data for effective decision making and efficient resource deployment.
- Implement an automated methodology to track and assess qualitative and quantitative individual treatment plan goals for OJA youth by the close of FY 2023.

Oklahoma Department of Labor



Agency information

Oklahoma Department of Labor



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Oklahoma Department of Labor is to help ensure fairness, equity, and safety in Oklahoma workplaces through ethical behavior, conscientious guidance, and loyal service to Oklahoma's employers and employees.

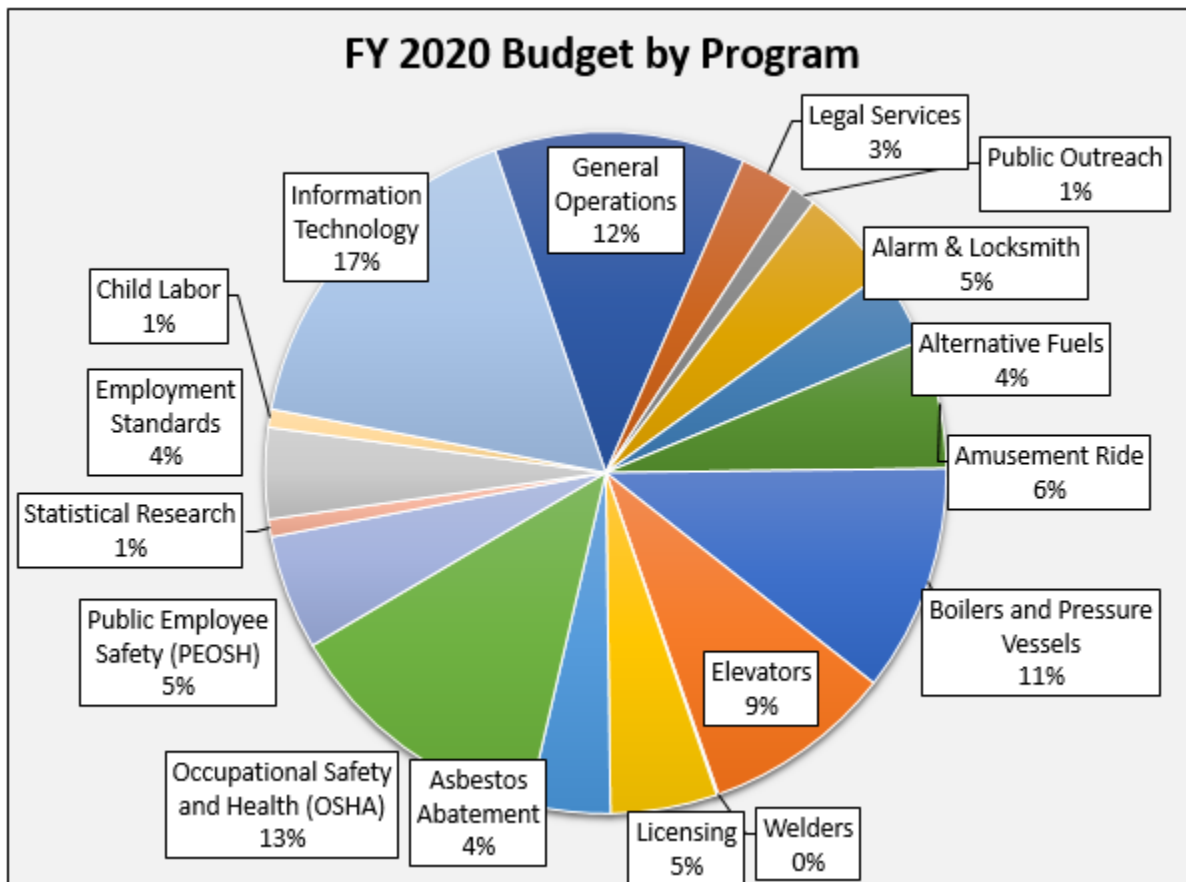
The Commissioner of Labor is charged with preserving, protecting, and promoting the welfare of the wage earner. Oklahoma's workers are our state's greatest asset. Each has the right to work in an environment that is fair, equitable, healthy, and safe.

Governance and administration

The ODOL is governed by the citizen-elected Commissioner of Labor. The present Labor Commissioner, Leslie Osborn, was elected on November 6, 2018, taking office the following January. She succeeded the former Labor Commissioner, Melissa McLawhorn Houston, who served from November, 2015, through January 14, 2019.

The Oklahoma Commissioner of Labor is a constitutionally created office, Okla. Const. Art. 6, Sec. 20, and the Chief Executive Officer of the Oklahoma Department of Labor, 40 O.S. §§ 1, et seq. The current salary for this position is \$105,053.

Programs



Program	FY 2020 Budget
General Operations	\$1,144,105
Legal Services	\$250,871
Public Outreach	\$116,666
Alarm & Locksmith	\$445,852
Alternative Fuels	\$347,641
Amusement Ride	\$588,746
Boilers and Pressure Vessels	\$1,036,879
Elevators	\$870,114
Welders	\$8,622
Licensing	\$486,517
Asbestos Abatement	\$372,606
Occupational Safety and Health (OSHA)	\$1,238,614
Public Employee Safety (PEOSH)	\$523,447
Statistical Research	\$80,322
Employment Standards	\$415,019
Child Labor	\$82,900
Information Technology	\$1,609,691

General operations

General operations includes administration, public outreach, and legal services. Administration ensures agency goals are achieved and promotes the resources available at ODOL. This division supports the agency in integrating and improving technology, enhancing current programs and resources, and creating more efficient and economical business practices. This division directly supports the efforts of all ODOL programs and divisions.

Legal services

The Office of General Counsel (Legal Services Division) assists and advises the Labor Commissioner, executive staff, and all agency division directors and their staff. It drafts statutory and regulatory changes and assists with the proper interpretation and implementation of federal and state laws. The office assists Human Resources with personnel rights/obligations, potential workplace grievances and disciplinary actions, and evolving workplace protections and compensation concerns.

Legal Services staff ensure the agency's two committees (Alarm, Locksmith, and Fire Sprinkler Advisory Committee and Alternative Fuels Committee), as well as the Occupational Licensing Advisory Commission (of which the Labor Commissioner is the chair), comply with Oklahoma's Open Meetings and Open Records Act. The Legal Services Division also defends agency orders, committee action, and enforcements efforts at administrative hearings and later appeals, and provides general guidance to the public on matters falling within the agency's purview.

Safety standards

Safety Standards provides inspections and enforces regulations to ensure public safety. This division regulates the installation, operation and maintenance of the following:

- Boilers, pressure vessels, hot water heaters;
- Alternative fuels stations;
- Amusement rides;
- Elevators; and
- Welders.

The mission of this division is to help ensure the safety of both the workforce and the general public.

Alarm, Locksmith, and Fire Sprinkler

The Alarm, Locksmith and, Fire Sprinkler program licenses several different disciplines within the alarm and locksmith industry including: monitoring, burglar alarm, fire alarm, fire sprinkler, locksmithing, access control, closed circuit television, and nurse call. The program ensures that companies and individuals engaged in these activities are licensed as required by the act and are in compliance with applicable industry rules. The Alarm, Locksmith and Fire Sprinkler Advisory Committee assists the Commissioner of Labor in establishing rules and regulations for the licensure and practice of professionals engaged in the alarm and locksmith industry. Staff also investigate complaints, conduct sting operations and perform job site inspections to verify licensed individuals are performing their duties according to adopted standards.

Clients served: 126 complaints served and 3871 consultations performed involving alarms, locksmithing, fire sprinklers, electronic access controls, CCTV, and nurse call activities.

Alternative Fuels

The Alternative Fuels program serves contractors, owners, and the general public when dealing with compressed natural gas, electrical vehicles, liquid natural gas, and hydrogen vehicles or modes of transportation. Alternative fuel inspectors inspect compressed natural gas stations, calibrate pumps, inspect pressure vessels at public fueling stations, and complete permit reviews on new station installations. Inspectors cross-train with the Boiler and Pressure Vessel program and inspect that equipment in addition to their regular duties.

The Alternative Fuels staff promotes public safety by working with the owners, contractors, and general public; and shaping legislative policies and procedures as alternative fuels needs ever expand with new technology. To date, there are approximately 101 alternative fuels stations in the state.

Clients served: Companies, installers, and operators of CNG, EV, LNG and hydrogen-powered vehicle conversion and maintenance shops; owners of alternative fuels vehicles; owners/operators and customers of alternative fuels dispensing stations; owners/operators and customers of alternative fuels equipment company businesses.

Amusement Ride

The Amusement Ride program serves owners/operators of permanent and temporary amusement ride attractions within Oklahoma, which include, but are not limited to: water parks, permanent parks, carnivals, zip lines, ropes courses, and inflatables. This program serves the general public by ensuring that all rides are registered, insured, inspected, and safe for operation. Approximately 3,600 amusement rides are registered and inspected annually within Oklahoma. ODOL maintains an online directory of amusement show companies registered with the state. This program also hosts an annual educational summit to share accomplishments, best practices, rule/law changes, and other vital information to ride owners/operators. Amusement ride inspectors cross-train with the elevator program to assist with elevator inspections during lulls in their inspection schedule.

Clients served: Owners/operators of permanent and temporary amusement ride attractions; general public/users of permanent and temporary amusement ride attractions.

Boiler and Pressure Vessel

The Boiler and Pressure Vessel program works to ensure the safe installation, operation, service and repair of boilers, pressure vessels, hot water supplies, and carbon dioxide storage vessels, as well as weld test facilities. This program is responsible for registering and inspecting over 14,300 active boilers/pressure vessels and over 30,000 hot water heaters in the state and conducts safety inspections on steam engines and other implements. The staff conducts an annual summit to inform industry of safety requirements, rule/law changes, and other timely announcements. Inspectors undergo rigorous training courses covering many different national codes and guidelines in order to protect public safety within the boiler industry.

Clients served: Owners, operators, and third-party inspectors of boilers and pressure vessels; general public/users of all companies and locations utilizing boiler and pressure vessels; NBB pressure vessel inspectors.

Elevators/Escalators

The Elevator/Escalator program works to ensure the permitting and safe installation, operation, service, and repair of all eligible elevators and escalators in the state except those within Oklahoma City. Inspectors are responsible for annual, biennial, or triennial inspections of over 6,200 registered elevators, depending on the requirements for the specific type of system. Elevator inspectors must be licensed and pass national standards evaluations, as well as obtain continuing education unit credits. The program conducts an annual summit that informs industry members of changes to statutes/rules as well as industry trends and safety concerns.

Clients served: Four major elevator contractors who perform installation, repairs, and operation of elevators in various businesses and facilities; general public (users/riders of all elevators and passenger conveyances).

Welders

The Welder program issues new and renewal welder licenses, weld inspector licenses, and weld test facility licenses. Boiler inspectors ensure Oklahoma welders are operating with a current license and compliant with the act and perform visual inspections of facilities and resources to ensure adequate and safe welding and testing capabilities.

Clients served: Licensed welders (6,756); weld test inspectors (103); and weld test facilities (61).

Licensing

Licensing oversees the licensure, registration and regulation of 51 distinct occupational licenses throughout the state through the following:

- Evaluating applicant experience and education.
- Issuing, renewing, and upgrading licenses.
- Distributing licensing news and renewal notices.
- Initiating criminal history checks.

Under the ODOL licensure system, Oklahoma statutorily defines the tasks and function or scope of practice of a profession and determines what tasks may be legally performed by licensees. Licensure helps mitigate potentially harmful health and safety risks to the public. One effect of this process is that the public is served whether it is aware of these licensing programs or not. The establishment of a go/no-go system of licensure creates a finite pool of qualified individuals that can be more easily policed with fewer compliance inspectors. ODOL protects the health, safety and welfare of all Oklahomans by assuring that licensees have met a standard of expertise.

Accounts Receivable is a subdivision of the Licensing Division in which all fiscal instruments received by ODOL are logged, date-stamped, scanned, and posted. Accounts Receivable staff are responsible for compiling and submitting daily deposits, initiating refunds and reimbursements, and resolving customer billing and non-sufficient fund issues.

Clients served: ODOL serves all Oklahomans, both directly and indirectly, through the licensing of industry professionals as designated by the state Legislature and each respective industry. In FY 2019, ODOL issued or renewed 16,618 licenses or applications, including 7,275 alarm, locksmith and fire sprinkler; 1,113

boiler and pressure vessel; 48 alternative fuels; 900 asbestos abatement; 362 elevator and escalator; and 6,920 welder programs.

Asbestos abatement

The Asbestos Abatement program is responsible for ensuring asbestos abatement is accomplished in a safe manner in both public and private sectors. Asbestos Abatement licenses all asbestos workers, supervisors, management planners, inspectors, project designers and contractors. Each asbestos abatement project must submit a project design for review by the Asbestos Abatement Division. Upon approval of the project design, asbestos inspectors inspect the abatement project for compliance with the project design and inspect the site a minimum of three times while asbestos is being removed.

The Asbestos Abatement Division cooperates with the Environmental Protection Agency to audit public schools to ensure compliance with the Asbestos Hazards Emergency Response Act. The Asbestos Abatement Division is funded through a cooperative agreement with the EPA which provides funding for asbestos inspectors to audit school facilities, assuring that all asbestos within the buildings is contained, thereby protecting students and staff from the hazards of asbestos. The EPA grant requires a 25% match of state funds.

Clients served: Statewide, clients are any renovation or demolition activities where asbestos is present, not including single family dwellings. Inspectors do not have jurisdiction on federal facilities unless invited by the facility. In FY 2019, 1143 inspections were conducted, including 50 schools.

Occupational Safety and Health Act (OSHA) consultation service

The Occupational Safety and Health Administration consultation division provides free consultation services to Oklahoma's private sector businesses. This voluntary, non-punitive and confidential program is designed to assist small and medium-sized, high-hazard employers in preventing injuries and illnesses. Hazardous conditions and practices are identified and addressed without the costly, adversarial impact often associated with federal OSHA.

Although the program is primarily focused on assisting small and medium-sized businesses, all employers are welcome to take advantage of OSHA consultation services. Employers must request this service and invite the consultation service into their workplace.

Clients served: For federal year October 1, 2018 through September 30, 2019, conducted 576 consultation visits to private businesses; identified and assisted employers in correcting 1952 hazards; provided informal, on-site training to 11,089 employees; and removed 91,740 employees from hazards.

Public employees occupational safety and health

Public employers, including state agencies, cities, counties and public schools, are mandated by law to provide safe, healthful workplaces. The PEOSH Division helps ensure these employers fulfill that responsibility. Compliance with safety and health regulations and effective safety and health programs reduces fatalities, occupational injuries and illnesses, and reduces worker compensation costs.

Oklahoma is among seven states that chose to take responsibility for enforcing its public sector workforce safety and health standards, leaving the private sector workforce under federal OSHA. As such, federal mandates of a state plan were not levied against the state, allowing Oklahoma to manage public sector safety and health programs as the state wishes. Without the PEOSH program, federal OSHA would enforce

public sector workforce standards, and federal fines would result in a net loss of state revenues and resources.

PEOSH also conducts safety and health investigations addressing the following:

- Workers killed in the workplace;
- Five or more employees sickened or hospitalized through a common event;
- Employers' incident/illness rates above the state's IR average;
- Employee complaints;
- Consultations and outreach activities (provide a resource for public sector employers across Oklahoma, ensuring they have the tools to comply with safety and health standards and rules); and
- State-driven rule-making.

The net benefit of the PEOSH program has been to increase overall state productivity by reducing employee injuries and illness through outreach, consultation services, training, and enforcement. Not only state workers, but local fire fighters, law enforcement, schools, and all other public servants in the state have seen a benefit to their working conditions. Better working conditions translate to lower attrition rates, which leads to lower expenses to train or retrain workers.

PEOSH Statistical Research Unit

Statistical research conducts the Census of Fatal Occupational Injuries and the Public Sector Occupational Safety and Health Survey. State and federal OSHA programs use data to improve program efficiency and increase safety and health for Oklahoma workers. Survey reports comparing similar and related information between public entities ensures less duplication of efforts among agencies, and greater benefits. Safety inspections are targeted from collected public sector data in order to best use the state's limited resources and to gain the greatest, state-wide benefits. The PEOSH Statistical Research Unit's clients include all public sector employers across the state, and serves as the data collection arm of the PEOSH Division.

Clients served: PEOSH has jurisdiction over all public sector employers/employees in Oklahoma, including city, county, state, schools and municipal trusts. Approximately 4,860 organizations with over 248,033 employees, and approximately 6,000 facilities, fall under PEOSH jurisdiction. In FY 2019, 487 inspections were performed.

Employment standards

ODOL regulates and enforces child labor laws, employment standards, and wage laws. The Employment Standards Division contains two units: Wage and Hour and Child Labor. The ESD's Child Labor Unit helps ensure that young workers are safe in the workplace and may investigate businesses to ensure compliance with legal age, work permits, hours, times, and prohibited work standards. The ESD's Wage and Hour Unit enforces Oklahoma's protection of labor and minimum wage acts, and conducts investigations to determine whether employee compensation is owed and due.

Wage and Hour Unit

The Wage and Hour Unit assists Oklahoma workers in recovering earned and due wages and workplace benefits that have not been paid, are underpaid, or were not paid in a timely manner. Labor compliance officers investigate the validity of filed wage claims and assist in collecting all compensation due a worker including, but not necessarily limited to: salaries; commissions; holiday and vacation pay; overtime pay,

in accordance with federal guidelines; severance or dismissal pay; bonuses; and other similar advantages agreed upon between an employer and employee.

Child Labor Unit

The Child Labor Unit ensures Oklahoma employers are aware of state child labor laws for minors between the ages of 14-16, and are following federal child labor laws for minors between the ages of 16-18, through educational outreach, state enforcement efforts, and collaboration with the U.S. Department of Labor. The Child Labor Unit enforces minimum age restrictions, the work permit process, hours and times standards, mandatory breaks, and prohibited occupations for minors.

Clients served: Employment Standards Wage and Hour Unit awarded unpaid and/or underpaid wages and benefits to Oklahoma workers of \$840,100; awarded an additional \$88,400 in damages; and conducted 765 wage claim investigations. In FY 2019, the Child Labor Unit educated 153 employers on youth employment laws and trained 120 educators to teach young worker safety. Additionally, the Employment Standards Division serves the state by alleviating demands that might otherwise be placed on the state's judicial system through wage or child labor disputes litigated in district court.

Performance and projects

Key Performance Measures by program

Public Employees Occupational Safety and Health					
Goal					
Protect the safety and health of Oklahoma public employees and employers.					
Key Performance Measure					
Rate of workplace injuries and illnesses (incident rate)					
Key Performance Measure Description					
By the end of FY 2023, reduce the rate of workplace injuries and illnesses (incident rate) for the public sector to 3.62.					
Unit of Measure					
Workplace injuries and illnesses per 100 full-time public sector employees					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3.7 IR	3.7 IR	3.7 IR	3.68 IR	3.65 IR	3.62 IR

Industry Licensure					
Goal					
Provide effective and efficient occupational licensure administration.					
Key Performance Measure					
Licensure application processing efficiency					
Key Performance Measure Description					
By the end of FY 2022, reduce the processing time for licensure applications to five business days for 95% of applications.					
Unit of Measure					
Percentage of licensure applications completed within five days of initial receipt					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
85%	95%	91%	93%	95%	95%

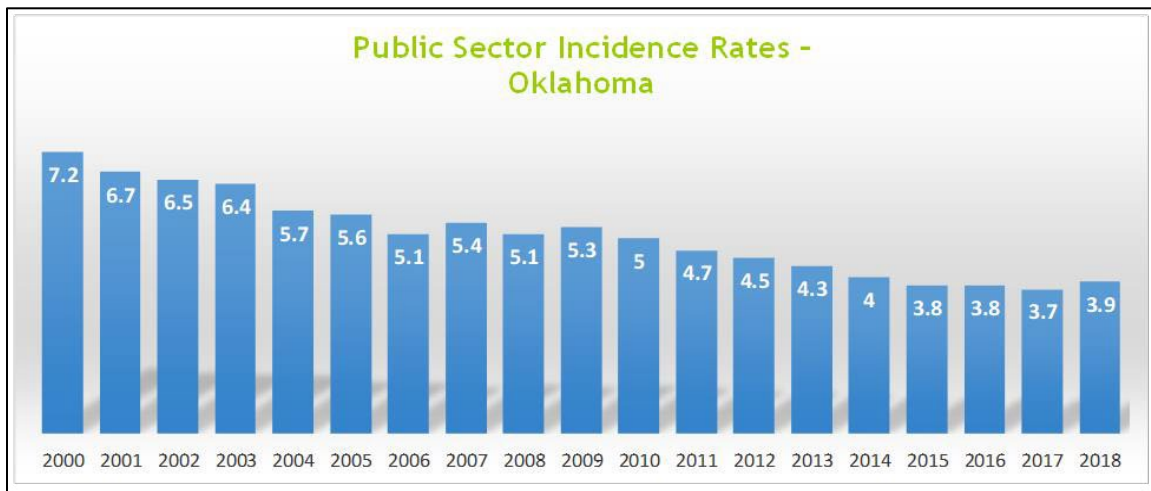
Safety Standards					
Goal					
Ensure public safety by conducting timely inspections in four programs.					
Key Performance Measure					
Inspection timeliness					
Key Performance Measure Description					
The Elevator and Escalator, Boiler and Pressure Vessel, Amusement Ride, and Alternative Fuels programs will ensure routine inspections are performed.					
Unit of Measure					
Percentage of inspections completed in a timely manner according to each corresponding statute					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not Available	95%	95%	95.25%	95.5%	95.7%

Occupational Safety and Health Act Consultation Service					
Goal					
Protect the health and safety of Oklahoma employees and employers.					
Key Performance Measure					
OSHA consultations					
Key Performance Measure Description					
Prevent injuries and illnesses in private businesses across Oklahoma by providing OSHA consultation services.					
Unit of Measure					
Maintain 116% to 120% of OSHA grant requirement by completing 525 consults.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
105%	109%	116%	116%	116%	116%

Employment Standards: Wage and Hour Unit					
Goal					
Assist Oklahoma employees in receiving payment of properly earned and due wages and/or employment benefits.					
Key Performance Measure					
Timeliness of wage claim processing					
Key Performance Measure Description					
Conduct wage investigations and issue a final determination as quickly as possible, within legal constraints, without sacrificing quality or thoroughness.					
Unit of Measure					
Percentage of wage claims processed within 50 days					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
89%	89.5%	90%	90.5%	91%	91.5%

Employment Standards: Child Labor Unit					
Goal					
Ensure Oklahoma minors, particularly those under the age of 16 as federal law controls employment of minors age 16-18, are employed in a safe and healthful manner and properly compensated for their labors.					
Key Performance Measure					
Timeliness of child labor investigations					
Key Performance Measure Description					
Determine whether a child labor citation, warning, or counseling is warranted as quickly as possible, within legal constraints, without sacrificing quality or thoroughness.					
Unit of Measure					
Percentage of investigations or compliance checks completed within 30 days					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
89.5%	90%	90%	90.5%	91%	91.5%

Regional benchmarks and comparisons



YEAR	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
INCIDENCE RATE	3.9	3.7	3.8	3.8	4.0	4.3	4.5	4.7	5.0	5.3	5.1	5.4	5.1	5.6
STATE	2.7	2.5	2.6	2.8	2.9	3.1	3.1	3.4	3.4	3.8	3.7	3.9	3.4	4.1
LOCAL	4.6	4.6	4.6	4.5	4.7	5.1	5.5	5.6	6.0	6.2	6.1	6.3	6.3	6.6
CITY	8.8	8.2	8.7	8.4	8.5	9.2	10.2	10.8	12.1	11.4	11.3	12.5	12.4	12.1
COUNTY	3.9	4.7	4.0	3.6	4.4	4.3	4.4	4.7	5.2	5.6	5.9	5.8	5.7	6.4
SCHOOLS	2.6	2.9	2.8	2.8	2.9	3.2	3.2	3.4	3.5	3.7	3.5	3.7	3.5	3.8

Oklahoma’s injury/illness rates in 2000 were approximately 7.2/100 employees, whereas in 2017 those rates had decreased to 3.7/100 employees. The success in reducing the IR is directly attributable to the PEOSH Division’s enforcement and consultations services. The national public sector IR for 2017 was 4.7; Oklahoma’s public sector IR was one full percentage point below the national average in 2017 (3.7), and remained at nearly one full percentage point lower in 2018 (3.9).

Accomplishments

- Saved employers an estimated \$25,883,520 in FY 2019 based on the OSHA fine structure. The OSHA program identified and assisted employers in correcting 1,952 hazards, provided informed on-site training for 11,089 employers, and removed 91,740 employees from hazards.
- Awarded unpaid wages to employees of \$840,100 in FY 2019.
- Designated a Family Positive Workplace by the Oklahoma-based Potts Family Foundation for family-friendly internal policies.

- Reviewed existing programs and evaluated methods to sustain each program through best practices.
- Integrated and improved technology, especially for inspectors in the field.
- Implemented more efficient and economical business practices.
- Structured fees to cover cost of programs in order to create a sustainable agency.
- Increased public outreach efforts and partnerships with the business community.

Savings and efficiencies

- Eliminated three mid-level manager positions to increase efficiency and lower costs.

Agency goals

- Commitment to the Governor’s initiative of staying on mission by identifying statutory functions tasked to ODOL and implementing in an efficient manner.
- Reduce the rate of workplace injuries and illnesses by 5% by the end of FY 2023.
- Close 95% of licensure applications within five days of initial receipt and process 95% of invoice payments within three days of receipt.
- Ensure a state inspection backlog of less than 1% of boiler/pressure vessel assets 30 days past expiration of inspection certificate. Elevator and Escalator, Amusement Ride and Alternative Fuels programs will ensure that inspectors have no routine inspections older than 90 days.

Projects for implementation

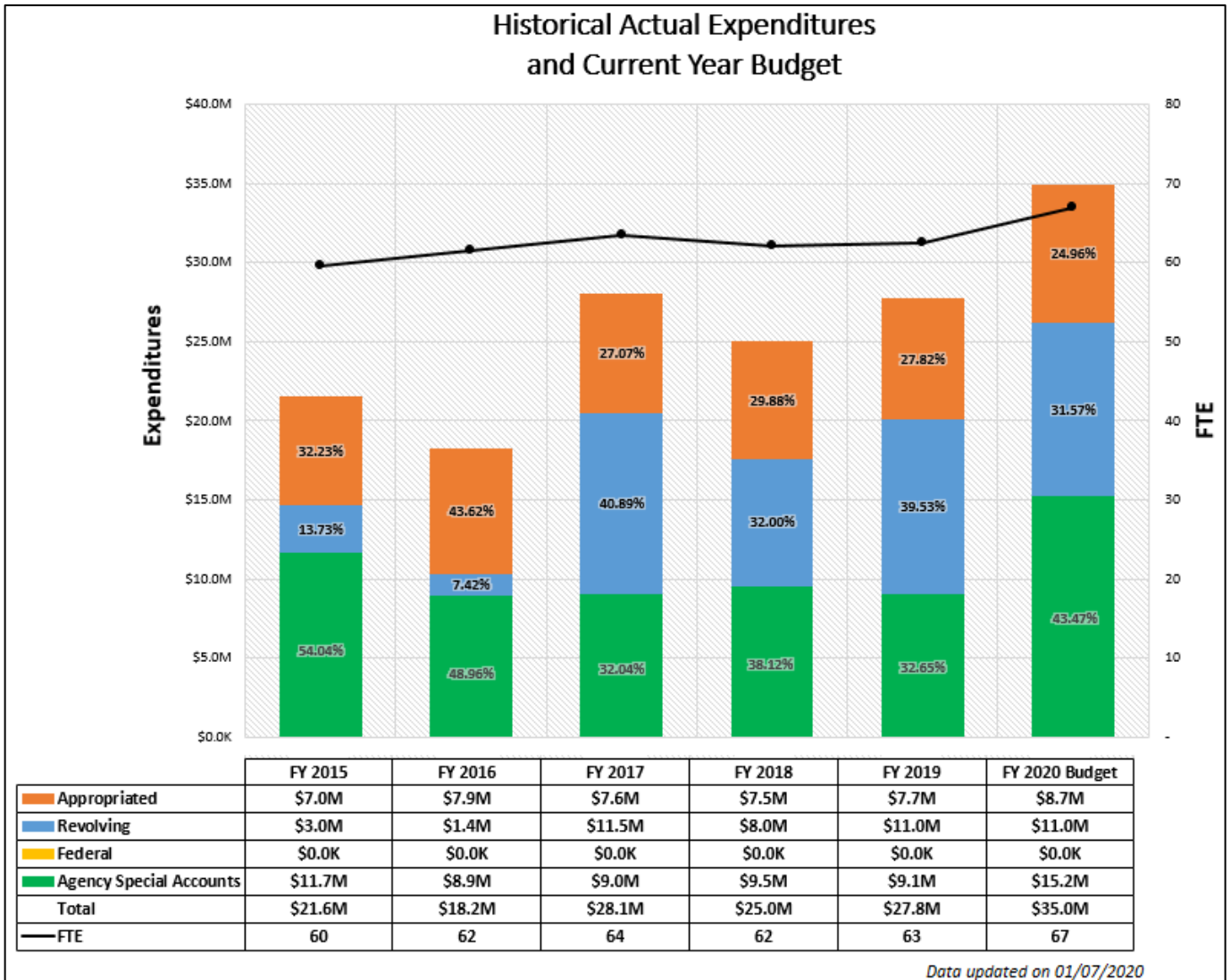
- Develop services, programs, systems and networks that provide individuals with education, skill development, and improved access for employment and advancement in the labor market in order to achieve overall maximum sustainable economic growth.
- Reduce workplace violence hazards through OSHA consultation services by providing assessments of worksites that allow employers to identify methods for reducing the likelihood of violent incidents. Assist in the development of workplace violence prevention programs.
- Participate in the development of statewide or industry-specific apprenticeship programs.
- Create a state youth safety initiative alliance with stakeholders to reduce and prevent workplace injuries, illness and fatalities by providing youths, educators and employers with information and access to resources on the most common hazards encountered by youth workers.
- Implement an alliance with Rose State College to establish potential internships for students pursuing an Associate of Applied Science.

Oklahoma Commissioners of the Land Office



Agency information

Oklahoma Commissioners of the Land Office



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The Commissioners of the Land Office’s mission is to manage assets to support education.

Governance and administration

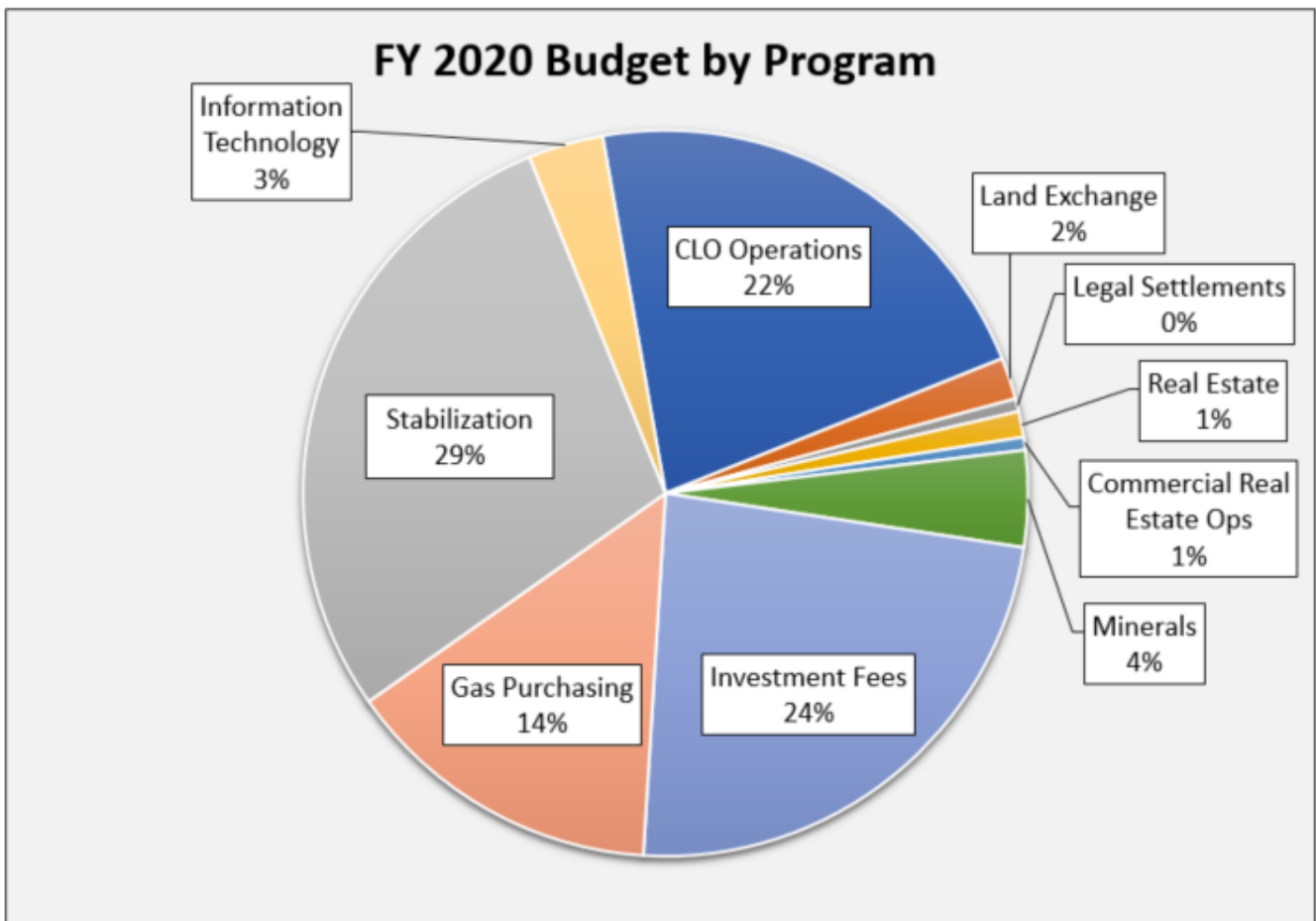
The Commissioners of the Land Office (CLO) was created by Congress pursuant to the Enabling Act. The creation of a Land Office was mandated before statehood. Part of its structure and the members of the board are established in the state constitution with later statutory references. The Land Office is headed by the Secretary who is appointed by the Governor and approved by the Commission. The Commission is chaired by the Governor and members include the Governor, Lieutenant Governor, State Auditor and Inspector, Superintendent of Public Instruction, and the Secretary of Agriculture.

The Land Office has charge of the sale, exchange, rental, disposal, and management of the school lands and other public lands of the state, and of the funds and proceeds derived therefrom, under rules and regulations prescribed by the Legislature.

Brandt Vawter currently serves as the Secretary of the Commissioners of the Land Office. Vawter was appointed by Governor J. Kevin Stitt and confirmed by the Commissioners in 2019 and has a current salary of \$129,996.

Name	Title	Term Ends
J. Kevin Stitt	Governor	1/1/2023
Matt Pinnell	Lieutenant Governor	1/1/2023
Cindy Byrd	Auditor and Inspector	1/1/2023
Joy Hofmeister	Superintendent of Public Instruction	1/1/2023
Blayne Arthur	Secretary of Agriculture	1/1/2023

Programs



Program	FY 2020 Budget
■ CLO Operations	\$7,597,562
■ Land Exchange	\$650,000
■ Legal Settlements	\$200,000
■ Real Estate	\$400,000
■ Commercial Real Estate Ops	\$200,000
■ Minerals	\$1,500,000
■ Investment Fees	\$8,250,000
■ Gas Purchasing	\$5,000,000
■ Stabilization	\$10,000,000
■ Information Technology	\$1,170,851

Agency operations

Agency operations support the mission of the agency and the CLO education beneficiaries. The Financial Services division provides accounting for the interagency, other agency minerals, gas marketing programs, and human resource management. The FY 2019 balance of the portfolio investment was \$2,439,538,428. Property held for investment in FY 2019 was \$79,111,604. Total distributions for all educational beneficiaries in FY 2019 was \$131,852,046.

Capital asset management

The Capital Asset Management division evaluates projects and purchases as they relate to the overall mission of the agency. Annual budgets are set for commercial real estate projects and soil conservation projects. Capital expenditure budgets for CRE investments are approved by the Commissioners. CLO manages 743,537 surface acres and 1,205,564 mineral acres.

General administration and legal

The Administrative and Legal Services divisions support the operations program and the agency's education beneficiaries, common education school districts K-12, and higher education institutions. The general administration focuses on operations to achieve the agency's mission of managing agency assets to support education.

Clients served: Agency assets provide financial support to 511 common school districts, 13 higher educational institutions, and the state's public building fund.

Information technology

The Office of Management and Enterprise Services Information Services provides support for the information technology needs of all agency programs.

Performance and projects

Key Performance Measures by program

Agency Operations					
Goal					
Maintain stable beneficiary distributions.					
Key Performance Measure					
Beneficiary distributions					
Key Performance Measure Description					
Maintain stable distribution amounts to beneficiaries despite the current economic environment of low interest rates and downturn in the Oklahoma oil and gas industry.					
Unit of Measure					
Dollar amount of distributions					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$137.7 million	\$131.9 million	\$128 million	\$129 million	\$130 million	\$131 million

Agency Operations					
Goal					
Continually meet the agency mission to manage and maximize assets to support the agency's education beneficiaries.					
Key Performance Measure					
Grow permanent trust fund assets.					
Key Performance Measure Description					
Increase market value of investment portfolio.*					
Unit of Measure					
Market value of investment portfolio in dollars					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$2.46 billion	\$2.55 billion	\$2.6 billion	\$2.71 billion	\$2.81 billion	\$2.92 billion

*Market value of investment portfolio includes commercial real estate investments.

Agency Operations					
Goal					
Focus on and closely monitor revenue from sources including real estate leases, investments, and easements.					
Key Performance Measure					
Steadily increase agency revenues for distribution.					
Key Performance Measure Description					
As lease bonus revenues have declined, it is important the revenue from other sources (RE leases, investments, easements) be areas of focus and closely monitored.					
Unit of Measure					
Dollars					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$130,484,867	\$131,166,815	\$132 million	\$132.5 million	\$133 million	\$134 million

Regional benchmarks and comparisons

The agency is actively involved in the Western States Land Commissioners Association composed of 20 member states. Each state is entrusted with the task of managing land resources to provide support for public education; however, each state is unique in structure and there is diversity in and challenges with the assets each state oversees. A few areas where the State of Oklahoma stands out include the ability and success of the agency's commercial real estate assets; the agency's exceptionally low management fees for the \$2.4 billion portfolio; surface tract leases; and the agency's commitment to improve land assets through soil conservation projects.

Accomplishments

- Distributed \$131.9 million to beneficiaries in FY 2019.
- Increased commercial real estate portfolio to \$79.1 million.
- Expanded online payment program; credit card payments are now accepted.
- Leased all surface tracts.
- Completed an IT business continuity plan.
- Began implementation of a document management system that will convert agency records to electronic versions for easy retrieval, review, record sharing, and record retention.
- Divisions embraced the move to a more digital (paperless) work environment by making processes and approvals electronic.

Savings and efficiencies

- Negotiated performance-based fees for two portfolio investment managers and negotiated a lower fee for a third manager resulting in cost savings in management fees totaling \$261,000.

Agency goals

- Increase beneficiary distributions through collaboration with agency commissioners, legislators, and other community leaders.
- Continue diversification of the commercial real estate portfolio.
- Focus on real estate and mineral collection efforts.
- Successfully settle ongoing litigation, increasing beneficiary distributions and growing the permanent fund assets.

Projects for implementation

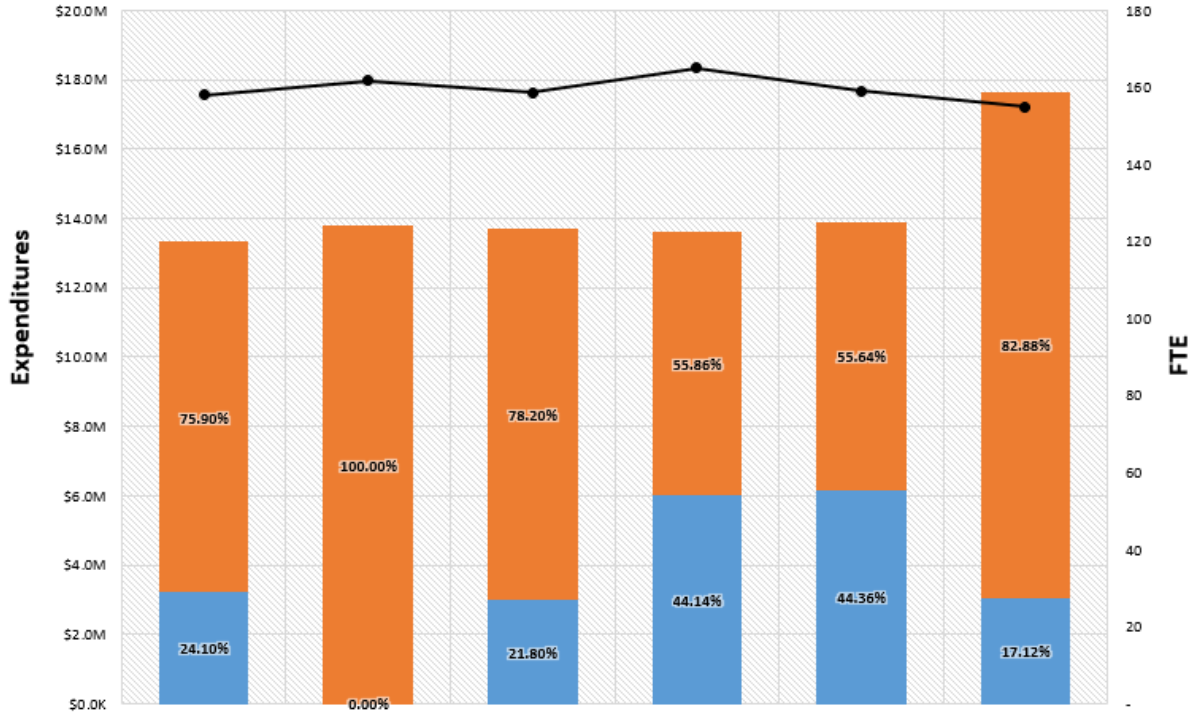
- Complete the implementation and training of the document management system.
- Begin designing and developing the upgrade of the agency's database application.
- Modernize the agency's oil and gas lease.
- Update the agency investment plan and policy and real estate acquisition guidelines.
- Develop goals and measures to reflect the new administration's objectives and ambitions.

Oklahoma Legislature



Oklahoma State Senate

Historical Actual Expenditures and Current Year Budget



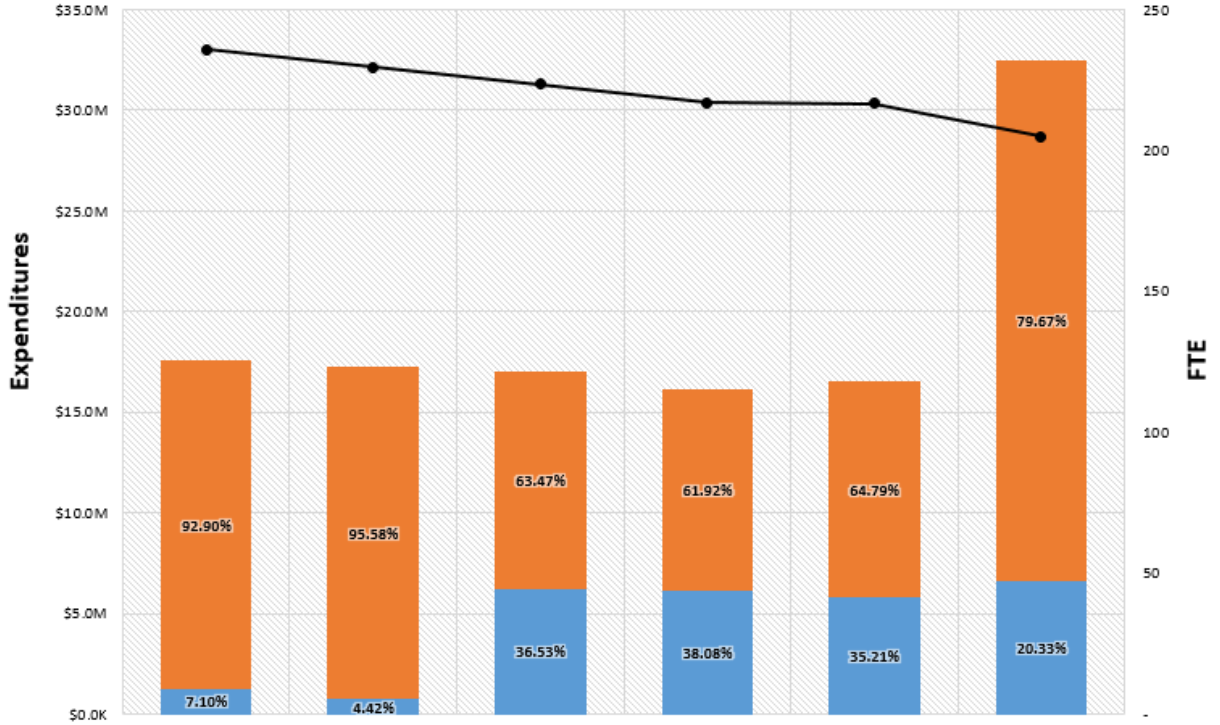
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Budget
Appropriated	\$10.1M	\$13.8M	\$10.7M	\$7.6M	\$7.7M	\$14.6M
Revolving	\$3.2M	\$0.0K	\$3.0M	\$6.0M	\$6.2M	\$3.0M
Federal	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Agency Special Accounts	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Total	\$13.3M	\$13.8M	\$13.7M	\$13.6M	\$13.9M	\$17.6M
FTE	158	162	159	165	159	155

Data updated on 01/07/2020

Note: FY 2020 budgeted appropriations include budgeted carryover.

Oklahoma State House

Historical Actual Expenditures and Current Year Budget



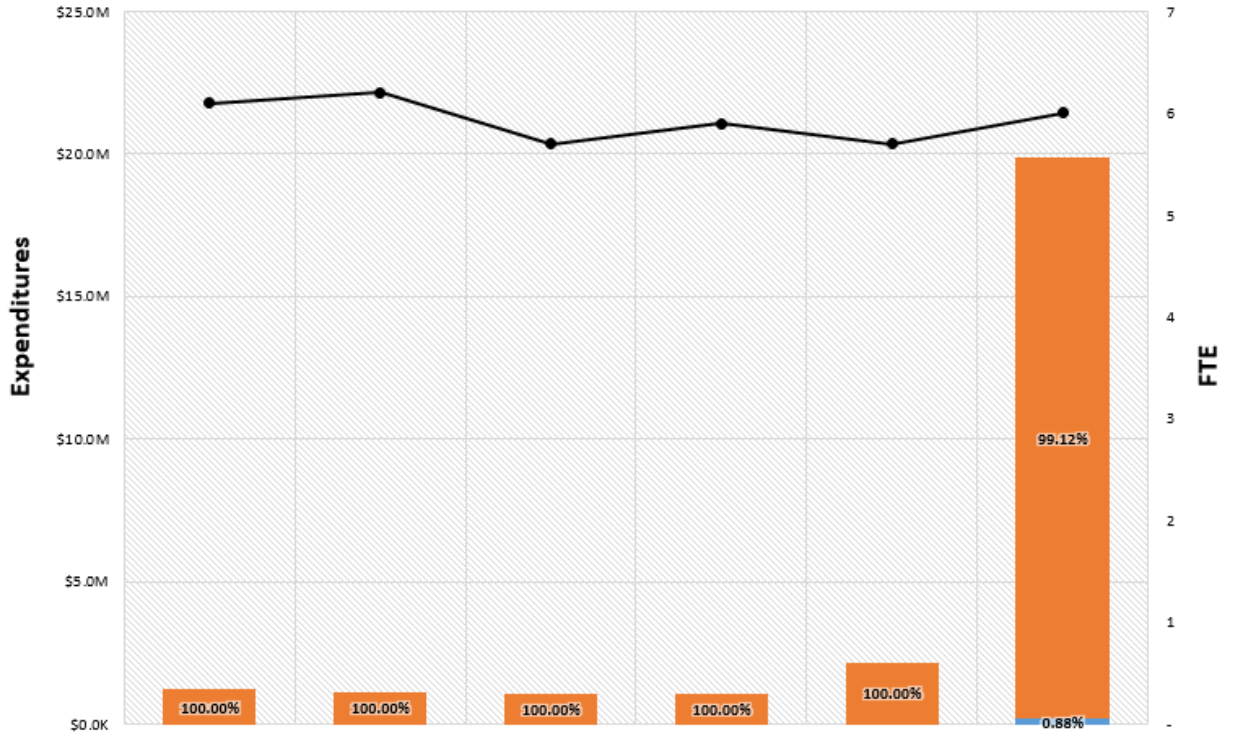
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Budget
Appropriated	\$16.3M	\$16.5M	\$10.8M	\$10.0M	\$10.7M	\$25.9M
Revolving	\$1.2M	\$760.9K	\$6.2M	\$6.1M	\$5.8M	\$6.6M
Federal	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Agency Special Accounts	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Total	\$17.6M	\$17.2M	\$17.0M	\$16.1M	\$16.6M	\$32.5M
FTE	236	230	224	217	217	205

Data updated on 01/07/2020

Note: FY 2020 budgeted appropriations include budgeted carryover.

Legislative Service Bureau

Historical Actual Expenditures and Current Year Budget



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Budget
Appropriated	\$1.2M	\$1.1M	\$1.0M	\$1.1M	\$2.2M	\$19.7M
Revolving	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$175.1K
Federal	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Agency Special Accounts	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Total	\$1.2M	\$1.1M	\$1.0M	\$1.1M	\$2.2M	\$19.9M
FTE	6	6	6	6	6	6

Data updated on 01/07/2020

Note: FY 2020 budgeted appropriations include budgeted carryover.

The House of Representatives, Legislative Service Bureau and the Senate represent the legislative branch.

The Oklahoma Legislature consists of 101 members in the House of Representatives and 48 members in the Senate. They convene annually beginning on the first Monday in February, and adjourn on the last Friday in May. Normally, the Legislature is in session Monday through Thursday. Extra legislative sessions may be called by the Governor or by the Legislature. State Senators serve four-year terms with half of the members elected every two years. Members of the House of Representatives serve two-year terms.

Each chamber of the Legislature considers four different types of legislation:

- Bills that will become law when passed by both chambers and signed by the Governor;
- Joint resolutions that have the effect of law if passed by both chambers and signed by the Governor, but may not become part of state statutes;
- Concurrent resolutions, which express the will of both chambers; and
- Simple resolutions, which express the will of the chamber of origin.

In 1990, voters in Oklahoma decided to adopt term limits for legislators. Therefore, legislators have a 12-year limit on service in the House of Representatives, the Senate or both.

For more information about the Legislature, visit:

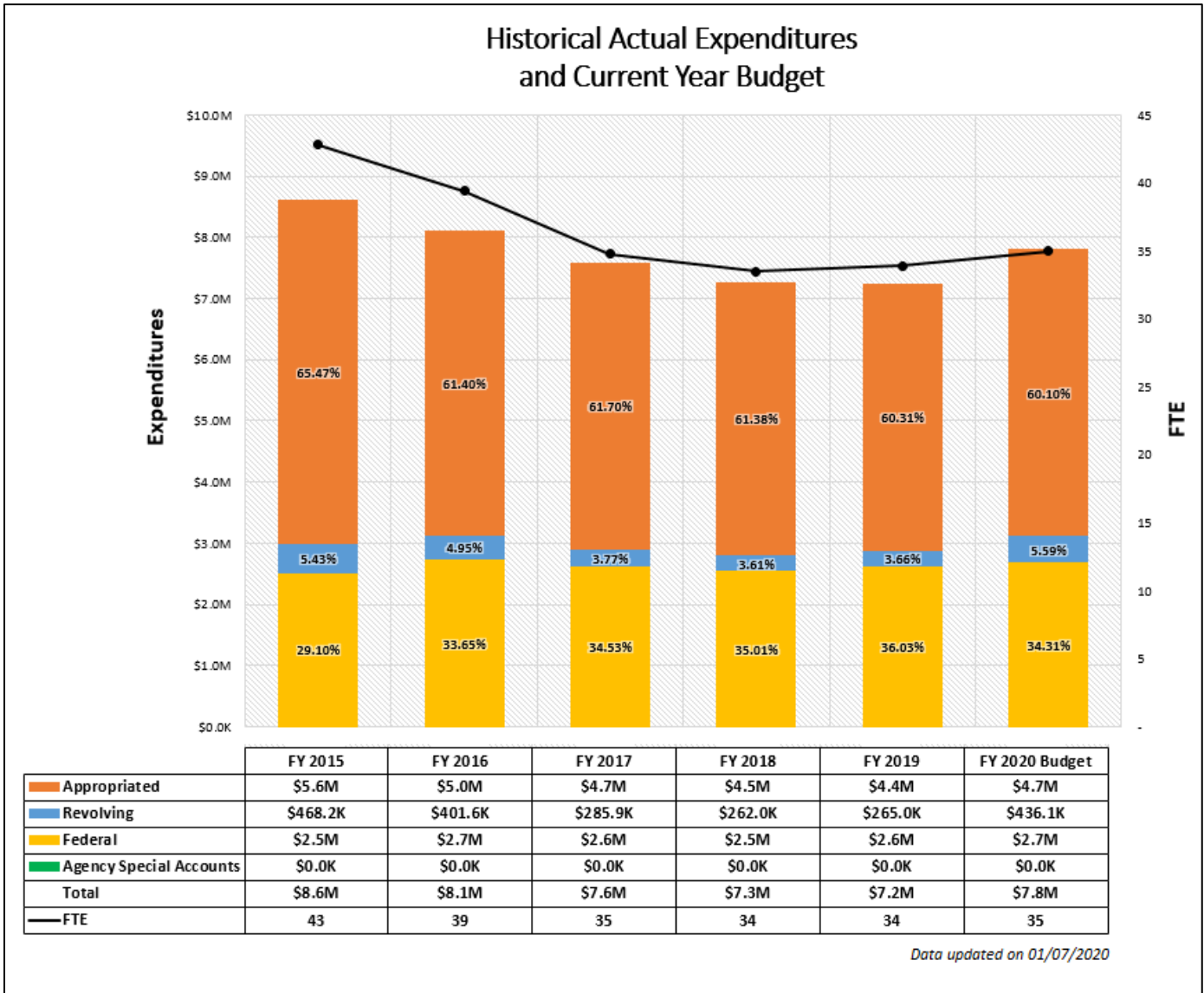
- [House of Representatives website](#);
- [Legislative Service Bureau website](#); or
- [Senate website](#).

Oklahoma Department of Libraries

Oklahoma
Department  **Libraries**

Agency information

Oklahoma Department of Libraries



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Oklahoma Department of Libraries is to serve the people of Oklahoma by providing excellent information services and by preserving unique government information resources.

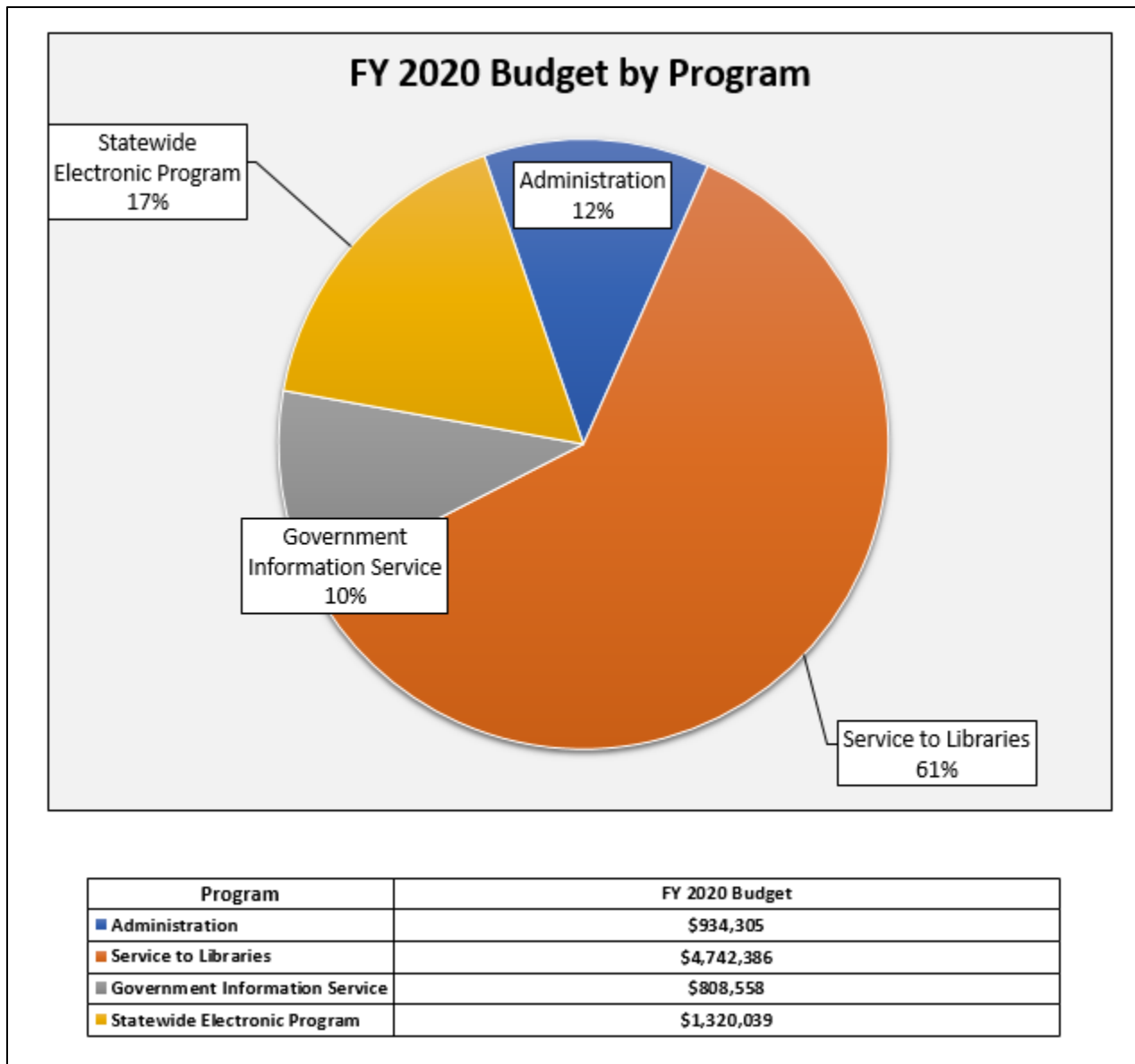
Governance and administration

The Oklahoma Department of Libraries is governed by the seven-member Department of Libraries Board. All members are appointed by the Governor and confirmed by the Senate and serve six-year terms. Each of

Oklahoma’s five congressional districts is represented by one member on the board, with the remaining two members being appointed from the state at-large. No member may be a librarian in active practice, or connected with the business of publishing or any business connected to selling books, periodicals, or other forms of library materials, or any business manufacturing or selling library supplies or equipment. The board is responsible for setting the policies of the department, approving the annual budget request and appointing the Director of the Department of Libraries. The Director, who serves at the pleasure of the board, is the chief executive of the department. The current Director is Melody A. Kellogg. Her salary is \$96,000.

Department of Libraries Board				
Name	Appointed by Governor	Confirmed by Senate	Term Ends	Statutory Requirements
Jana Barker	5/1/2013	5/15/2013	7/1/2019	Member at-large <i>Continues to serve until replacement named.</i>
Robert Dace	4/26/2018	5/4/2019	7/1/2024	Represents Congressional District 5
Lee Denney	3/17/2017	4/12/2017	7/1/2023	Represents Congressional District 3
Phillip Moss, Chair	11/19/2013	7/1/2014	7/1/2020	Represents Congressional District 4
Annabeth Robin	3/31/2015	5/19/2015	7/1/2021	Represents Congressional District 1
Mary Shannon	3/17/2015	5/19/2015	7/1/2021	Represents Congressional District 2
Cynthia Vogel, Vice Chair	5/31/2016	3/29/2017	7/1/2022	Member at-large
Melody A. Kellogg, Secretary	N/A	N/A	N/A	Ex Officio

Programs



The Oklahoma Department of Libraries (ODL) is the official state library of Oklahoma. The agency is responsible for providing information and records management services to state officials and employees; assisting public library development; and coordinating statewide library information technology projects. It serves the general public through its specialized collections and published the Oklahoma Almanac from 1981 to 2018. The 2017-2018 edition of the Almanac is digital only. Another important responsibility is the support of library and community-based literacy programs through the Literacy Resources Office.

Service to libraries

Public Library Development

This program provides the following services to Oklahoma public libraries:

- Planning services;
- Regional workshops and training opportunities;
- Technology training, assistance, and implementation; and
- E-Rate application assistance.

Special emphasis is placed on enhancing the reading/literacy skills of children and youth. Staff also contribute to the development of statewide program materials for use by all public libraries.

This program grants state aid to qualifying public libraries. Aid is often used to supplement purchases of library materials and computer equipment. The program also provides materials and support for the annual Summer Reading Program that engages children and teenagers in literary activities during the summer school hiatus.

Federal funds sponsor library conference attendance for 35 public library directors and staff. Conference participation introduces attendees to new ideas, programs, authors, technologies, and resources that can be used at the local level.

ODL provides Oklahoma public libraries with access to an online tool that assists in assessing library public access technology services and in planning improvements. This tool allows the Public Library Development Program to target libraries that can benefit from an assessment to identify hardware or network problems which might prevent the library from providing high internet connection speeds to their users.

Clients served: 1,235 staff who work at Oklahoma's 219 public library sites, as well as library trustees.

Literacy Program

The Literacy Program supports library and community-based literacy programs and volunteer tutors by providing training, funding, resources and technical assistance for local programs. Major initiatives include health literacy, citizenship and immigration, and Temporary Assistance to Needy Families literacy.

My First Library is an early literacy initiative that celebrates literacy, promotes family reading, and provides early literacy training and information to parents and child care providers. Each month, the Literacy Program distributes more than 1,400 books to preschool children who are at risk for low literacy. Read Across Oklahoma is an annual event that celebrates reading and encourages family reading as a means to build early literacy skills.

The Temporary Assistance to Needy Families initiative is a workforce development collaboration between the Literacy Program and the Oklahoma Department of Human Services. Library and community-based literacy programs provide basic literacy instruction to TANF clients. Clients remain in the program until they are employed or reach a sixth-grade proficiency level and are referred to other DHS education partners.

Clients served: Clients include 20,122 participants in Health Literacy programs, 2,349 adults with below basic literacy skills; legal immigrants seeking citizenship and English language assistance; children at risk for low literacy; and volunteers who are trained to become literacy tutors. The Literacy Program assists 42 local literacy councils and other adult literacy programs by providing training and development for literacy directors and literacy trainers, who, in turn, support volunteer tutors in their efforts to assist adult learners increase their reading and life skills.

Library Resources

The Library Resources Program facilitates information and resource sharing among Oklahoma's libraries by operating a statewide interlibrary loan service, which provides access to multiple information resources for all Oklahoma libraries and their users.

The Library Resources Program provides a statewide subscription to the WorldCat database platform, which enables Oklahoma libraries to access the worldwide catalog of 2.5 billion resources, the WorldShare Interlibrary Loan interface for 30 public libraries, and Interlibrary Loan services directly to smaller libraries. The main collection of library materials serves as an Interlibrary Loan resource for small libraries, institutions, schools and special libraries. The Allen Wright Library collection serves Oklahoma libraries and state government users.

The Institute of Museum and Library Services performs the following activities:

- Identify national needs and trends in library, museum and information services;
- Measure and report on the impact and effectiveness of library, museum and information services throughout the United States, including the impact of federal programs authorized by the Museum and Library Services Act of 2010;
- Identify best practices;
- Develop plans to improve library, museum and information services; and
- Strengthen national, state, local, regional and international communications and cooperative networks.

Clients served: 2 million registered library users in Oklahoma.

Government information services

Archives and Records Management

The Archives and Records Management Program provides state government agencies with technical assistance in managing their state records and provides centralized storage for agency's state records at the State Records Center and Annex. As required by statute, ODL maintains a repository of original land survey filings, which are used extensively by Oklahoma's surveyors and local/state government agencies.

The archives and records repository currently contains more than 235,000 land survey records and grows at the rate of approximately 9,000 records per year. State archives process approximately 1,800 requests per month for outgoing copies of these filings.

Clients served: 1,539 Oklahoma citizens and governmental organizations, including state agency personnel, land surveyors, researchers and the public.

Oklahoma Publications Clearinghouse

The Oklahoma Publications Clearinghouse facilitates access to state government information through traditional print and online services. The Digital Prairie initiative, including Forms.Ok.Gov and Documents.Ok.Gov, provides instant access to thousands of state forms, publications and documents available for any Oklahoma citizen with internet access.

Clients served: 320,000 Oklahoma citizens and organizations needing state government information.

Statewide electronic program

The Statewide Electronic Program offers access to full-text information resources for all Oklahoma libraries and their users. This program aids student performance by making thousands of online resources available to students and their teachers through a statewide license managed by the agency. These online resources aid college students in researching reports and term papers.

Clients served: 219 public library sites; 1,387 public schools; 68 academic libraries; and 110 special libraries. State government employees are able to access these resources through the internet.

Performance and projects

Key Performance Measures by program

Literacy Program					
Goal					
Improve literacy services to Oklahomans through cooperative training and programs.					
Key Performance Measure Name					
Literacy gains for adult learners with low literacy skills					
Key Performance Measure Description					
Percentage of adult learners eligible for reassessment who show measurable skill gains based on the Comprehensive Adult Student Assessment System (CASAS) scale score. Learners will be assessed as they enter an ODL-affiliated literacy program and again after a minimum of 40 instruction hours received from volunteer tutors.					
Unit of Measure					
Percentage of adult learners who show measurable literacy skill gains after receiving volunteer tutoring					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not available	Not available	20%	20%	20%	20%

**FY 2018 and FY 2019 data not available because the literacy assessment (CASAS) is currently being implemented.*

Public Library Development					
Goal					
Improve services to public library customers.					
Key Performance Measure Name					
E-Rate funding					
Key Performance Measure Description					
Funding for E-Rate telecommunications and information services received by Oklahoma public libraries that file E-Rate applications with the assistance of ODL staff.					
Unit of Measure					
Funding dollars received					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$3,402,272	\$3,293,645	\$3.3 million	\$3.3 million	\$3.3 million	\$3.3 million

Oklahoma Publications Clearinghouse					
Goal					
Facilitate access to state government information.					
Key Performance Measure					
Digital Prairie access					
Key Performance Measure Description					
Page and item views in ODL's full-text online virtual library, Digital Prairie, by state agencies and the public					
Unit of Measure					
Number of views					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
354,484	346,148	349,609	353,106	356,637	360,203

Regional benchmarks and comparisons

In October 2017, the Institute of Museum and Library Services issued the “State Library Administrative Agencies Survey: Fiscal Year 2016,” which placed state Library Administrative Agencies in one of three clusters based on reported revenues and expenditures:

- Cluster 1 – Some Recovery, characterized by an overall increase in revenues and expenditures during the stated time frame. Includes eight states and the District of Columbia.
- Cluster 2 – Post-recession Decline, characterized by an overall decrease in revenues and expenditures beginning at the start of the recession and continuing through FY 2016. Includes 27 states.
- Cluster 3 – Long-Term Decline, characterized by a large, somewhat steady decrease in revenues and expenditures in the 12-year time frame. Includes 15 states.

ODL falls into the third cluster, Long-Term Decline, along with 14 other states, including regional states of Louisiana, Missouri, and New Mexico. The Arkansas and Colorado state library agencies were placed in Cluster 1, Some Recovery, while Kansas and Texas were placed in Cluster 2, Post-recession Decline.

ODL is ranked 35th nationally and third regionally in total per capita revenues. Despite lagging behind 70% of state library agencies, ODL is competitive in offering the following services:

- Library consulting services;
- Statewide resource sharing and Interlibrary Loan referral services;
- Continuing education programs for public library staff; and
- Literacy support programs.

However, continued stagnant or reduced funding will eventually lead to the erosion of these services.

Regional State Library Administrative Agency Comparison

FY 2017	Oklahoma	Arkansas	Colorado	Kansas	Missouri	New Mexico	Texas
Population served	3,232,638	2,925,255	5,505,446	2,503,572	5,494,417	1,499,356	25,699,219
Public library sites	217	238	274	378	388	125	893
Revenue per capita	\$39.42	\$28.68	\$62.88	\$55.95	\$47.66	\$35.21	\$21.72
Expenditures per capita	\$37.94	\$26.56	\$55.07	\$53.85	\$43.09	\$32.41	\$21.13
Public access internet computers per 5,000 pop.	4.97	4.81	5.82	7.30	4.45	5.95	4.25
Public access internet computer user sessions per person	1.05	0.52	1.18	1.02	0.89	1.17	0.54

Source: Institute of Museum and Library Services, "Public Libraries Survey, FY 2016-2017."

Library E-rate funds secured from USAC 2017 and 2018 as of January 30, 2019

State	2017 Library Funds Received	2017 Consortia with libraries	2017 Consortium	2017 State Application	2018 Library Funds Received to Date	2018 Consortia with libraries	2018 Consortium	2018 State Application
Arkansas	\$890,313			\$17,366,455	\$969,904			\$15,270,148
Colorado	\$1,083,836	\$977,753	\$2,446,388		\$991,084	\$695,144	\$2,168,314	
Kansas	\$1,103,833				\$646,955			
Missouri	\$1,071,655		\$5,901,544		\$1,108,167		\$470,892	
New Mexico	\$533,836		\$13,260,365		\$250,313		\$20,103,741	
Texas	\$1,996,237	\$6,520,637	\$30,293,872		\$2,047,966	\$17,339,629	\$61,995,288	
Oklahoma	\$3,208,282				\$3,040,099			

**Source: data.usac.org/publicreports/SearchCommitments/Search/SearchByYear.

Oklahoma public libraries file E-Rate funding applications with the assistance of ODL staff in order to obtain grant funding for telecommunications and information services.

Accomplishments

- Oklahomans logged into ODL statewide information databases more than 2.1 million times, a 10% increase from the previous year. This service delivered more than 40 million full-text articles and more than 45 million article abstracts to the state’s researchers and information seekers.
- Oklahoma’s K- through eighth-grade students and their teachers visited the Britannica School electronic encyclopedia more than 368,000 times to query for information.
- Approximately 1,400 at-risk preschoolers received lessons and their very own book each month during the school year as part of the My First Library initiative. Children with access to books at home are much more likely to develop the habit of reading, which will be critical to their success.
- Oklahomans queried ODL’s five specialized health reference databases more than 16.5 million times. The offerings range from information geared for the consumer to specialized databases for medical students and professionals.
- ODL trained 200 library staff members around the state in serving patrons experiencing homelessness or mental illness.
- Participation in the Summer Reading Program surpassed 124,000 children, teens and preschoolers – an 11% increase from the previous year.
- Over 248,000 children attended summer programs at local libraries, more than a 21% increase from the 204,000 attendees the previous year.
- The successful Health Literacy initiative to help local libraries and literacy councils sponsor community programs where participants learn to exercise, cook healthy meals, and understand medical information continued. In its seventh year, the agency awarded another 31 grants, with 13 new organizations participating. Local programs reached more than 20,000 individuals last year.
- The curriculum was updated for the Public Library Academy, a certification program which helps local library staff stay current with new information, technologies, and policy initiatives so that they can provide the best service to their patrons. More than 500 library staff members from across the state attended training with 43 library staff members receiving certification for the first time and 71 library staff members receiving re-certification.

Savings and efficiencies

- Provided 90% cost savings for statewide access to 34 EBSCO and Britannica School databases (online resources) when compared to the cost if libraries and schools paid individually for access, as well as providing access to the many schools and libraries which would not otherwise be able to afford these resources.
- Provided savings to individuals and families by offering online access to state government resources through Documents.OK.gov and Forms.OK.gov. Online access reduces time and funds needed to travel to acquire needed information. Approximately 25,000 individual documents and forms are available on these websites.

Agency goals

- Provide support for the 2020 Census, which will offer the first online option to fill out census forms. A study revealed that 99% of people who live in hard-to-count census tracts and who may lack reliable home internet access live within five miles of a library. To assist local libraries, ODL will:
 - Host a workshop to help libraries identify and reach historically undercounted groups.
 - Offer grants to up to 15 local libraries to help reach these groups. Grantees could use funds to host a Census Solutions workshop to improve local count accuracy; staff community

Census 2020 information and assistance stations; or purchase a workstation dedicated to Census response.

- Launch a website (census.oklibraries.org) with FAQs to help libraries answer patron questions and emphasize the importance of the Census count to Oklahoma's future.
- Review processes to determine how technology solutions can improve efficiencies and services. State Aid payments to libraries, grants to libraries and archival collections, professional development contracts, continuing education grants, and statistical gathering could all benefit from developing or improving online processes.
- Increase support for the Oklahoma Book Festival by partnering with other agencies and organizations with similar educational missions to help ensure continued success for the festival and alleviate problems presented by small staff size. The inaugural 2018 Oklahoma Book Festival attracted 2,500-3,000 attendees; a second festival in 2019 saw between 3,500 and 4,000 people.
- Support the popular Health Literacy initiative which attracts a diverse group of Oklahomans who learn about healthy living and participate in local programs such as healthy cooking classes, yoga and tai chi classes, community gardening, story time walks in local parks, and walking challenges.

Projects for implementation

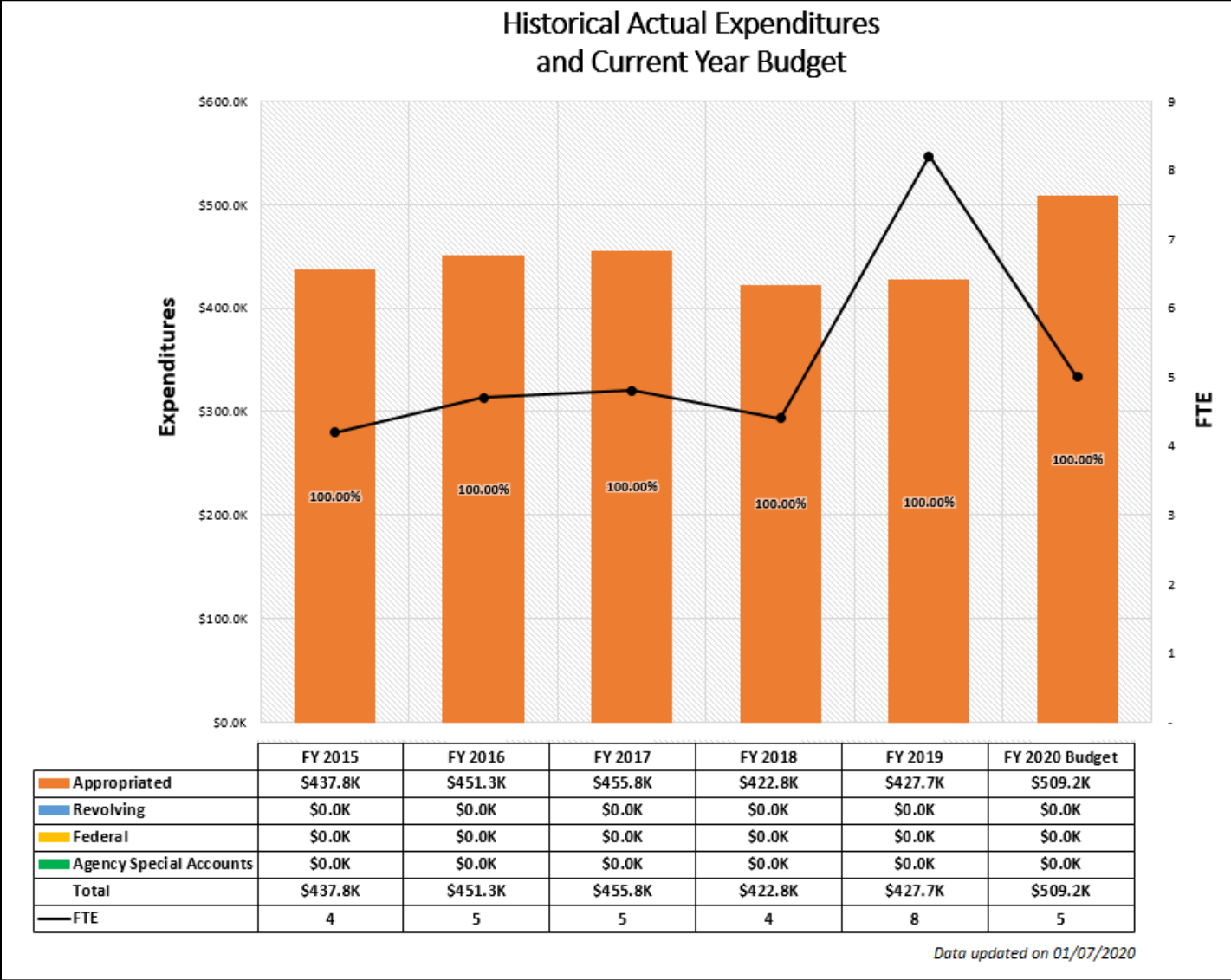
- Continue the success of the first and second Oklahoma Book Festivals, realized through a combination of federal funds, private donations, and a variety of partnerships. The 2019 event featured more than 100 authors, with attendance totaling more than 3,000 individuals.
- Pursue technology modernization. All of ODL's computer workstations and public access stations are 5 years old or older. For an agency that depends on up-to-date information technologies to fulfill its mission to serve its government, library, and general public customers, this upgrade is imperative.

Oklahoma Lieutenant Governor



Agency information

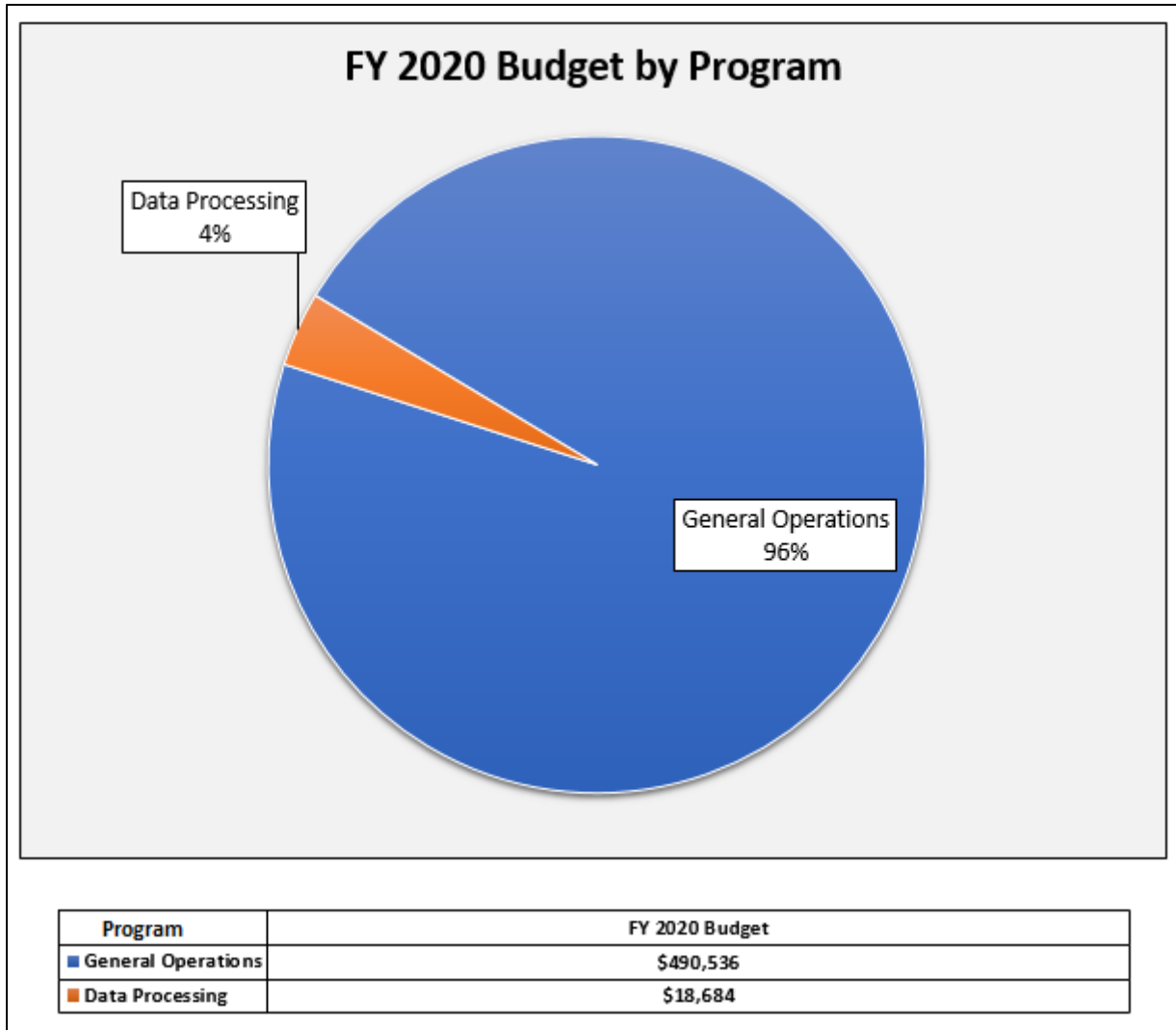
Oklahoma Lieutenant Governor



Governance and administration

Oklahoma’s Lieutenant Governor serves in place of the Governor when the Governor leaves the state. The Lieutenant Governor serves as the president of the Oklahoma Senate, casting a vote in the event of a tie and presiding over joint sessions of the state Legislature. The Lieutenant Governor has an annual statutory salary of \$114,713. The current Lieutenant Governor is Matt Pinnell. He took office in 2019.

Programs



The lieutenant governor presides over, or is a member of, the following nine state boards and commissions:

- Chairman, Oklahoma Tourism and Recreation Commission;
- Native American Cultural and Educational Authority;
- State Board of Equalization;
- Oklahoma Capitol Improvement Authority;
- Oklahoma Archives and Records Commission;
- Oklahoma Film and Music Advisory Commission;
- CompSource Oklahoma Board of Managers;
- Commissioners of the Land Office (School Land Trust); and
- Oklahoma Linked Deposit Review Board.

Performance and projects

Accomplishments

- Oversaw effort to craft new branding for the State of Oklahoma.
- Held the first statewide Route 66 stakeholders conference.
- Created the Oklahoma Fishing Trail, which resulted in a 43:1 ROI.
- Launched the #RoadTripOK video series.
- Worked on the successful creation of the Oklahoma Film and Television Academy.
- Successfully coordinated the recruitment of filming for Killers of the Flower Moon.
- Over 1,500 meetings or speeches in over 100 Oklahoma communities.

Savings and efficiencies

- Utilization of shared services through the Office of Management and Enterprise Services for all accounting, human resources and purchasing.

Agency goals

- Aid and support the Lieutenant Governor in his roles as the second highest elected state executive official, President of the State Senate, Secretary of Tourism and Branding and as a member of the Department of Commerce Executive Committee.
- Work with the responsible state boards and commissions on which the Lieutenant Governor serves.
- Respond to scheduling requests in a timely and efficient manner.
- Respond to constituent casework requests by serving as a liaison to state agencies for our constituents.

Projects for implementation

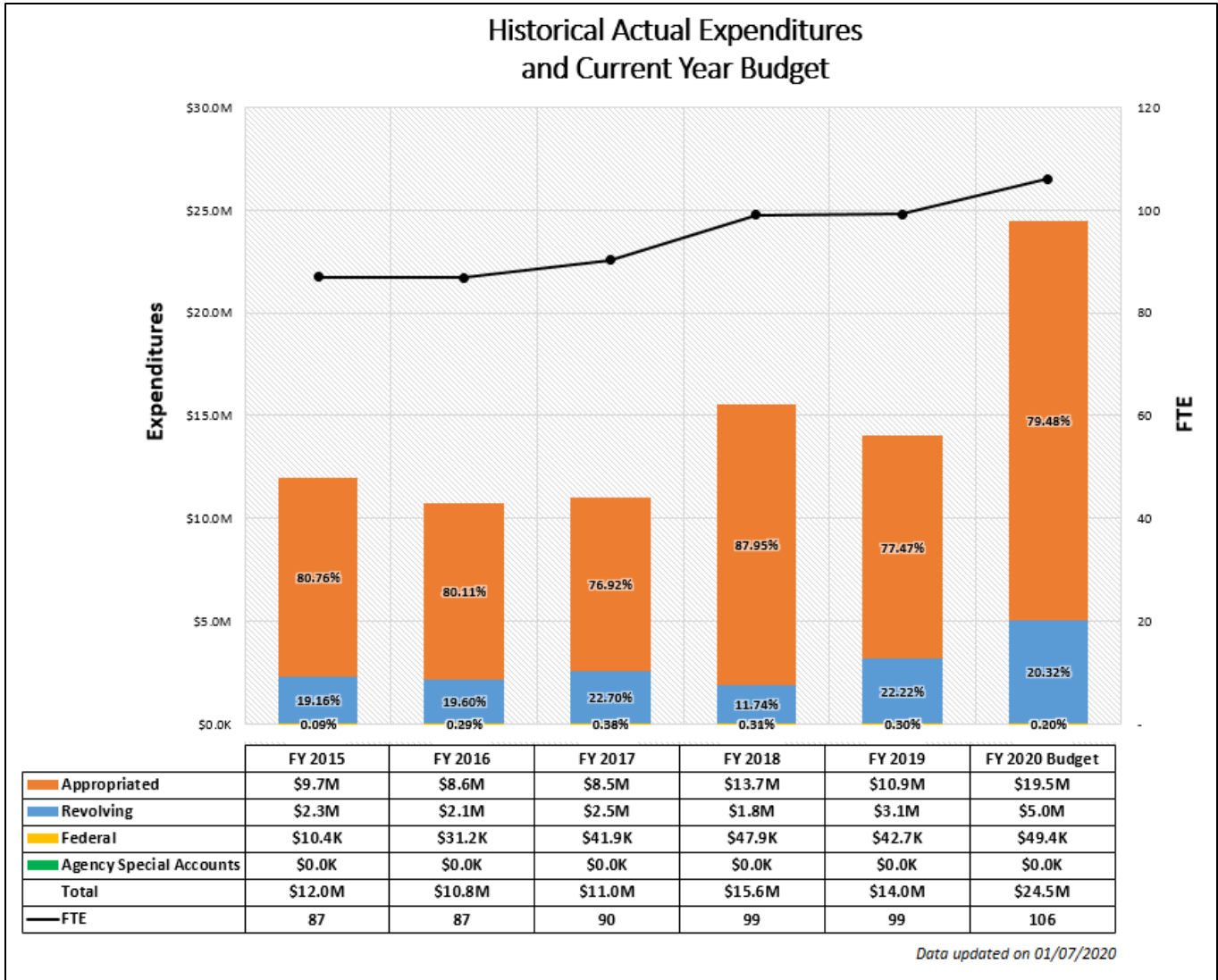
- Branding announcement coming February 12, 2020.

Board of Medicolegal Investigations and Office of the Chief Medical Examiner



Agency information

Board of Medicolegal Investigations and Office of the Chief Medical Examiner



Note: The Office of the Chief Medical Examiner budgeted FY 2020 funds in accordance with the directives included in 2019 HB 2758. FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Board of Medicolegal Investigations and the Office of the Chief Medical Examiner is to protect public health and the safety of Oklahomans through the scientific investigations of deaths as prescribed by the statutes of the State of Oklahoma.

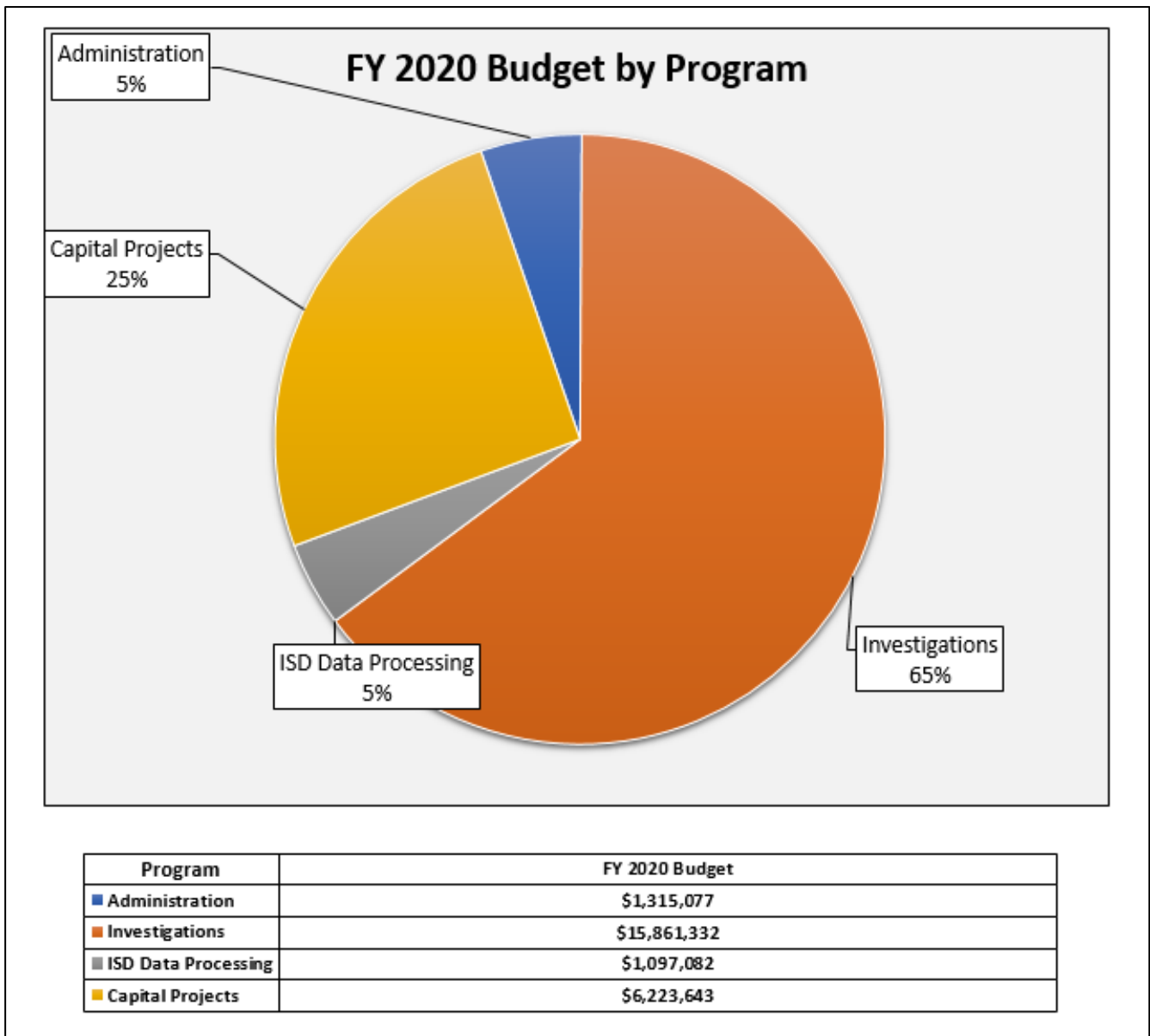
Governance and administration

Members of the Board of Medicolegal Investigations are designated by statute 63 OS § 931. The Board of Medicolegal Investigations is comprised of the following members, or a designee: Director of the State Bureau of Investigations, state Commissioner of Health, Dean of the University of Oklahoma College of Medicine, President of the Oklahoma Bar Association, a funeral director appointed by the Oklahoma Funeral Board (formerly the Oklahoma State Board of Embalmers and Funeral Directors), and President or Dean of the Oklahoma State University Center for Health Sciences. Board members serve indefinite terms. The Chief Medical Examiner is an ex officio, nonvoting member.

The Office of the Chief Medical Examiner operates under the direction of the Board of Medicolegal Investigations. The Chief Medical Examiner is Eric Pfeifer, M.D. His salary is \$320,000.

Board of Medicolegal Investigations			
Name	Appointing Authority	Appointment Date	Term Ends
Douglas Stewart, D.O.	Oklahoma State Medical Association	Unknown	Indefinite
Chris Ferguson	Oklahoma Funeral Board	5/8/2008	Indefinite
Rocky McElvany, M.P.A.	Oklahoma Commissioner of Health	Unknown	Indefinite
John Steven Vogel, D.O.	Oklahoma Osteopathic Association	8/7/2014 (first meeting)	Indefinite
Ricky Adams	Oklahoma State Bureau of Investigations	4/5/2018 (first meeting)	Indefinite
Glen Huff	Oklahoma Bar Association	12/15/2015	Indefinite
Roy Zhang	University of Oklahoma College of Medicine	12/26/2015	Indefinite
Robert Allen, Ph.D.	Oklahoma State University Center for Health Sciences	8/4/2016 (first meeting)	Indefinite
Eric Pfeifer, M.D.	Appointed by the Board of Medicolegal Investigations (Office of the Chief Medical Examiner) by statute	5/23/2011	Indefinite

Programs



Investigations

The Office of the Chief Medical Examiner performs medical investigations of the deceased, including scene investigations, autopsies and external examinations, histological examinations, toxicological collection and many other investigative techniques. Certain cases may require specialized services conducted by an anthropologist, odontologist, or radiologist. The primary objective of investigations is to establish the cause and manner of death in each case within medical and legal certainty.

Investigations are performed at the central office in Oklahoma City and at the northeastern office in Tulsa. Twenty-five vendors and agencies depend on services and information provided by the Office of the Chief Medical Examiner. Clients include the Oklahoma State Department of Health, all law enforcement agencies including OSBI, Department of Public Safety, Oklahoma City Police Department, Tulsa Police Department, Oklahoma Highway Patrol, all local sheriff’s departments and police departments across the state, and many other local and municipal agencies.

Clients served: 27,474 clients include those on whom the agency performs services (cases) and those who benefit from information generated by agency services. Those beneficiaries include the decedents’ families and friends, the courts, law enforcement and public health entities.

Performance and projects

Key Performance Measures by program

Investigations					
Goal					
Protect public health and safety.					
Key Performance Measure					
Autopsy rate					
Key Performance Measure Description					
According to industry recommendations, autopsies should be performed on approximately 50% of cases, with the balance performed as external examinations. Due to the physician shortage, the percentage of autopsies has decreased and external examinations, which require less time, have increased.					
Unit of Measure					
Percentage of autopsies performed as a percentage of total investigations per forensic pathologist (the autopsy rate)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
28%	31%	40%	45%	50%	50%

Investigations					
Goal					
Protect public health and safety.					
Key Performance Measure					
Autopsy equivalents per forensic pathologist					
Key Performance Measure Description					
According to industry recommendations, forensic pathologists should perform no more than 250 autopsy equivalents per year.					
Unit of Measure					
Autopsy equivalents, with three external examinations counted as the equivalent of one autopsy					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
270	345	250	250	250	250

Investigations					
Goal					
Protect public health and safety.					
Key Performance Measure					
Forensic pathologist staffing					
Key Performance Measure Description					
Achieve and maintain forensic pathologist staffing necessary to obtain reaccreditation, as determined by the National Association of Medical Examiners.					
Unit of Measure					
Number of forensic pathologists employed by the Office of the Chief Medical Examiner					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
13	10	14	16	16	18

Regional benchmarks and comparisons

The State of Oklahoma Office of the Chief Medical Examiner lost accreditation from the National Association of Medical Examiners in 2009. One remaining barrier to regaining accreditation, aside from the replacement of the Tulsa medical examiner’s facility, is the lack of sufficient staffing, which has prevented the attainment of the two accreditation measures discussed below.

The National Association of Medical Examiners recommends that approximately 50% of decedent investigations be performed as autopsies (the autopsy rate), with the balance of investigations performed as external examinations. At the Oklahoma Office of the Chief Medical Examiner, the number of decedent investigations varies but ranges between 5,500 and 6,500 investigations per year. Thirty percent of these investigations were performed as surgical autopsies in FY 2017 and 28% were autopsied in FY 2018, almost half of what is recommended.

According to industry recommendations, investigations of all decedents under the age of 60 should be performed as surgical autopsies, rather than external examinations, to maximize the accuracy of the investigation. An autopsy is a more thorough and detailed investigation than an external examination. However, due to a physician shortage, the agency has temporarily transitioned to performing routine autopsies only on decedents under the age of 50, while still performing autopsies on decedents over 50 in the case of violent death or suspicious circumstances.

The National Association of Medical Examiners recommends that forensic pathologists perform no more than 250 autopsy equivalents per year (three external examinations are counted as the equivalent of one autopsy). Due to the loss of six forensic pathologists between May 31, 2017 and February 1, 2019, forensic pathologists have been performing more autopsy equivalents than recommended. In FY 2018, each forensic pathologist performed an average of 139 autopsies and 393 external examinations for a total of 270 autopsy equivalents, which is 8% higher than the maximum recommended. In FY 2019, each forensic pathologist performed an average of 203 autopsies and 427 external examinations for a total of 345 autopsy equivalents, which is 38% higher than recommended. In 2019, the agency was appropriated funds to increase physician salaries to a level competitive with the market.

Accomplishments

- Current leadership has corrected all but two deficiencies identified when the State of Oklahoma lost its accreditation in 2009 due to extremely poor conditions in medical examiner office buildings, not enough staffing and other issues.
- Completed the new Central Medical Examiner's Office.
- Hired two forensic pathologists.
- Received approval from the Accreditation Council for Graduate Medical Education for training a second forensic pathology fellow.
- Hired two fellow forensic pathologists beginning July 2020. Both fellows have accepted full-time forensic pathology positions, based on a successful completion of their fellowships.
- Hired two fellow forensic pathologists beginning July 2021.
- All eligible medicolegal death investigators are nationally certified.
- Reduced staffing turnover and increased retention by offering competitive salaries. Competitive salaries were required in order to compete with other employers during a nationwide pathologist shortage. In the recent graduating class of 25,000 physicians, only 18 graduated as forensic pathologists.

Savings and efficiencies

- The Office of Management and Enterprise Services shared computers, phones, IT service and server backups.

Agency goals

- Achieve reaccreditation from the National Association of Medical Examiners.
- Replace the northeastern office in partnership with OSU, using existing agency resources and funds appropriated during the 2019 legislative session. The northeastern office handles nearly 45% of the state's forensic caseload. This building is slated to be demolished during OSU's campus remodeling. The facility's lack of sufficient space, need for repairs, and inadequate air handling cause the following issues:
 - Forensic exams must frequently be conducted in the hallway, which is neither safe nor dignified handling of human remains.
 - Work space is dim, old and cramped, resulting in poor working conditions and increased difficulty in attracting qualified forensic pathologists.
 - There is no place to meet with grieving families of the deceased.

Projects for implementation

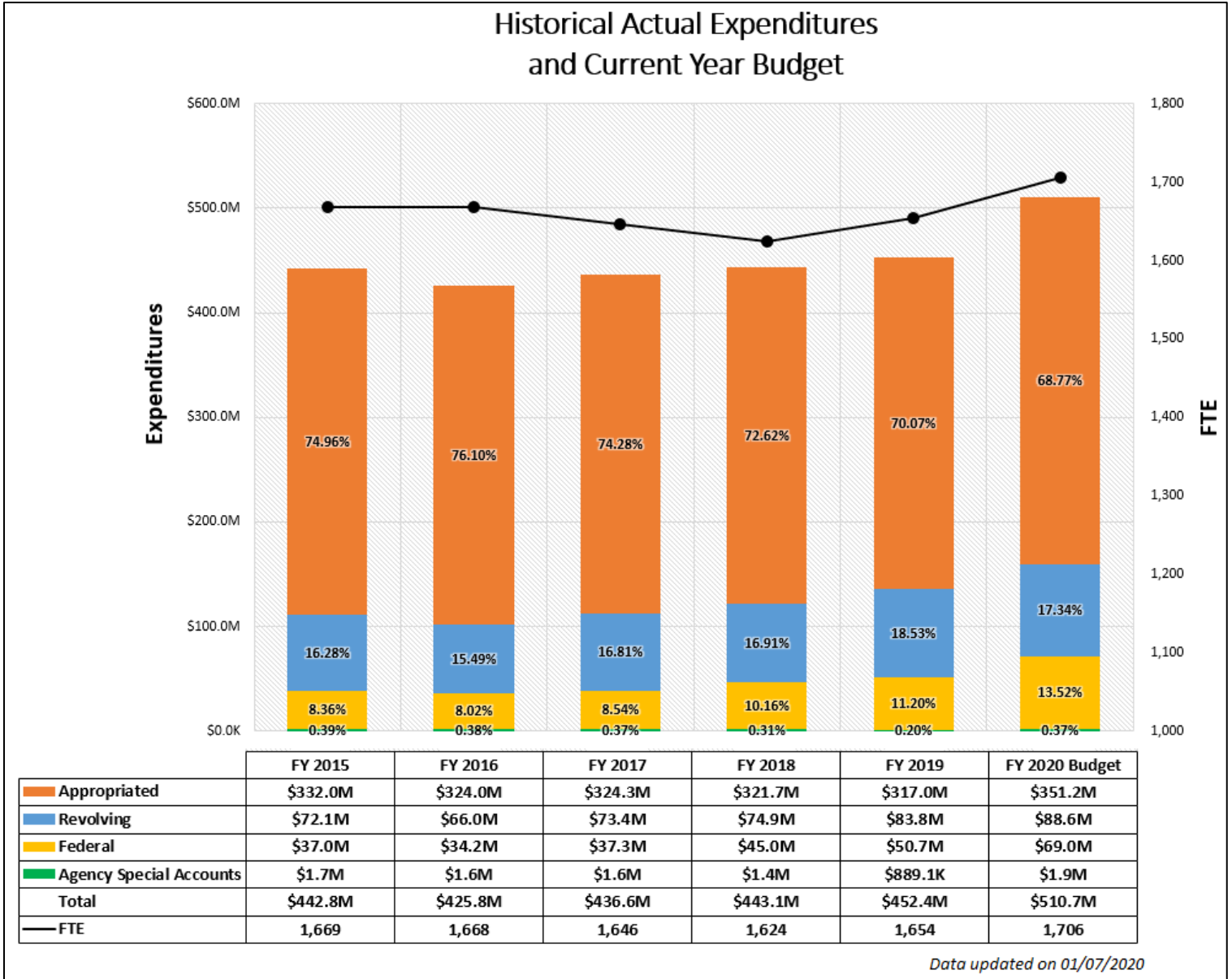
- Research on drug overdose using CT scans and toxicology to develop a process for cause and manner of death without an autopsy. If the national board approves this long-term approach, it could reduce the workload on forensic pathologists. These physicians are becoming increasingly difficult to hire as very few enter this field. This research could be groundbreaking nationwide.
- Partner with Oklahoma Bureau of Narcotics and Dangerous Drugs Control, Oklahoma State Department of Health, and Oklahoma Department of Mental Health and Substance Abuse Services in suspected opioid deaths. We have co-purchased a Randox quick-detection system and participate in OD Mapping, indicating scenes where overdose is suspected.

Oklahoma Department of Mental Health and Substance Abuse Services

Oklahoma Department of Mental Health
and Substance Abuse Services

Agency information

Oklahoma Department of Mental Health and Substance Abuse Services



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

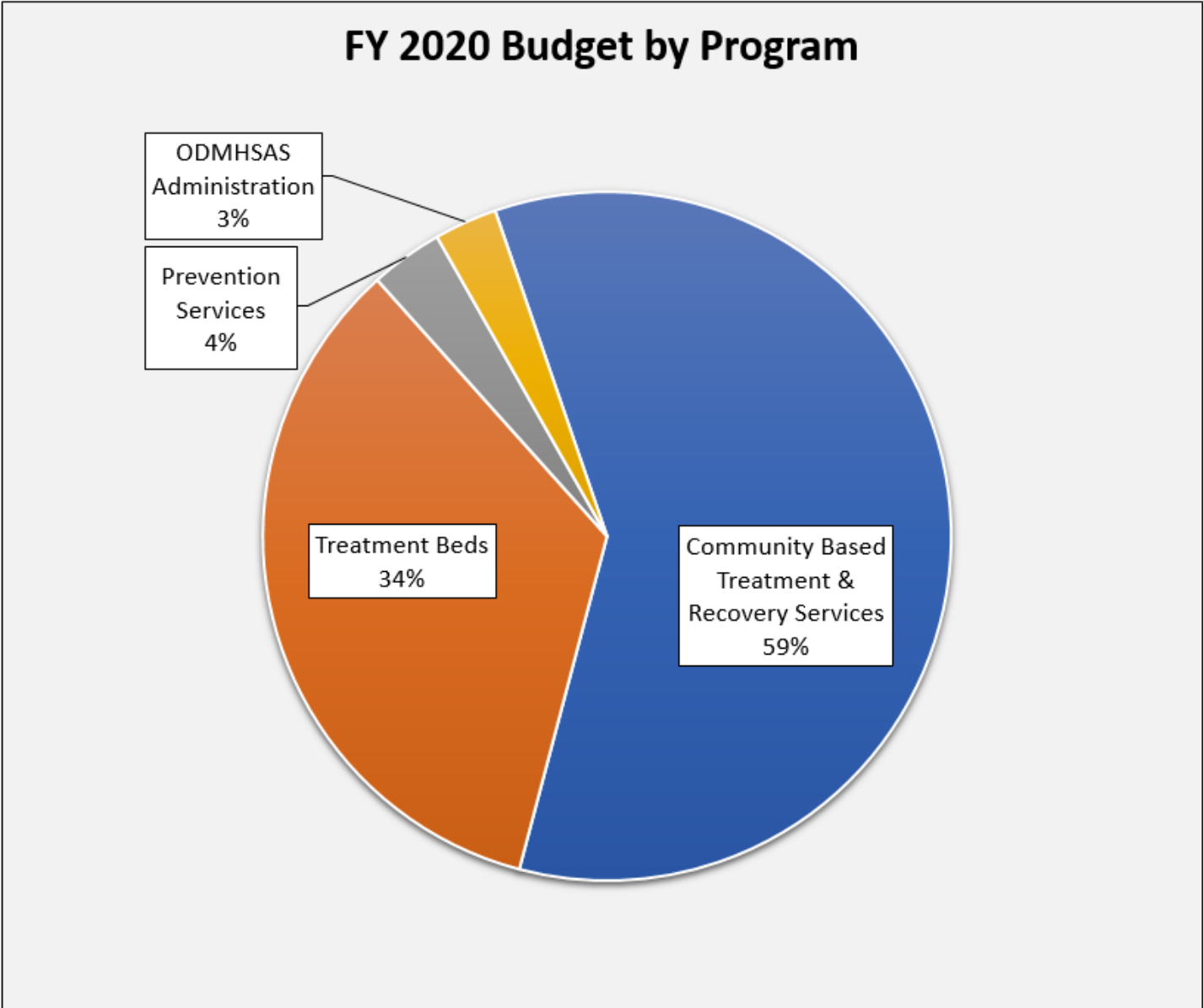
The mission of Oklahoma Department of Mental Health and Substances Abuse Services is to provide services to Oklahomans who are affected by mental illness and substance abuse, prevent economic loss and homelessness, restore well-being and productivity and maintain close nurturing families.

Governance and administration

The Board of Mental Health and Substance Abuse Services is composed of nine members (five members appointed by the Governor, two members appointed by the Speaker of the House of Representatives and two members appointed by the President Pro Tempore of the Senate). The annual salary of ODMHSAS's Commissioner is \$173,318. The board members serve at the will of their appointing authority and their terms never expire.

Name	Appointing Authority	Appointment Date	Confirmation Date	Term End Date
Tricia Everest, J.D.	Speaker of the House	3/27/19	N/A	N/A
Courtney Latta Knoblock, M.P.A.	Governor	3/15/19	N/A	N/A
Hossein Moini	Governor	3/15/19	N/A	N/A
Rebecca Newman-German	Speaker of the House	4/16/19	N/A	N/A
A. Jeanne Russell, Ed.D.	Governor	3/15/19	N/A	N/A
Kristin Stacy, J.D.	Governor	3/15/19	N/A	N/A
Kari Stomprud, M.Ed.	President Pro Tempore	7/1/19	N/A	N/A
Carisa Wilsie, Ph.D.	President Pro Tempore	7/1/19	N/A	N/A
Shannon O'Doherty	Governor	10/10/19	N/A	N/A

Programs



Program	FY 2020 Budget
Community Based Treatment & Recovery Services	\$299,415,895
Treatment Beds	\$172,691,559
Prevention Services	\$17,225,400
ODMHSAS Administration	\$14,864,135

Community-based treatment and recovery services

Programs of Assertive Community Treatment – PACT is an effective, evidence-based service delivery model providing intensive, outreach-oriented mental health services for people with the most severe mental illnesses. Using a 24/7 team approach, PACT delivers comprehensive community treatment, rehabilitation and support services to consumers in their homes, at work, and in community settings. Building community supports such as PACT and other nontraditional programs of care allows an individual, who otherwise may be subjected to multiple hospital visits, or jail, the ability to address the demands of their illness while remaining in the community. The program is intended to assist clients with basic needs, increase compliance with medication regimens, address any co-occurring substance abuse, and help clients train for and find employment and improve their ability to live with independence and dignity. Currently, there are 12 PACT teams statewide. With PACT assistance, participants see a reduction in inpatient care days (as much as a 71% decrease) and the number of days an individual spends in jail (as much as a 93.5% decrease).

Systems of care – The Oklahoma Systems of Care (SOC) program is a nationally recognized initiative that serves nearly 5,000 youth and their families across the state. The program targets services for children ages 6-18 years with serious emotional and behavioral problems at home, school, and in the community. Youth receiving services through SOC show decreases in school suspensions and detentions, contacts with law enforcement, self-harm and suicide attempts, problem behaviors, and clinically significant improvement in functioning. Over 70% of the youth coming into SOC who are diagnosed as “clinically impaired” show significant improvement within six months. Also included in this category are Family Drug Treatment Courts, a specialized court that treats families that have had children removed from the home due to substance abuse issues. These courts have been very successful in achieving family reunification and sobriety.

Children and transition age youth services – Youth with mental illness have an increased risk to experience psychiatric symptoms in transition age years due to the stressors that come with the transition from home, school, friends, and jobs. First break psychosis episodes are often seen at this age and specialized programs to address the specific needs are necessary in order for youth to develop into thriving adults. These evidence-based programs are critical in ensuring a healthy transition into independence and a healthy life.

Gambling addiction treatment – As Oklahoma’s number of casinos has grown, so has the number of persons with gambling addiction issues. This program screens and treats persons with gambling disorders.

Outpatient addiction treatment – The outpatient component of the substance abuse treatment system offers evaluation and assessment of addiction issues, outpatient detoxification, therapies for multiple types of addiction, rehabilitative services, assistance with housing and employment, and linkage to benefits.

Specialty courts and criminal justice diversion programs – The annual cost of drug court is \$5,000 compared to \$19,000 for incarceration. That alone is a significant benefit. But, what really tells the story are the improved outcomes. Drug court graduates are much less likely to become incarcerated compared to released inmates. Measured program outcomes include a 95.4% drop in unemployment, a 119.3% jump in monthly income, a 116.7% increase in participants with private health insurance and better than 81% of graduates are able to again live with their children. A tracking study of over 4,000 graduates monitored for a five-year period demonstrated earnings of better than \$204 million that resulted in an estimated \$6.1 million in tax revenue paid to the state. Had these graduates been incarcerated, instead of in drug court, it would have cost the state an additional \$191.6 million (average sentence of three years each). There are approximately 4,000 drug court

slots statewide. The outcomes for mental health courts, like drug courts, are impressive. Graduates of mental health courts are nearly eight times less likely to become incarcerated compared to released inmates, and nearly 14 times less likely to be incarcerated than released inmates who have been diagnosed as having a serious mental illness. Program graduates have seen a 60% drop in unemployment, a 97% decrease in arrests, and an 89% decrease in the number of days spent in jail. Graduates of the program also show a 63% decrease in the number of needed inpatient hospital days. There are currently mental health courts in 16 Oklahoma counties with an additional 17 counties having requested services. Appropriated state funding currently allows for approximately 700 mental health court slots statewide.

As authorized by 43A O.S. 3-704, offender screenings are conducted by ODMHSAS-certified treatment providers to determine felony offenders' risk to reoffend as well as to identify substance use and mental health treatment needs. Using these validated screening instruments, referral recommendations are made for prison-alternative sentences that best meet the offender's needs and increase the likelihood of successful prison diversion. By serving as central screening hubs, county jail-based screenings save diversion program resources and avoid duplicative assessment processes. Offender screening has reduced the average time an offender spends awaiting sentencing by 78 days, resulting in \$29.6 million in jail day savings. ODMHSAS has made available offender screening to all counties statewide. Counties that have not utilized offender screening in the past experienced an increase in the percentage of nonviolent prison receptions that was approximately twice that of counties that were using offender screening. To date, approximately 30,000 screens have been completed and 26,500 final dispositions recorded. An estimated 82% of those screened individuals are eligible for diversion programs, including treatment services and other.

Treatment beds

Inpatient psychiatric hospital services – Inpatient psychiatric care is treatment delivered in specialized psychiatric treatment settings for persons who require 24-hour medical supervision and need active treatment due to a mental illness. Evaluation, rapid stabilization and treatment of acute symptoms, and risk factors are included as part of the treatment. Persons receiving these services are primarily those deemed to be a danger to themselves or others.

Community-based structured crisis care – Crisis stabilization consists of emergency psychiatric and substance abuse services for the resolution of crisis situations provided in a behavioral health care setting. Crisis stabilization includes a protective environment, basic supportive care, pharmacological treatment, detoxification, medical assessment and treatment, and referral services. Crisis stabilization most often involves persons needing emergency detention, and, frequently, individuals being transported by law enforcement.

Residential substance abuse treatment – Treatment for severe substance use disorders in a residential, live-in setting which provides a 24/7 professionally directed therapeutic regimen. This service offers intensive, individualized treatment adhering to American Society of Addiction Medicine guidelines. Consumers must participate in services designed to support recovery from severe substance use disorders in addition to learning life skills, recreation, and mutual support group involvement.

Prevention services

Alcohol, tobacco, and other drug use prevention

ODMHSAS contracts with a network of local nonprofit, university, and tribal organizations to deliver prevention services based on community needs. The prevention network, called Regional Prevention Coordinators (PRC), partner with existing or develop new community coalitions, in 17 geographic regions of the state covering all 77 counties, to identify priority problems related to alcohol and other drug use in the community; develop a prevention plan; and implement prevention services. The department also funds and delivers a comprehensive alcohol prevention programming that engages high schools throughout Oklahoma by implementing AlcoholEdu, an online underage drinking prevention course for high school students and their parents and supporting youth leadership chapters. In addition, all RPCs provide Responsible Beverage Sales and Service training in partnership with the ABLE Commission at no cost to servers, sellers and managers of licensed alcohol retail organizations, and special event hosts. The department also contracts with the ABLE Commission for local law enforcement training, alcohol mobilization support, and enforcement activities in high need areas.

Suicide prevention and mental health promotion services

The ODMHSAS Office of Suicide Prevention implements services to reduce the impact of suicide in Oklahoma. Priority populations include (but are not limited to) young people, those receiving healthcare and mental health care services, and service members. Suicide prevention services include screening and treatment for suicidality, community skills training, anti-stigma education, crisis hotline services, school programs, and postvention services. The department also coordinates the Mental Health First Aid (MHFA) program which teaches participants how to identify, understand, and respond to signs of mental and substance use disorders. The training teaches skills to reach out and provide initial help and support to someone who may be developing a mental health or substance use problem or experiencing a crisis. MHFA improves the mental health of the individual administering care and the one receiving it, expands knowledge of mental illnesses and their treatments and increases the services provided to those in need. MHFA is offered for risk identification among veteran, youth, and adult populations.

Opioid overdose prevention

ODMHSAS is initiating a comprehensive effort to address the state's opioid crisis, implementing community outreach efforts, community-based prevention and access to targeted treatment services statewide. A statewide network of community-based treatment providers has expanded access to medication-assisted treatment, specific to addressing opioid addiction. Additionally, this initiative has involved media messaging, education, community events and prevention planning, physician education opportunities, partnership with the medical community, distribution of naloxone through pharmacies and treatment locations, training of law enforcement personnel from nearly 300 agencies to administer naloxone and the provision of free naloxone kits (over 8,000) for law enforcement agencies, engagement of the state medical schools and broad-based partnership among state government, statewide professional organizations and a variety of community-based stakeholders. These efforts are working. The unintentional overdose death rate involving a prescription opioid decreased by 43% from 2007 to 2017. Also, the opioid prescribing rate in Oklahoma decreased by 29% from 2013 to 2017. Oklahoma was one of only ten states to see a decrease in the rate of drug overdose deaths from 2016 to 2017.

Performance and projects

Key Performance Measures by program

Community-based Treatment and Recovery					
Goal					
Healthy citizens and strong families					
Goal Description					
When an individual first presents for treatment, ensuring medication visits are available in a timely manner is a keystone to long term recovery and positive outcomes.					
Key Performance Measure					
Visit availability within three days					
Key Performance Measure Description					
Maintain the time between first contact and face-to-face visit for behavioral health treatment to three days or less.					
Unit of Measure					
Days to wait for a first visit					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3	≤3	≤3	≤3	≤3	≤3
Key Performance Measure					
Inpatient and crisis unit care readmission					
Key Performance Measure Description					
Maintain the percentage of individuals receiving inpatient or crisis unit care who return within 180 days at 20% or below every year.					
Unit of Measure					
Percentage of readmission					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
21.85%	22.09%	21.49%	20.88%	20.27%	19.67%

Suicide Prevention					
Goal					
Enhance suicide prevention of capable Oklahomans					
Goal Description					
Increase competency among families, educators, employers, and community members to effectively recognize and compassionately respond to individuals at risk of suicide, experiencing a suicidal crisis, and those impacted by suicide attempt or loss.					
Key Performance Measure					
Number of Oklahomans with suicide prevention skills					
Key Performance Measure Description					
Train at least 4,000 Oklahomans each year in an evidence-informed suicide prevention skills program.					
Unit of Measure					
People in program each year					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
7,900	8,045	8,500	8,750	9,000	9,250

Drug Court					
Goal					
Prosperous citizens and safe communities					
Goal Description					
Efforts drug court is making to ensure that participants do not reoffend.					
Key Performance Measure					
Decrease the percentage of drug court participants that reoffend compared to released Department of Correction inmates (23% of released inmates reoffend).					
Key Performance Measure Description					
Maintain the percentage of drug court graduates that go to prison within three years of graduation at 10% or below.					
Unit of Measure					
Percentage of drug court graduates reentering prison					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
7.9%	8%	8%	8%	8%	8%

Drug Court					
Goal					
Family re-unification					
Goal Description					
Efforts drug court is making to ensure that participants do not reoffend. Efforts drug court is making to re-unify participants with their children and break the cycle of addiction.					
Key Performance Measure					
Increase percentage of children re-unified with drug court participants.					
Key Performance Measure Description					
Maintain or increase the percentage of children re-unified with drug court graduates at 80% or greater.					
Unit of Measure					
Percentage of children re-unified					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
82.1%	87.1%	≥80%	≥80%	≥80%	≥80%

Mental Health Court					
Goal					
Prosperous citizens and safe communities					
Goal Description					
Efforts mental health court is making to ensure that participants do not re-offend.					
Key Performance Measure					
Decrease the percentage of mental health court participants that re-offend compared to released Oklahoma Department of Correction (ODOC) inmates with severe mental illness (42% of released inmates with severe mental illness reoffend).					
Key Performance Measure Description					
Maintain the percentage of mental health court graduates that go to prison within three years of graduation at 10% or below.					
Unit of Measure					
Percentage of health court participants					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3.2%	3.2%	5%	5%	5%	5%

Mental Health Re-entry Program					
Goal					
Prosperous citizens and safe communities					
Goal Description					
Efforts mental health court is making to ensure that participants do not reoffend.					
Key Performance Measure					
Maintain the percentage of mental health re-entry program participants that reoffend compared to released ODOC inmates with severe mental health illness (42% of released inmates with severe mental health illnesses reoffend).					
Key Performance Measure Description					
Maintain the percentage of participants in mental health re-entry programs returning to prison within three years from prison discharge at 23% or below every year.					
Unit of Measure					
Percentage of mental health re-entry participants					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
22.6%	22.8%	22.8%	22.7%	22.6%	22.5%

Regional benchmarks and comparisons

Mental Health America – Ranking the states

Mental Health America produces an annual state comparison report that examines both public and private behavioral health treatment systems and unmet treatment needs. In the latest 2019 report, Oklahoma’s overall comparison ranking is 27th nationally which is up from 41st in 2011. Of states in Oklahoma’s federal region, Oklahoma ranks highest overall (Oklahoma – 27th, New Mexico – 31st, Arkansas – 37th, Louisiana – 38th and Texas – 43rd). Of all bordering states, only Kansas ranks higher (24th).

Behavioral health rates

Oklahoma behavioral health reimbursement rates are among the lowest regionally and among states of comparable size. A recent rate change made possible by an additional appropriation to begin addressing rate cuts improved the overall reimbursement rate from approximately 58.6% of the Medicare reimbursement rate to an estimated 62% of Medicare. Other Region 6 states’ percentage of reimbursement, compared to the Medicare rate, is higher than Oklahoma.

Behavioral Health Reimbursement Rate Compare to Medicare Rate				
OK	LA	NM	AR	TX
62%	68.76%	84.06%	84.29%	96.97%

Accomplishments

- **Children’s mobile response and stabilization system** – The department was approached by Oklahoma Department of Human Services (OKDHS) to help find a solution to reduce the high number of foster care disruptions, particularly children in shelters and out-of-county placements (as referenced in the Pinnacle Plan). ODMHSAS developed a mobile response initiative with the goal of stabilizing children and keeping them in a family setting. The initiative provides rapid, community-based mobile crisis intervention services for children, youth, and young adults up to the age of 25 who are experiencing behavioral health or psychiatric emergencies. As part of this effort, the department established a statewide toll-free hotline to receive calls from families experiencing crisis, with establishment of county-specific crisis response teams. These teams can provide mobile, onsite, face-to-face response within one hour of receipt of referral.
- **Embrace OKC** – Embrace OKC is a collaborative effort involving the Oklahoma City Public Schools, the Oklahoma City Chamber, the Oklahoma City Public Schools Foundation, the United Way of Central Oklahoma and the City of Oklahoma City to support improvements regarding mental health needs within the school district. ODMHSAS has worked with this partnership to identify these needs and developed solutions to address them appropriately, surveying over 7,000 students at 55 school sites. The results initiated the creation of a plan to provide prevention and intervention services to address three priority areas of concern: substance use, high risk behaviors, and psychological distress. ODMHSAS is partnering with the district to ensure these services are provided.
- **Comprehensive effort to address opioid use/addiction/deaths** – ODMHSAS initiated and is growing a comprehensive effort to address the state’s opioid crisis through the implementation of community outreach efforts, community-based prevention, and access to targeted treatment services statewide. Key initiatives have included training of approximately 300 law enforcement agencies in the use of naloxone and making available over 8,000 naloxone rescue kits statewide; partnership with medical licensure boards to develop and implement prescriber training and alternative therapies; and utilization of the statewide treatment network to make medication assisted treatment services available throughout Oklahoma. These efforts have created positive change including:
 - Oklahoma’s unintentional overdose death rate involving a prescription opioid decreased by 43% from 2007 to 2017 (Oklahoma State Department of Health).
 - The opioid prescribing rate in Oklahoma decreased by 29% from 2013 to 2017 and we were one of only ten states to see a decrease in the rate of drug overdose deaths from 2016 to 2017 (Center of Disease Control).

This effort has been primarily funded through the availability of federal grant funds, including competitive grants that were won due to our proven history of excellence.

- **Telehealth/tablet technology to speed assessment and reduce transport** – ODMHSAS initiated a pilot program with Grand Lake Mental Health Center to facilitate greater access to treatment services through technology. This collaboration has involved the use of telehealth technology and mobile tablets to deliver crisis intervention, assessment, treatment, and recovery support services. Specifically, by giving law enforcement officers a mobile tablet, individuals can be directly linked to mental health professionals in the field. Prior to implementation, crisis intervention services were costing roughly \$500/day for a patient to be admitted into crisis care and law enforcement agencies were incurring significant costs related to transport. In addition to providing better care/services, the program has proven to be cost effective. In 2015, before this program started, data showed that 1,115 people in the pilot area were admitted for in-patient services. After the first year of the program (2016), that number dropped to 677 inpatient admissions. In 2017, the number dropped again to 402 admissions. Between January and August 2018, there were only two people who could not be stabilized or provided services using the tablets. In addition to admissions, a similar

downward trend has been seen in the number of incarcerations. The department is seeking to expand use of this technology to other parts of the state. The project has been promoted nationally for implementation in other states.

- **Statewide expansion of Offender Screening program** – As authorized by 43A O.S. 3-704, offender screenings are conducted by ODMHSAS certified treatment providers to determine felony offenders' risk to reoffend as well as identify substance use and mental health treatment needs. Using these validated screening instruments, referral recommendations are made for prison-alternative sentences that best meet the offender's needs and increase the likelihood of successful prison diversion. Offender Screening has reduced the average time an offender spends awaiting sentencing by 78 days, resulting in \$29.6 million in jail day savings (FY 2019). To date, approximately 30,000 screens have been completed and 26,500 final dispositions recorded. An estimated 82% of those screened individuals are eligible for diversion programs, including treatment services and other. As a result of appropriations provided in FY 2019, this program is now available statewide.

Savings and efficiencies

- **Maintaining a minimal/consistently low administrative cost rate** – ODMHSAS has taken a proactive approach to modernize agency practices, increase efficiencies, and create a system for continuous improvement in the services provided to all Oklahomans. As part of this, ODMHSAS has aggressively worked to maintain a significantly reduced administrative cost rate of less than 3%.
- **Maintaining a minimal/consistently low behavioral health Medicaid growth rate** – During the FY 2012 legislative session, responsibility for the behavioral health portion of Medicaid was shifted from the Oklahoma Health Care Authority to ODMHSAS. The shift of behavioral health Medicaid responsibilities has resulted in incredible savings to the state. Annual Medicaid growth prior to the transfer was at 14%, a rate that has been slashed by more than 90%. In FY 2014, ODMHSAS reduced program growth to 7%. In FY 2015, that number fell further to 5.4%. In FY 2016, growth was held to 1.7%. In both FY 2017 and FY 2018, growth was held to just 1%. Had Medicaid growth continued at the annual 14% rate, the FY 2018 state share would have been in excess of \$348.9 million. Under ODMHSAS administration, state share was only \$149 million (a cost avoidance of almost \$200 million in FY 2018 alone). The growth rate in the current fiscal year is targeted to be below 3% and the agency is focused on maintaining that rate under 3% in FY 2020.
- **Utilization of a community-based provider network** – The department is in the unique position of already having a well-established history of working with the private sector for the delivery of services. Over 2/3 of community mental health centers and over 90% of substance abuse services are delivered through private organizations. The ODMHSAS considers cost-effectiveness to be a core responsibility to the Oklahoma taxpayer and routinely evaluates every facility and contract to obtain the best possible services for Oklahoma.
- **High need clients** – By examining treatment data, ODMHSAS was able to identify high-end system users with multiple admissions over the past year to inpatient, crisis care and residential substance use treatment services. These individuals were primarily homeless (82%), predominately have a serious mental illness (psychotic disorder), most have co-occurring mental health and substance use issues and only 2% are Medicaid eligible. These users receive a significantly higher number of the most intensive, costly services in the system compared to other users. The department developed a plan to intervene and assigned appropriate Community Mental Health Centers to engage, manage, and track treatment services for these identified individuals with a goal of improving outcomes (and reducing cost). This heightened attention allowed for earlier identification of potential issues, earlier engagement in appropriate services, and a corresponding

reduction in high end services. There was a 50% reduction in higher end services used, along with a 48% decrease in homelessness. This effort is saving lives and tax dollars.

State Funds Cost Avoidance	Amount
1. Medicaid Behavioral Healthcare Savings – OHCA	\$313,028,282
2. Healthcare Savings – OHCA, DHS & Others	
a. Drug Free Infants – based on percentage covered by Medicaid	14,489,692
b. Reduction in Inpatient Days – OHCA & ODMHSAS	297,903
3. Prison Diversion Savings – DOC	33,050,972
4. Jail diversion savings from Offender Screening – County Jails	29,600,000
5. Reduction in out of home placements – DHS	10,497,052
Total Cost Avoidance	\$400,933,901

Agency goals

- Expand the Smart on Crime initiative which effectively diverts non-violent individuals with mental illness and/or addiction from the criminal justice system via evidenced-based interventions including drug courts, mental health courts, and law enforcement training.
- Assist in securing resources for individuals in need of marijuana treatment and prevention. Nationally, approximately 9% of all marijuana users become dependent. Resources will be directed to high need populations to provided community and school-based prevention services and treatment services.
- Assist in securing resources to serve individuals in need of alcohol dependence treatment and prevention resulting from SQ 792 and SB 383 (authorized the sale of beer and wine in licensed retail stores). Alcohol is the number one drug used by young people in Oklahoma and the number one reason for requiring substance abuse disorder treatment. Resources will be directed to high need populations for community-, school-, university- and health-care-based prevention and treatment services.
- Implement the Labor Commissioner Mark Costello Act to provide best practice of Assisted Outpatient Treatment (AOT) for all Oklahomans who qualify. AOT is court-ordered treatment, including medication, for people with severe mental illness who meet strict legal criteria and who have difficulty complying with treatment.
- Prevent suicides of service members, veterans, and their families along with other high risk populations such as Native Americans and youth between 16 and 24.

Projects for implementation

- **Reduction of the statewide substance abuse treatment waiting list** – ODMHSAS received an additional \$10 million in state funding to add 175 additional residential substance abuse treatment beds to the statewide system. Work has already begun to recruit providers willing to accept the challenges of expanding capacity (obtaining a site and meeting certification and licensing standards, hiring and training staff, initiating operations) and contracting for beds to expand access. The department has prioritized this initiative and is working to bring beds online as soon as possible. The added beds are estimated to help reduce the statewide waiting list for residential treatment services by 75%. Most recently, 158 women were on the waiting list (with an average wait time of 29 days to get into treatment) and 415 men were on the list (with an average wait time of 203 days to get into treatment).

- **Medication-assisted treatment in jails** – ODMHSAS has been working with community corrections partners to develop an evidence-based process to support medication assisted treatment in jail settings. This will include utilization of the statewide treatment system, a full complement of medication assisted treatment services, along with a structured link to follow-up services for individuals upon release. The initiative is intended as a means to intervene and stop the addictive cycle that contributes to ongoing criminal behavior.
- **Misdemeanor diversion programs** – ODMHSAS is working to provide effective options to assist courts in implementing misdemeanor diversion programs. Misdemeanor diversion programs partner criminal justice accountability with evidence-based substance abuse and mental health treatment services to decrease future involvement with the criminal justice system. Misdemeanor diversion generally operates within two models:
 - Misdemeanor Treatment Courts – These are highly structured programs include, but are not limited to, regular court appearances, case management, supervision, random drug screens, and group and individual therapy by certified treatment agencies.
 - Deferred Adjudication Treatment Programs – These programs provide diversion strategies, such as deferred prosecution agreements, as the legal mechanism for participation. The participant receives individualized treatment services provided by certified treatment agencies without the supervision of the court. Treatment providers report to the District Attorney when a participant is non-compliant with services. There are currently seven counties operating misdemeanor diversion programs, with an additional nine in planning stages.

Pilot-tested misdemeanor diversion programs in Oklahoma have already served over 800 participants, providing treatment to decrease future criminal justice involvement. Data is being collected to measure and evaluate the most effective models.

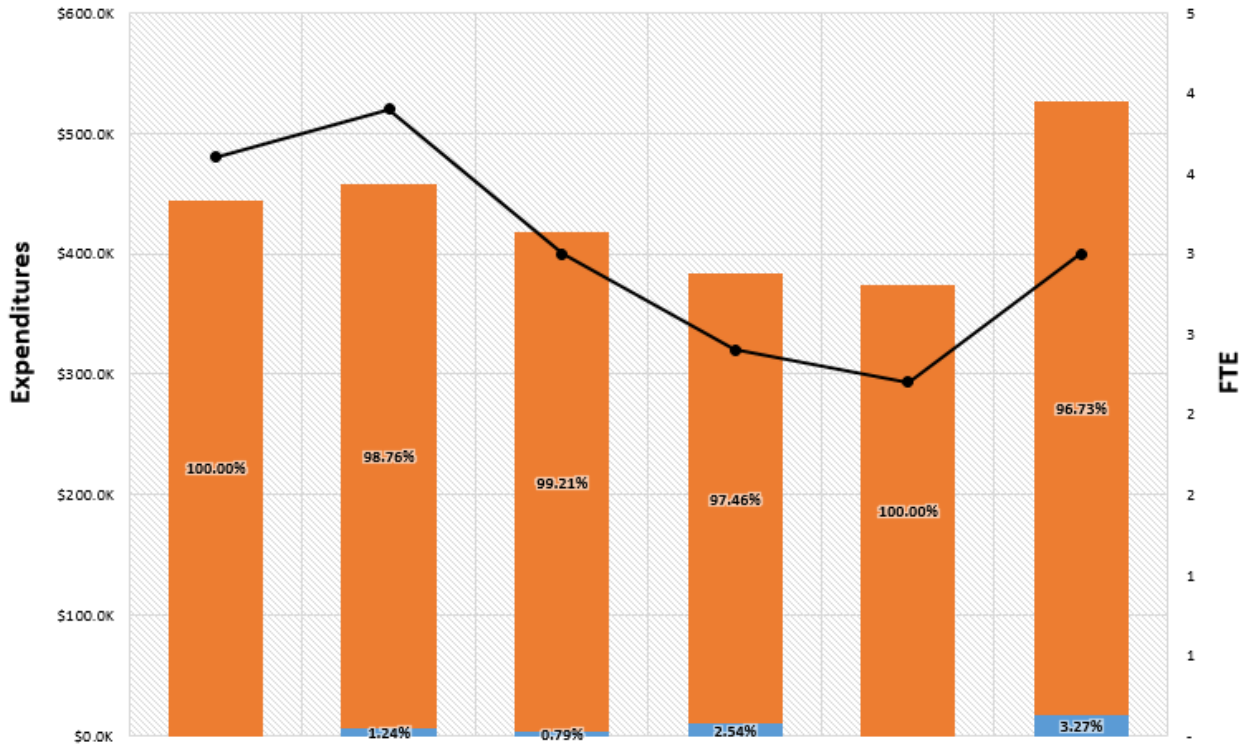
Oklahoma Merit Protection Commission



Agency information

Oklahoma Merit Protection Commission

Historical Actual Expenditures and Current Year Budget



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Budget
Appropriated	\$444.8K	\$452.7K	\$414.5K	\$373.6K	\$373.8K	\$509.3K
Revolving	\$0.0K	\$5.7K	\$3.3K	\$9.7K	\$0.0K	\$17.2K
Federal	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Agency Special Accounts	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Total	\$444.8K	\$458.4K	\$417.8K	\$383.4K	\$373.8K	\$526.6K
FTE	4	4	3	2	2	3

Data updated on 01/07/2020

Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

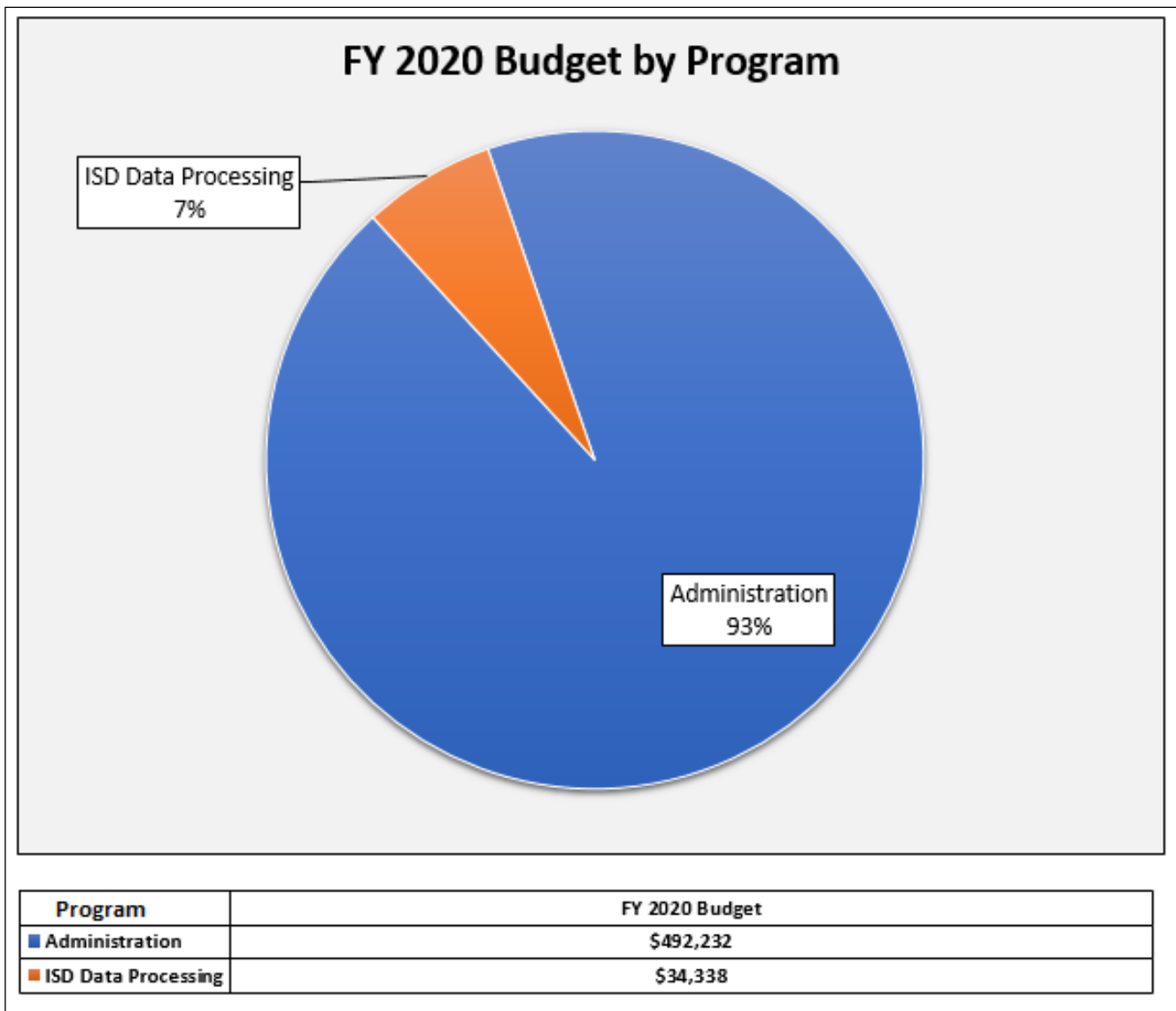
The mission of the Merit Protection Commission is to protect the state's merit system utilized by state agencies, their employees and citizens for the State of Oklahoma. Their mission is accomplished through the commission's powers to receive and act on complaints, trainings, counseling and consultation in conjunction with voluntary mediation and mandatory negotiations. The rights and responsibilities of public officials, state employees and applicants are protected through the commission's investigative powers, dispute resolution systems and administrative hearing process.

Governance and administration

The Oklahoma Merit Protection Commission consists of nine members who are appointed for a term of three years. Two members of the commission are appointed by the Speaker of the House of Representatives. Five members of the commission are appointed by the Governor and two are appointed by the President Pro Tempore of the Senate. The executive director is hired by the Merit Protection Commission. The current executive director is Carol Shelley. Her annual salary is \$75,984.

Oklahoma Merit Protection Commission				
Member Name	Appointing Authority	Appointment Date	Term Ending Date	Congressional District (if applicable)
Robert Braudrick	Governor	7/2/2019	7/1/2022	N/A
Charles Burton	Speaker of the House	8/21/2013	1/31/2016	N/A
Roger Cates	Governor	7/2/2016	7/1/2022	N/A
Samuel Fulkerson	Governor	7/2/2016	7/1/2019	N/A
Eric Blakely	Senate Pro Tempore	12/17/2015	12/16/2018	N/A
Jason Reese	Governor	7/2/2018	7/1/2021	N/A
Marianne Miller	Senate Pro Tempore	12/10/2015	6/30/2018	N/A
Kim Neese	Governor	7/2/2017	7/1/2020	N/A
DeWade Langley	Speaker of the House	8/21/2013	1/31/2016	N/A

Programs



Administration

The U.S. Merit Systems Protection Board is a quasi-judicial agency established in 1979 to protect federal merit systems against partisan political and other prohibited personnel practices and to ensure adequate protection for federal employees against abuses by agency management.

Federal Funding: The federal government requires that states' personnel systems include merit system principles in order to receive funding for administration of federal programs.

The Code of Federal Regulations cites the following as merit principles:

- Open and fair recruiting practices;
- Equitable and adequate compensation;

- Appropriate discipline for inadequate performance and dismissal when necessary;
- Fair treatment in accordance with federal equal employment and opportunity, and nondiscrimination laws;
- Protection from partisan coercion; and
- Job training.

ADR certification

Offers newly trained facilitators an opportunity to observe mediation and be observed prior to conducting a mediation or negotiation on their own and obtain certification.

Clients served: State employees, managers.

Alternative dispute resolutions mediations and negotiations

Provides all who use our services a third-party platform to resolve disputes. Mediations are voluntary and negotiations are mandatory prior to moving forward to a hearing. The goal is to resolve disputes at the lowest level possible.

Clients served: State employees, managers.

Administrative hearings and prehearing conferences

Offers due process on the merits of an appeal with fair, independent hearings on the issues, facts, laws and discovery submitted. It is conducted by administrative law judges.

Clients served: State employees, managers.

Grievance management

Provides training for each agency grievance manager for certification.

Clients served: State agency grievance managers.

Investigations

Investigate employee-alleged violations of the OK Personnel Act, Merit Rules and alleged violations of discrimination, including sexual harassment, etc., and alleged violations of the Whistleblower Act.

Clients served: State agencies, their employees, former employees and applicants for state employment.

Training and development

The primary focus of this program is teaching management, supervisors and employees the steps of progressive discipline and grievance management as a preventive measure in resolving and handling disputes. The training and development program also teaches on the topics of sexual harassment and investigative techniques to improve employee/supervisor relationships.

Clients served: State employees, managers.

Performance and projects

Key Performance Measures by program

Investigations					
Goal					
Provide an effective and impartial employment dispute resolution system to our clients.					
Key Performance Measure					
Number of investigations					
Unit of Measure					
Number of investigations					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
87	84	80	75	70	65
Key Performance Measure					
Estimated time to complete an investigation					
Unit of Measure					
Time in months					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
6	4	1	1	1	1

Training and Development					
Goal					
Increase training for supervisors, grievance managers, and others utilizing Merit Protection Commission's services.					
Key Performance Measure					
Increased training					
Unit of Measure					
Number of training events held					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
17	16	20	22	25	27

Accomplishments

- Processed 150 appeals, including 42 discharges, 17 suspension without pay, four demotions, 14 discrimination, 10 Whistleblower Act, 27 grievance appeals, two sexual harassment, six disqualifications, three payroll, seven prohibited acts, and 13 other alleged violation appeals.
- Conducted five grievance trainings, seven progressive discipline trainings, facilitated 71 negotiations and mediations.
- Conducted 26 prehearings and 10 hearings.

Savings and efficiencies

The agency continues to save the State of Oklahoma money by providing a cost effective way of resolving disputes at the lowest level possible. MPC potentially saves the state \$23,000 for each case it resolves prior to a hearing and approximately \$10,000 for each case disposed with a hearing. The cost savings are derived from costs per case at MPC, district court and attorney fees and expenses. Information was gathered from various agency attorneys and private attorneys and analyzed by Agency Business Services of the Office of Management and Enterprise Services. The agency produces a faster resolution than district court and the Equal Employment Opportunity Commission and reduces their docket schedules. MPC's independent quasi-judicial service reduces the number of cases filed in district court.

Agency goals

To continuously seek service improvement including assisting with any merit reform plan for the State of Oklahoma. We will work with legislators and those who use MPC services to evaluate merit reform possibilities while continuing the agency mission to provide a fair, independent employment resolution system including outreach to agency field employees.

Projects for implementation

Work with OMES IS/Oklahoma Interactive to improve the MPC website, online filing system, and courtroom network systems.

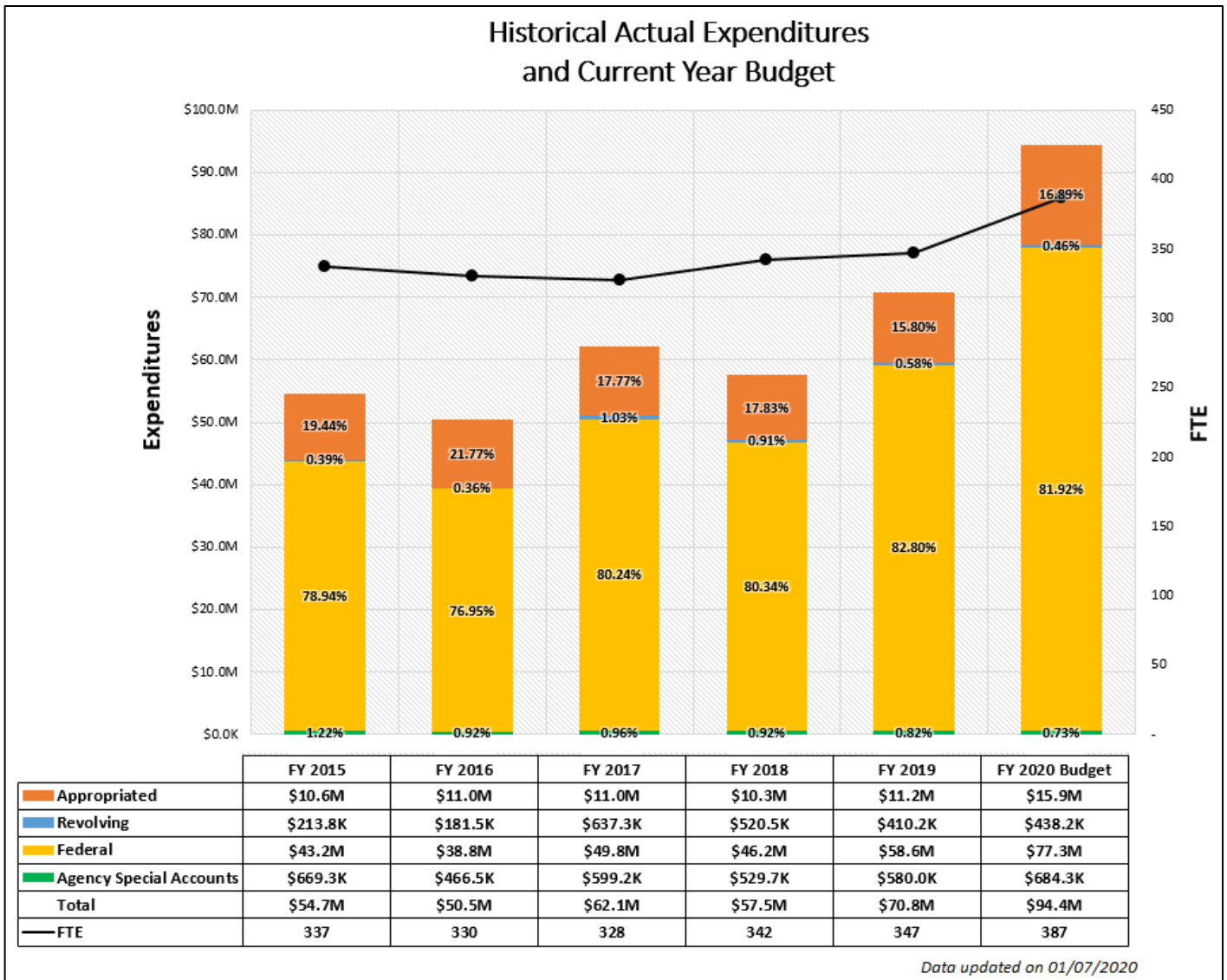
Consult with the Legislature regarding filling expired terms of commissioners.

Oklahoma Military Department



Agency information

Oklahoma Military Department



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The Oklahoma Military Department (OMD) provides federal and state resources enabling the Oklahoma National Guard to provide ready units and personnel to the state and nation in three roles:

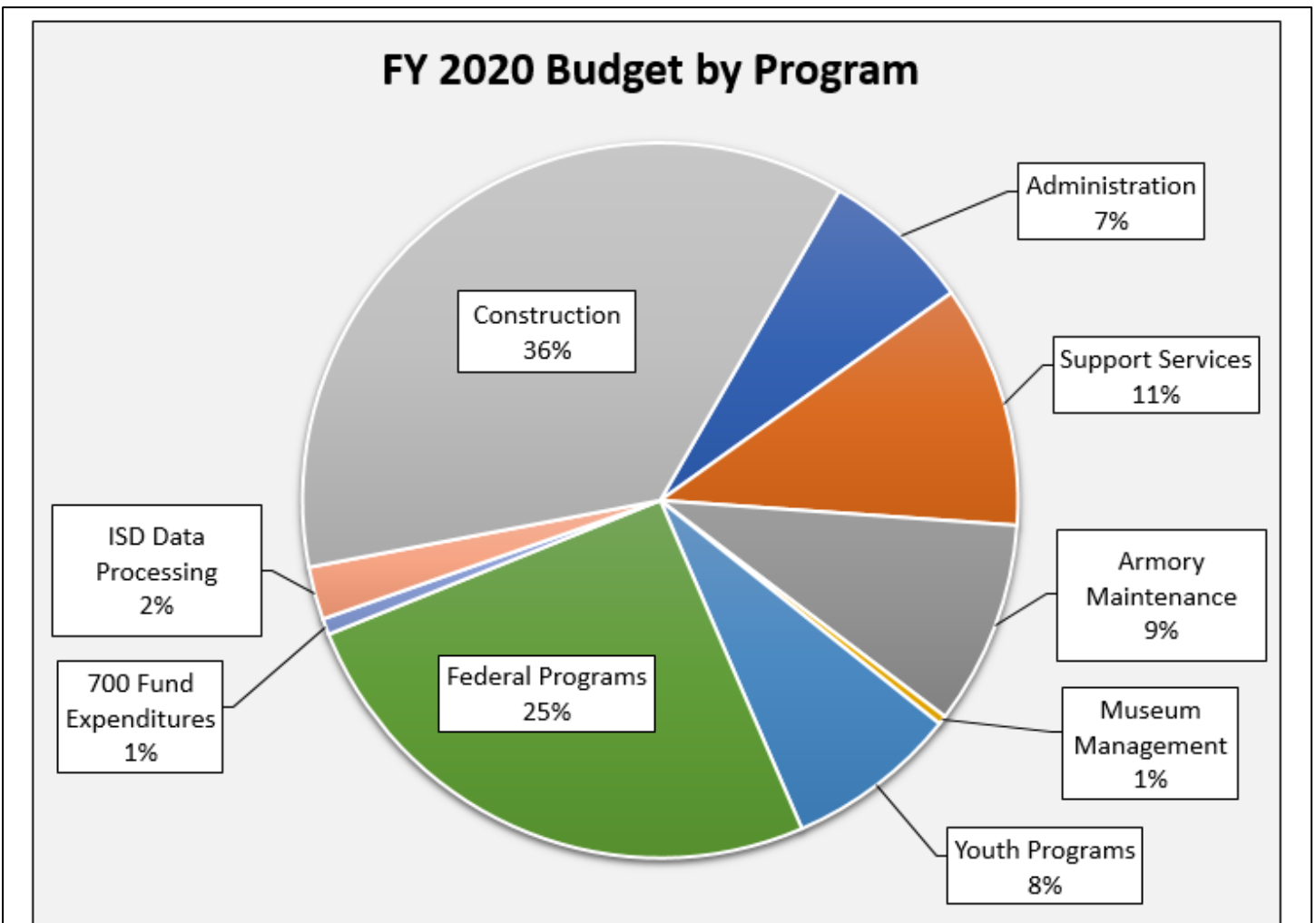
- State: To provide fully trained units, soldiers, and airmen to support civil authorities in times of natural or man-made disasters and to mobilize in order to provide special services in preserving peace, order, and public safety, at any time, on order of the Governor of Oklahoma.
- Federal: As a part of the United States Army and Air Force, to provide fully trained and prepared units, soldiers, and airmen to mobilize, deploy, and execute all wartime missions on order of the President of the United States.

- Community: Implement and execute federal programs in the areas of dropout recovery/high school completion; science, technology, engineering, and math (STEM) for at-risk youth; and participate in local, state, and national programs that add value to America.

Governance and administration

The Governor of Oklahoma is the commander-in-chief of all Oklahoma military organizations, making the Governor the chief officer of the military department. The Adjutant General of Oklahoma, appointed by the Governor with the advice and consent of the Oklahoma Senate, serves as the administrative head of the OMD and is the military commanding officer of all Oklahoma military organizations, second only to the Governor. While serving as Adjutant General, the individual holding the office holds the rank of major general. Major General Michael C. Thompson was appointed as the Adjutant General in November 2017 and was reappointed by Governor Kevin Stitt. He has a current salary of \$190,288.

Programs



Program	FY 2020 Budget
Administration	\$6,423,416
Support Services	\$10,354,690
Armory Maintenance	\$8,708,454
Museum Management	\$381,200
Youth Programs	\$7,339,000
Federal Programs	\$23,947,923
700 Fund Expenditures	\$684,303
ISD Data Processing	\$2,254,000
Construction	\$34,286,171

Administration of the Oklahoma National Guard

OMD receives federal support from the National Guard Bureau (NGB) to support the operations and maintenance of Oklahoma Army and Air National Guard facilities and to provide authorized service support activities to units and personnel. These activities include minor construction projects, environmental management, installation security services, telecommunication activities, range operations, distance learning centers, anti-terrorism prevention measures, fire protection services, and family program activities. OMD serves, through the Oklahoma National Guard, as the operational reserve component for the agency's sister services: The United States Army, the United States Air Force, and the Department of Defense (DoD). When a disaster occurs at home or abroad, OMD is prepared to respond.

Number of clients served each year: Directly serves over 9,500 Oklahoma Army and Air National Guard soldiers and Airmen. When called to state active duty, OMD serves 3.9 million Oklahoma citizens and 326 million U.S. citizens when called to mobilize and deploy in support of the United States' War on Terror.

ISD data processing

OMD receives IT services from the Office of Management and Enterprise Services Information Services and from the federal government. Without automation in the National Guard Administration program, youth programs, and support services, it would be very difficult to conduct day-to-day business as each relies heavily on information services to function.

Oklahoma national guard military construction

OMD receives federal funding from the National Guard Bureau to provide for the acquisition of facilities necessary to train and administer the Oklahoma Army National Guard. These are major construction projects funded with 100% federal funding to meet new or modified force structure requirements or a change in facility utilization directed by the NGB.

Number of clients served each year: Directly serves over 9,500 Oklahoma Army and Air National Guard soldiers and airmen. When called to state active duty, OMD serves 3.9 million Oklahoma citizens and 326 million U.S. citizens when called to mobilize and deploy in support of the United States' War on Terror.

Youth programs (thunderbird challenge and STARBASE)

Thunderbird Challenge

The National Guard Youth Challenge Program is an 18-month program consisting of a 22-week in-resident phase followed by a 12-month postgraduate mentorship phase that leads, trains, and mentors 16- to 18-year-old at-risk students and high school dropouts so that they may become productive citizens in Oklahoma's and America's future. The Thunderbird Challenge Program provides the only at-risk, in-resident program in the State of Oklahoma and directly impacts the statewide goal of Educated Citizens and Exemplary Schools – specifically the statewide program of high school completion.

STARBASE

The Department of Defense STARBASE Program focuses on elementary students, primarily fifth graders, with a goal to raise the interest and improve the knowledge and skills of at-risk youth in science, technology, engineering, and mathematics (STEM) which will provide for a highly educated and skilled American workforce that can meet the advanced technological requirements of the DoD. STARBASE exposes these students to technological environments through 25 hours of hands-on instruction and activities as well as interactions with positive civilian and military role models found on Active and National Guard military installations. Oklahoma's

program also offers STARBASE 2.0, which provides additional STEM activities and mentorship for youth making the transition from elementary to middle school. This program provides a direct benefit to the Oklahoma Department of Education by providing either alternative or additional education programs which come with no impact or cost to that agency's appropriations. The STARBASE program contributes to the Statewide Program of Advanced Offerings (C0003) with training to fifth graders in science, technology, engineering, and mathematics.

Number of clients served each year by these programs: 5,000-6,000 children and youth.

Performance and projects

Key Performance Measures by program

Oklahoma National Guard Administration					
Goal					
Successfully accomplish all state active duty missions tasked to the Oklahoma Army and Air National Guard.					
Key Performance Measure					
Missions completed.					
Key Performance Measure Description					
Percent of state active duty missions successfully completed.					
Unit of Measure					
Percent					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not Available	100%	100%	100%	100%	100%

Oklahoma National Guard Administration					
Goal					
Execute an aggressive facility modernization plan, addressing the deferred maintenance backlog for Oklahoma Military Department/Oklahoma National Guard facilities across the State of Oklahoma.					
Key Performance Measure					
Deferred Maintenance Backlog					
Key Performance Measure Description					
Work down the deferred maintenance backlog by 25% across the enterprise.					
Unit of Measure					
Percent					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
-5%	5%	25%	25%	20%	20%

Youth Programs (Thunderbird Challenge and STARBASE)					
Goal					
Operate OMD's two youth programs to the highest levels of federal compliance.					
Key Performance Measure					
Thunderbird Challenge Program Graduates					
Key Performance Measure Description					
Meet or exceed the National Guard Youth Challenge Program's goal for Thunderbird Challenge Program graduates. Goal of 220 graduates per year.					
Unit of Measure					
Number of graduates					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
212	214	220	220	220	220

Youth Programs (Thunderbird Challenge and STARBASE)					
Goal					
Operate the Oklahoma Military Department's two youth programs to the highest levels of federal compliance.					
Key Performance Measure					
DoD STARBASE Participation					
Key Performance Measure Description					
Maintain minimum annual student participation rates of 3,500 students and 150 classes per year.					
Unit of Measure					
Number of students/number of classes					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3,955/177	4,032/184	3,500/150	3,500/150	3,500/150	3,500/150

Regional benchmarks and comparisons

OMD fares well on most metrics in comparison to military departments in other states in the region. Oklahoma maintains 30 readiness centers comprised of 1.2 million square feet of floor space and housing for 6,800 soldiers. The average age of these facilities is 34 years. According to National Guard Bureau statistics, Oklahoma Army National Guard facilities have an overall Condition Index (CI) of 87, but only has 67% required space. Other states in the region have similar statistics (Arkansas – 58 facilities, 1.5 million SF, average age of 35 years, CI of 89, 54% of required space; Kansas – 35 facilities, 1.1 million SF, average age of 48 years, CI of 85, 64% of required space; Louisiana – 76 facilities, 2.4 million SF, average age of 31 years, CI of 62, 72% of required space; New Mexico – 26 facilities, 839 thousand SF, average age of 26 years, CI of 85, 78% of required space).

Accomplishments

- Executed over \$50.8 million in Federal Funds through 18 cooperative agreement appendices that provide support to the National Guard programs described above.
- Completed the \$30 million Operational Readiness Training Center at the Camp Gruber Training Site in Braggs, OK with 100% federal funding.
- Completed a new \$24 million Ardmore Readiness Center with 100% federal funding.
- Began construction on numerous Army and Air National Guard construction projects, with various levels of federal, state and/or local funding. These include:
 - Camp Gruber modernization projects (\$5 million, 100% Federal funding).
 - Numerous paving and roofing projects throughout the state.
- In 2019, facilitated the mobilization and deployment of over 1,300 Oklahoma Army and Air National Guard members in support of federal Department of Defense missions across the globe.
- Mobilized and deployed 500 Oklahoma Army and Air National Guard members to support the 2019 flood relief efforts in eastern Oklahoma.
- Provided armed security for five separate Oklahoma Army and Air National Guard installations across the state.
- Continued operations of the 45th Infantry Division Museum, which houses the premier collection of Oklahoma military history.
- In 2019, graduated 234 at-risk youth from the Thunderbird Challenge Program.
- Taught over 5,000 fifth graders in STEM through the DoD STARBASE Program.

Savings and efficiencies

Wherever it is appropriate and prudent to do so, costs are reimbursed by the federal government through the master cooperative agreement, providing exponential savings and efficiencies, and allowing for shared services in the areas of capital asset management, accounting and finance, and IT services.

Agency goals

- Remediate and remodel the OMD headquarters building that flooded due to major storms in Oklahoma City.
- Execute an aggressive facility modernization plan, addressing the deferred maintenance backlog for OMD/Oklahoma National Guard facilities across the State of Oklahoma.
- Improve the facilities at the Thunderbird Challenge Program, prioritizing those projects, which will improve quality of life for cadets.
- Develop a plan and funding model for a new replacement building for the 45th Infantry Division Museum.
- Maximize federal matching funds at every available opportunity.

Projects for implementation

- FY 2020 appropriations provided OMD with \$3.2 million to match the federal share of a modernization project at the Okmulgee Readiness Center. The design for this project is currently at environmental review with an expected start date on construction no later than June 2020.
- FY 2020 appropriations provided OMD with \$1 million to renovate 1 of 3 male barracks at the Thunderbird Challenge Program. This project is currently at the state Historic Preservation Office for a second design review with an expected start date on construction no later than June 2020.

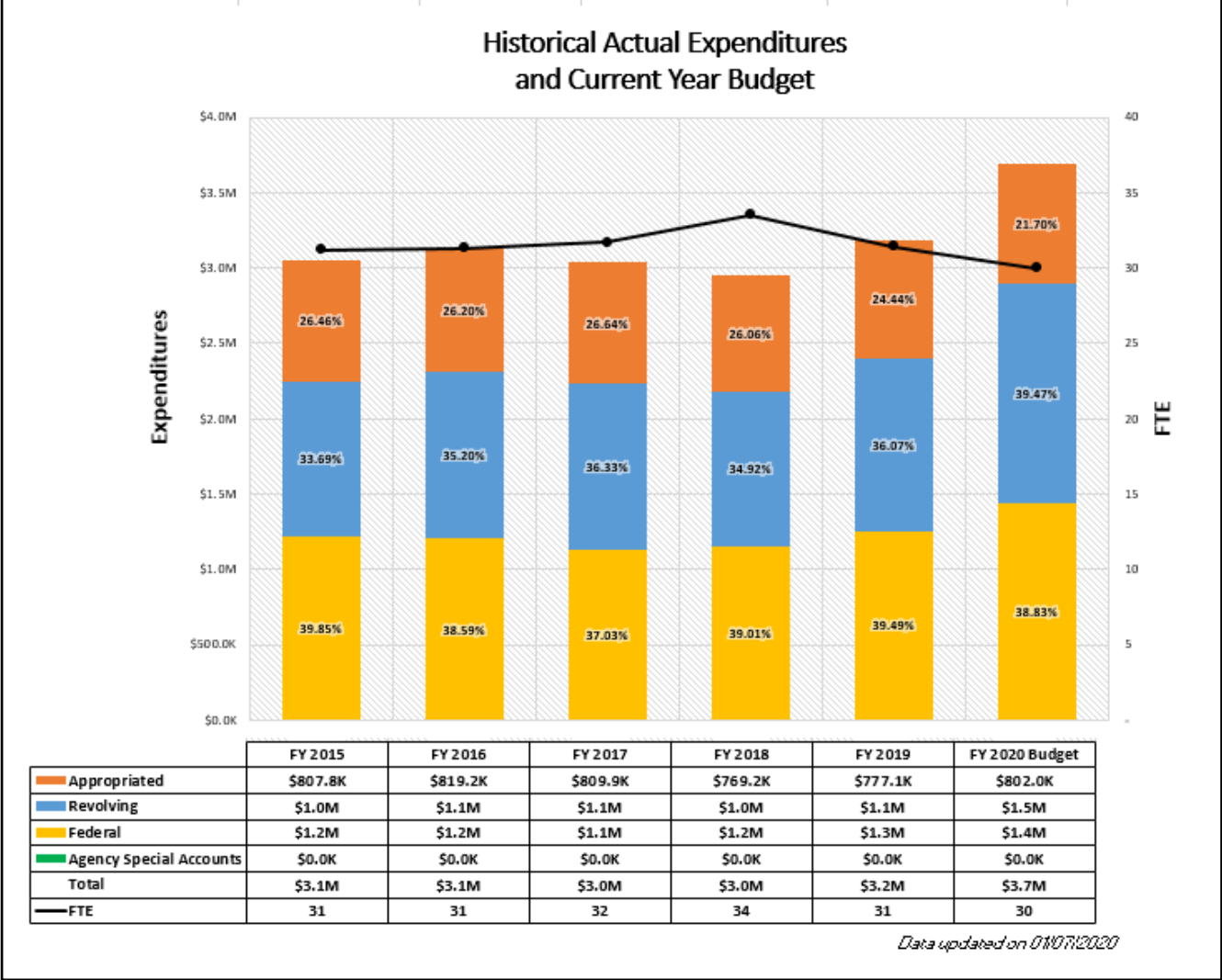
- FY 2020 appropriations provided OMD with an additional \$1 million to address the backlog of deferred maintenance at National Guard facilities across the state. To date, paving projects have been completed at the Sand Springs, Norman, and Mustang AFRCs as well as the Multi-unit Readiness Center in Oklahoma City. The Mustang AFRC also received fence repairs and OMD renovated two bathrooms and hallways in building 3515 that were water damaged. The final project to utilize this funding is Phase 1 of the OMD Joint Force Headquarters civil works project. The design is 95% complete with an expected start date on construction no later than June 2020.

Department of Mines



Agency Information

Department of Mines



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

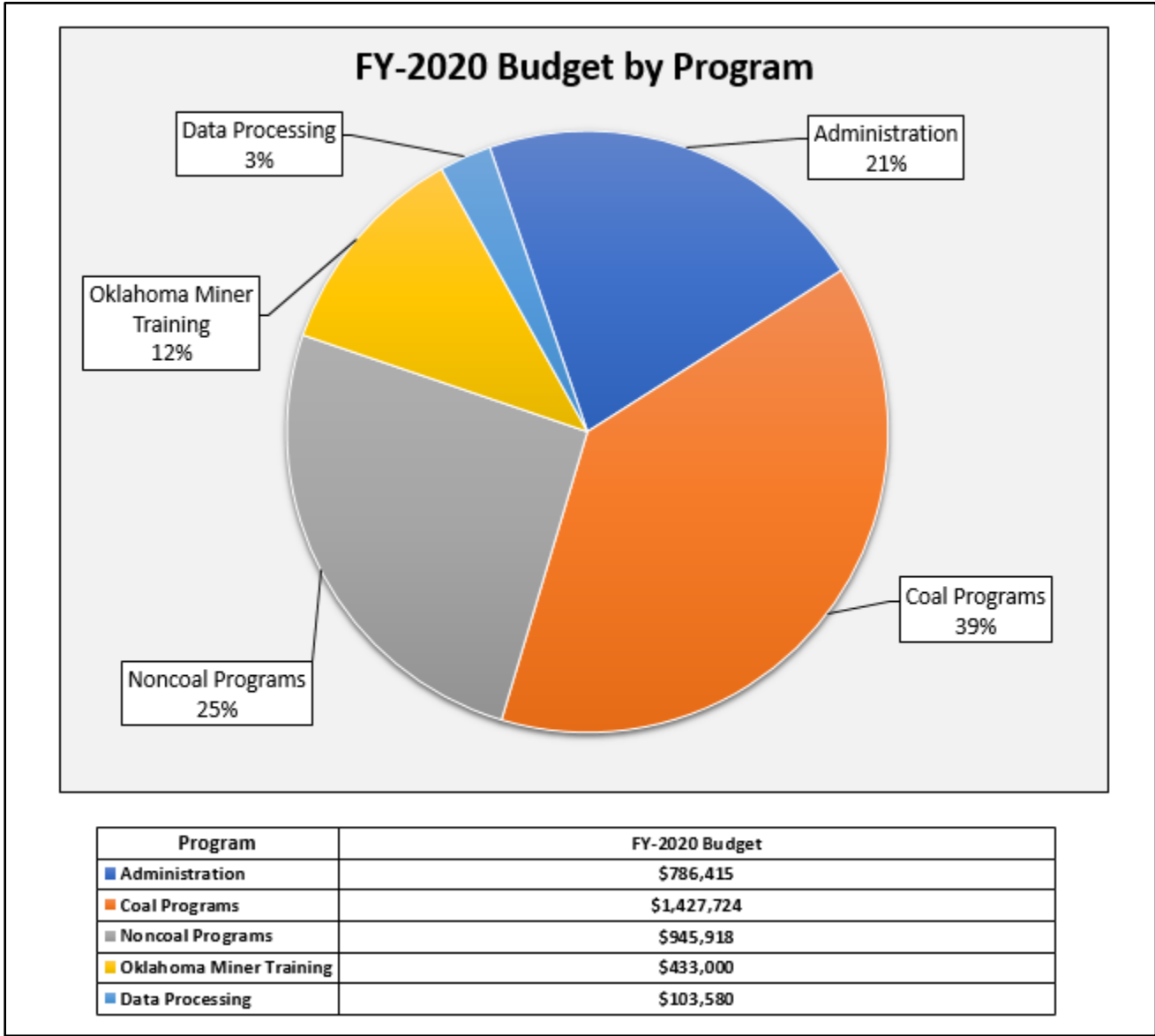
The mission of the Oklahoma Department of Mines (ODM) is to protect the environment of the state, life, health and safety of the miners, and protect property of the citizens affected through enforcement of state mining and reclamation laws.

Governance and administration

The Oklahoma Legislature abolished the State Mining Board and replaced it with the Oklahoma Mining Commission in 1985. The Commission is a nine-member board that serves as the governing body of the Department and is responsible for approving the department's budget, establishing policy and appointing the director of the department. The members of the Commission are appointed by the Governor of Oklahoma with the approval of the Oklahoma Senate. All members serve seven-year staggered terms. The membership of the Commission consists of one person with experience in each of the following fields: engineering or geology, labor or worker's safety, agriculture or soil conservation, transportation, economic development or banking, public utilities, natural resources, and two persons selected at large. Mary Ann Pritchard serves as the Director of the Department of Mines. Her annual salary as Executive Director is \$80,300.

Oklahoma Department of Mines			
Name	Appointing Authority	Term Ends	Statutory Qualifications
Kurt Klutts	Governor Fallin	1/1/2024	Labor/Worker's Safety
George Fraley	Governor Fallin	1/1/2020	Agriculture/Conservation
Dave Donoley	Governor Fallin	1/1/2020	Transportation
Jed Winters	Governor Fallin	1/1/2021	Banking /Economic Development.
Tommy Caldwell	Governor Fallin	1/1/2026	Public Utilities
Mark Helm	Governor Fallin	1/1/2025	At-Large
Matthew Mercer	Governor Stitt	1/1/2021	At-Large
Clem Burdick	Governor Fallin	1/1/2022	Engineering/Geology

Programs



Administration

Administration includes human resources, accounting, budgeting and finance, general administration, capital asset management and legal services.

Minerals/non-coal

The Oklahoma Department of Mines, Minerals/Non-Coal Division administers two separate programs. The Non-Coal Mining Program and the Non-Mining Blasting Program work simultaneously and parallel to accomplish our division's goals through:

- Issuing mining permits and amendments (revisions) in compliance with the statutes and regulations under Oklahoma state law.
- Conducting annual reviews in compliance with statutes and regulations.
- Approving bond releases in compliance with statutes and regulations.
- Issuing non-mining blasting permits and blasting permit exemptions for the purchase of explosives in Oklahoma.
- Conducting health and safety inspections and environmental inspections on all non-coal surface and underground mines.
- Conducting permit review inspections on all non-coal mine sites.
- Conducting reclamation inspections on all non-coal sites.
- Conducting complaint investigations upon request.
- Conducting hearings as outlined in the statutes and regulations.
- Conducting blasting inspections on all mine sites.
- Conducting accident or fatality investigations as they occur.
- Conducting non-mining blasting inspections.

Functions of the Minerals Division is the enforcement of a safe and healthy working environment for the miners in the mining industry, ensuring compliance with mining permits issued and the enforcement of reclamation so that Oklahoma land is left in a productive, safe and usable state. This is accomplished by enforcing the administrative law found under OAC 460:10 and O.S. Title 45 regarding non-coal permits. Non-mining blasting laws are found under OAC 460: 25 and O.S. Title 63.

Clients served: 20,000 clients who are directly associated with the mining operations.

ODM regulates the use of explosives within Oklahoma. All mining operations which utilize explosives must have approved blasting plans on file in their mining permits. These locations are regulated by the mining divisions of the department. All other uses of explosives must comply with the Oklahoma Explosives and Blasting Regulation Act of Title 63. The Non-Mining Blasting Program regulates the purchase and use of explosives in compliance with this act.

Clients served: All persons using explosives and blasting agents off of a mine site, unless exempt by law; all persons selling explosives and blasting agents, as well as all private citizens impacted by non-mining blasting.

Coal

The Oklahoma Department of Mines Coal Division consists of three basic subdivisions comprised of Technical Services, Permitting and Inspection and Enforcement. Technical Services and Permitting are located in Oklahoma City. Inspection and Enforcement staff are located in field offices in Wagoner, Oklahoma.

The Coal Division is dedicated to protecting the environment and citizens of the State of Oklahoma and accomplishes this goal by:

- Reviewing permit applications, revisions and field amendments for completeness, technical adequacy, and bonding requirements identified in the permitting phase.
- Conducting complete and partial inspections on coal permits as required by state and federal rules and regulations and specific requirements of the approved permit such that noncompliance items are identified and appropriate abatement measures implemented.
- Conducting annual and midterm permit reviews in compliance with statutes and regulations.
- Conducting bond release inspections in compliance with statutes and regulations.
- Conducting citizen complaint inspections in compliance with statutes and regulations.
- Gathering evidence and testifying at hearings as required by statute and regulations.
- Conducting student outreach programs at local area schools to provide students and teachers of Oklahoma with a better understanding of the state mining process.
- Receiving ongoing training and information concerning current technical advances and trends.
- Permitting and inspection operations for the Coal Combustion By-Product (Fly Ash) Reclamation Program.

Clients served: 5,500 clients who are directly associated with the mining operations.

Oklahoma miner training institute

The Oklahoma Miner Training Institute is operated under the direction of the Oklahoma Mining Commission. The institute, located in Eastern Oklahoma State College in Wilburton, provides training in all aspects of mine safety and health. Regularly scheduled classes are provided at the school or at mine sites throughout the state to minimize the inconvenience to both miners and operators. All training provided by the institute is free of charge to the mining companies who hold permits in Oklahoma.

Clients served: 4,000 clients served.

Data processing

Data Processing is responsible for data management, network engineering, hardware, database and software design.

Performance and projects

Key Performance Measures by program

Minerals (Non-Coal) Program					
Goal					
Ensure and enforce the reclamation of mine lands in Oklahoma: Prevent environmental harm and ensure the post-mining land use is achieved.					
Key Performance Measure					
Permit timeframes					
Key Performance Measure Description					
Review and issue/deny non-coal mining and blasting permits within ODM required timeframes, decreasing process time 30% over four years.					
Unit of Measure					
Percentage of non-coal permit processing where timeframe was met					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
73 received	64 received	64 received	64 received	64 received	64 received
52 approved	48 approved	51 approved	55 approved	59 approved	61 approved
71% approval rate	75% approval rate	80% approval rate	86% approval rate	92% approval rate	95% approval rate
Goal					
Monitor and promote the protection of miners at Oklahoma mine sites.					
Key Performance Measure					
Inspection frequency					
Key Performance Measure Description					
Perform safety inspections of mine sites at the required frequency in order to verify/enforce compliance with safety regulations.					
Unit of Measure					
Percentage of compliance based on the frequency (x) and number of inspections					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
87% at 5x	87% at 5x	90% at 5x	94% at 6x	95% at 6x	95% at 6x
3,500	3,500	3,500	4,200	4,200	4,200

Coal Program					
Goal					
Ensure and enforce the reclamation of mine lands in Oklahoma.					
Key Performance Measure					
Inspection frequency					
Key Performance Measure Description					
Perform regular inspections of coal mine sites to meet required inspection frequency (per federal grant) and to verify/enforce compliance with the approved mining permit. Determine the percentage of coal permits where inspection frequency for the fiscal year was met.					
Unit of Measure					
Percentage of inspections performed in accordance with statutory compliance schedule					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	99%	100%	100%	100%	100%
Goal					
Safeguard the public and the environment from adverse effects of mining and blasting.					
Key Performance Measure					
Offsite impact					
Key Performance Measure Description					
Reduce the number of off-site impacts from mining and blasting operations by tracking the number of off-site impacts observed per permitted acre per year. Count the number of off-site impacts compared to the number of permitted acres per year.					
Unit of Measure					
Number of off-site impacts to the permitted acreages					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
12/20,465	9/19,660	8/18,000	7/17,000	6/17,000	5/16,000

Oklahoma Miner Training Institute					
Goal					
To provide miner training and refresher training to the mining industry resulting in a safer workforce and fewer accidents.					
Key Performance Measure					
Miner training					
Key Performance Measure Description					
By reaching the miners, contractors, owners and peripheral workforce in the mining industry and training in safe work practices, we can reduce the number of accidents and fatalities.					
Unit of Measure					
Number of reported mining accidents per year					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
49	48	45	40	40	40

Regional benchmarks and comparisons

- ODM mineral production for 2018 was 80.5 million tons, which ties with the highest state production since 2010.
- Oklahoma ranks third in the region for production of aggregates, behind only Texas and Missouri.
- Oklahoma ranks 15th nationally in aggregate production.
- The U.S. Geological Survey Annual Report indicates that Oklahoma is second in the nation for gypsum production.
- According to the June 2017 issue of Aggregate Manager Publication, Oklahoma has three of the nation's top five producers permitted and operational. Likewise, Oklahoma has seven of the top 20 national companies with mining operations in the state. Many companies have multiple sites permitted in Oklahoma.

Accomplishments

- Oklahoma Department of Mines (ODM) continues to work on projects that reduce agency operational costs and streamline processes for permitting and reporting. Technology utilization has assisted in this effort.
- Completed the years long project to repair and digitize historical underground maps to increase ease of access for citizens and other agencies. Mining companies submitted these maps, which document locations that could have potential problems with subsidence issues, to the agency. Many of the maps date pre-statehood and are in disrepair and hard to handle due to age. These maps are used by companies or individuals that might be doing environmental assessments, or used to determine if a specific area was mined underground. Previously, the only way to access the maps was at the ODM office; digitized copies are now available by request order, or can be viewed by county location on the ODM website at mines.ok.gov. Convenient access to the maps assists in the safety of the general public and the environment.

- ODM has on location in fireproof vaults originals of all historical renderings of underground maps submitted to the agency by mining companies. Many of these maps dated pre-statehood. These maps documented locations that could have potential problems with subsidence issues. Many of the maps were in disrepair and hard to handle due to their age. The only way to access the maps was at the ODM office, making it difficult for the citizens and other agencies to view the information. ODM has been working for many years to repair the maps and place them in digitized format. ODM has completed the project. All historical underground maps have been digitized to an electronic format. A digitized copy of these maps are available by request order or these maps are available on the ODM webpage (www.mines.ok.gov) for viewing by county location. These maps are used by companies or individuals that might be doing environmental assessments, or used to determine if a specific area was mined underground. This assists in the safety of the general public and the environment.
- Updated all ODM forms for both the Minerals and Coal programs, which are now accessible on the ODM website. This allowed ODM to improve its permitting review and response time, which streamlined the process for both programs and improved computerized tracking of completed tasks and outstanding issues.
- Continued work with the Mine Safety and Health Administration to maximize the federal grant for training. ODM has seen two increases in the previous grant years. This has allowed the training program to expand without state tax dollars.
- The Coal Program received federal civil penalty funds as a grant to be utilized for land reclamation. ODM completed a land reclamation project with 100% federal funding to return some disturbed coal-mined land back to the landowner for successful post-coal mining use. This was accomplished without any state tax dollars.

Savings and efficiencies

- Field use of electronic tablets and smart phones to generate inspection reports, photographs, and GPS locations of structures, water wells, ponds, etc. As more inspectors and field personnel gain access to this type of equipment, inspectors will save time and resources. Plus, information can be relayed to supervisors almost instantaneously.
- Relocation of the Wagoner field office to Tulsa will allow for citizens to have a centralized office to visit for their permitting needs. Additionally, the department will shift some of the minerals permitting and inspection functions to the office in Tulsa. The Tulsa, Rogers, and Wagoner County's operations are the second highest production zone in the state. With the relocation of the Tulsa field office, the Oklahoma Miner Training Institute will be able to hold regular training sessions in the office conference room, thereby reducing travel costs. The conference room is equipped with multimedia capability that will assist in online training potential. This will aid the mining operations in meeting their mandated renewal training requirements and state certification requirements without traveling, thereby reaching a larger audience at reduced costs to the industry.

Agency goals

- Convert all ODM paper forms and documentation into electronic forms.
- ODM Tulsa office will provide services to both coal and minerals operators in the surrounding region.

- Be proactive with succession planning and identify where to focus ODM's recruiting, cross-training and promotion efforts.

Projects for implementation

- Convert all paper forms of historical permitting and legal documentation into electronic format.
- Develop, improve, and expand educational, managerial, and all other aspects of OMTI under the control and direction of the Oklahoma Mining Commission.

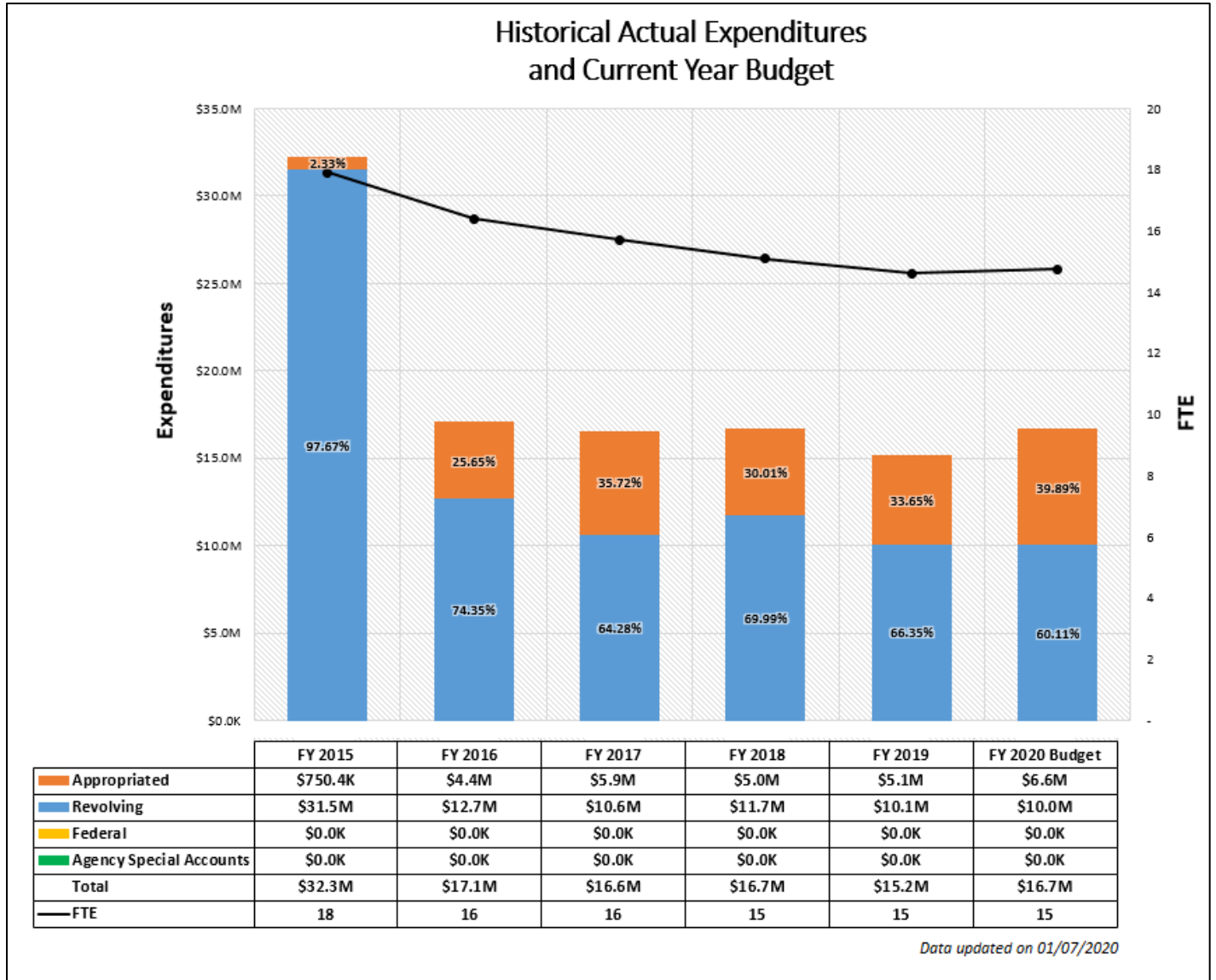
Oklahoma Center for the Advancement of Science and Technology



Oklahoma Center for the Advancement of Science and Technology

Agency Information

Oklahoma Center for the Advancement of Science and Technology



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

To foster innovation in existing and developing businesses by:

- Supporting basic and applied research;
- Facilitating technology transfer between research laboratories and businesses;
- Providing seed capital for innovative firms in the development of new products or services; and
- Helping Oklahoma’s small and medium-sized manufacturing firms become more competitive through increased productivity and modernization.

Governance and Administration

The Oklahoma Center for the Advancement of Science and Technology is governed by the Oklahoma Science and Technology Research and Development Board, a 21-member board of directors consisting of the following members:

- Director, Oklahoma Department of Commerce;
- Chancellor, Oklahoma Regents for Higher Education;
- Presidents of the University of Oklahoma, Oklahoma State University, one of the regional universities in the State System of Higher Education designated by the chancellor, and a private Oklahoma university classified by the Carnegie Foundation as a national doctorate-granting institution offering graduate engineering degrees;
- Governor's appointed cabinet Secretary of Agriculture;
- One member of the House of Representatives and one member of the Senate; and
- Twelve members appointed by the Governor representing various segments of the science and business communities.

The Executive Director guides the administrative affairs and general management of OCAST, develops and directs implementation of strategic plans and policy related to OCAST's mission, and presents and communicates OCAST's annual budget request and any pending statutory changes relevant to OCAST to Governor, legislative subcommittees and legislative leadership. The Executive Director communicates regularly with local, state and national leaders and organizations about OCAST activities, the importance of scientific research and the growth of knowledge-based businesses to Oklahoma's economy. The Executive Director is Michael Carolina, who is accountable to the OSTRaD Board. This position receives an annual salary of \$130,000.

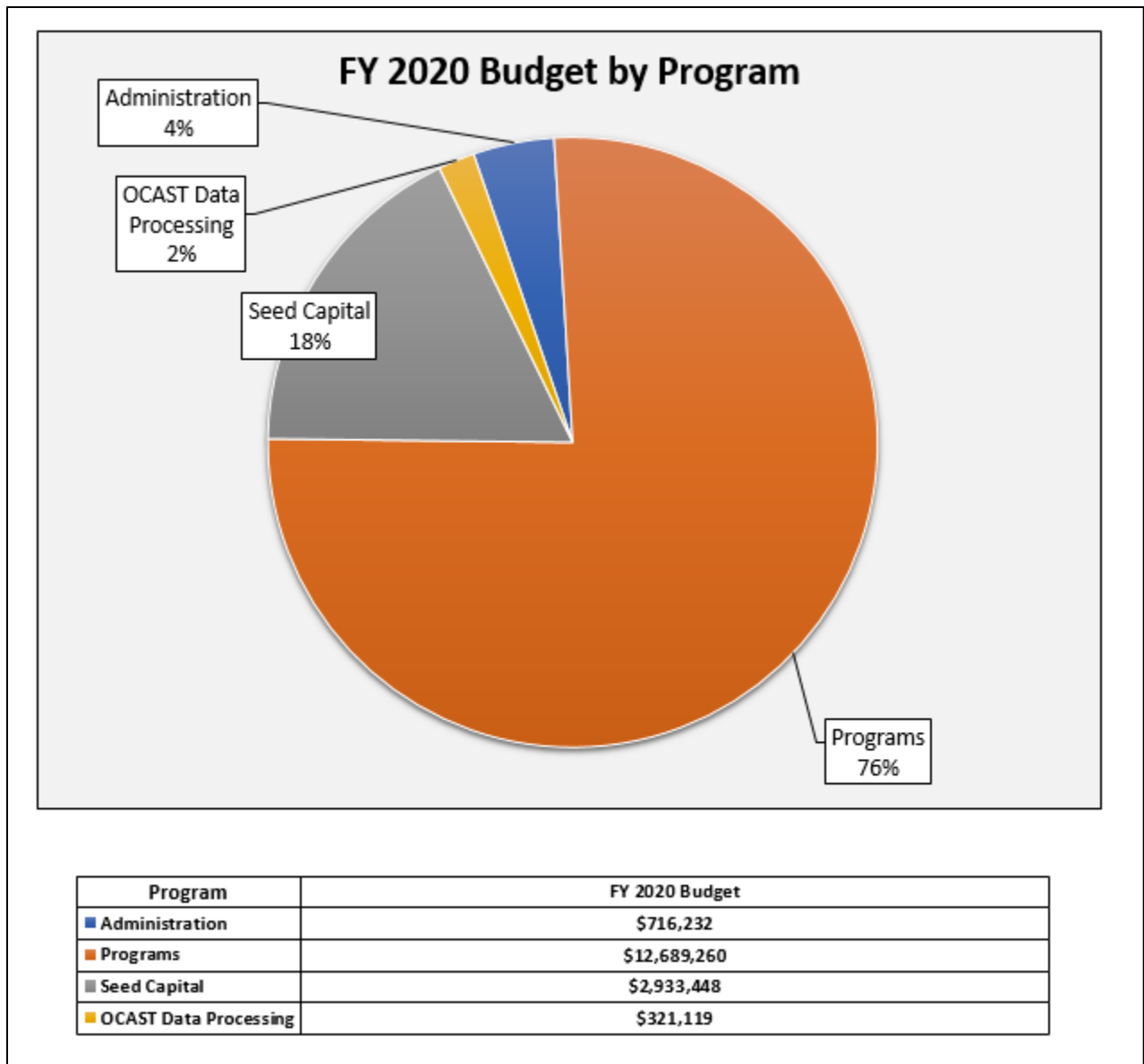
Oklahoma Science and Technology Research and Development Board

Name	Appointed by Governor	Confirmed by Senate	Term Ends	Congressional District
Ann Ackerman	4/27/20	5/3/2018	6/30/2021	5
Blayne Arthur, Secretary of Agriculture	1/14/2019	2/26/2019	1/9/2023	Statewide
Gerard Clancy, President TU	2/5/2018	4/10/2018	6/30/2022	1
*V. Burns Hargis, President of OSU	N/A	N/A	see below	3
*Joseph Harroz Jr., Interim President of OU	N/A	N/A	see below	4
Rhonda Hooper	12/7/2016	5/1/2017	6/30/2021	5
David Humphrey	3/12/2018	4/10/2018	6/30/2022	1
*Glen D. Johnson, Chancellor Oklahoma State Regents for Higher Education	N/A	N/A	see below	Statewide
The Honorable Chris Kidd (state Senate)	N/A	N/A	see below	Ex Officio Non-Voting
*Brent Kisling, Executive Director Oklahoma Department of Commerce	2019	N/A	see below	Statewide
Tom Kupiec (Chair)	3/15/2018	5/3/2018	6/30/2022	5
Dayal T. Meshri	4/28/2017	5/26/2017	6/30/2021	1
Manu S. Nair (Vice chair)	7/1/2019	pending	6/30/2023	5
Patti Neuhold-Ravikumar, President, UCO	N/A	N/A	see below	5
Matthew Newman	2/15/2018	4/10/2018	6/30/2022	1
Steven Rhines	2/24/2016	4/21/2016	6/30/2021	4
Terry L. Salmon	12/13/2016	5/1/2017	6/30/2021	4
Russell W. Teubner	9/23/2019	pending	6/30/2024	3
Paul Tikalsky, Dean	7/1/2019	pending	6/30/2023	3
The Honorable Tammy West (state House)	N/A	N/A	see below	Ex Officio Non-Voting
Sherri Wise	1/19/2017	5/1/2017	6/30/2021	1

Table Reference:

* By Oklahoma state statute 74 O.S. § 5060.6, this position is automatically on the OSTRaD Board of Directors. There is no gubernatorial appointment or senate confirmation.

Programs



Programs

The agency funds cutting-edge science and technology through processes recognized nationally and internationally for excellence, objectivity and economic impact (see regional benchmarks and comparisons section for list of recognitions). All applications are reviewed by external subject matter experts for scientific merit and potential for commercialization. OCAST’s targeted industries include:

- Biosciences;
- Information technology;
- Sensors and electronics;

- Advanced materials;
- Energy;
- Alternative fuel sources; and
- Other emerging technologies.

OCAST programs and services are designed to encourage and enable Oklahoma researchers, entrepreneurs, small high-tech businesses and manufacturers to accomplish research and development, technology commercialization, transfer and application to improve efficiency, increase market share and encourage product growth into new markets. OCAST invests in areas with the greatest potential and highest return on investment. This information is collected by the following survey process.

All OCAST clients are required to respond to an impact survey for five years following the award. The survey collects information regarding the following:

- Number of jobs created;
- Annual payroll;
- Amount of follow-on funds;
- Average wages;
- Companies formed as a result of research;
- Patents submitted;
- Patents awarded;
- Value of patents;
- Capital investment impact;
- Impact of gross sales;
- Student interns hired;
- Collaborations; and
- Self-report information of interest.

*The ROI is calculated by taking the sum of payroll, follow on funding, capital investments and gross sales. Then subtracting the awarded contract amount from the sum. Then dividing the answer by the awarded contract amount.

1. Applied Research, cumulative ROI 46:1 and Industrial Extension System, cumulative ROI 121:1

The Oklahoma Applied Research Support program (74 O.S., Section 5060.19) supports applied research and technology development with significant commercializing potential. OARS competitively awards funds for one- to three-year projects from any technology area based upon technical merit, potential for market success and commitment of private and federal resources. Funding for both proof-of-concept and accelerated projects is available through OARS. The program requires a minimum of \$1 matching support for each state dollar awarded. Eligible applicants are Oklahoma businesses and universities, colleges or nonprofit research organizations that have industry partners.

The Industrial Extension System (74 O.S. 5060.26) is managed under contract by OCAST's strategic partner, the Oklahoma Manufacturing Alliance, a 501(c)(3) nonprofit organization. This program stimulates manufacturing productivity and efficiency through modernization and innovation. The IES program is nationally recognized by the National Institute for Standards in Technology for excellence in the program's ability to respond quickly, encourage action and leverage federal and private resources to support Oklahoma manufacturers. Through a network of extension agents and applications engineers, the IES provides hands-on resources for improving productivity, increasing sales and reducing costs. Locally accessible application engineers assist manufacturers

with mechanical designs, plant layouts and a variety of other technical issues in rural and urban areas where engineering resources may be limited.

Clients served: 211 public and private research institutions, undergraduate students, research faculty and advanced technology businesses; 605 small- and medium-sized Oklahoma manufacturers (IES).

2. Internship and Postdoctoral program, cumulative ROI 76:1

The Intern program helps retain Oklahoma's best and brightest students by matching undergraduate and graduate students with an Oklahoma company to complete an innovative project together. OCAST provides funding, matched by the company, to hire a skilled student to pursue an innovative solution to the company's technology needs.

The Intern program (74 O.S., 5060.28):

- Allows businesses to access funding for a skilled intern to perform research and development;
- Provides students with hands-on experience outside of the classroom;
- Helps develop Oklahoma's next generation of scientists and engineers;
- Encourages industry-university collaboration;
- Encourages students to prepare for STEM careers in Oklahoma; and
- Encourages undergraduates to pursue graduate education and training.

Clients served: Total number of students is 1,338; number of companies served is 223.

3. Small Business Research Assistance, cumulative ROI 41:1

The Small Business Research Assistance program (74 O.S., 5060.19) supports applied research and facilitates technology transfer involving small businesses by leveraging federal and private resources and promoting action, encouraging strategic partnerships between firms and research institutions, and promoting commercialization of new technologies.

Through the federal Small Business Innovation Research program, federal agencies provide the seed support that is lacking in the private investment community for product feasibility studies and prototype development. The federal Small Business Technology Transfer program accomplishes this purpose and forges research collaborations between small firms and universities or nonprofit research institutions. Both the SBIR and STTR programs encourage transfer of technology into federal agency programs and private sector applications.

OCAST's program supports these goals by providing bridge funding between Phase I and Phase II federal SBIR and STTR grants. The program provides technical assistance to improve the quality of proposals through development workshops, external expert reviews, client referrals, collaboration building and partnership with the SBIRx program at the University of Oklahoma Innovation Hub and with i2E, OCAST's 501(c)(3) strategic partner. This program offers companies guidance in accessing additional OCAST support and other resources appropriate for their stage of development.

Clients served: 144 for-profit research and development firms which employ fewer than 500 employees.

4. Capital (Commercialization 11:1 ROI, Technology Business Finance Program 53:1 ROI)

The Capital programs are managed under contract by OCAST's strategic partner i2E. The Oklahoma Technology Commercialization Center (74 O.S., 5060.20b) facilitates technology transfer, commercialization and pre-seed and seed capital for new innovative firms. Commercialization Services provide statewide access to an array of specialized business development and commercialization services essential to transition new technologies and

ideas from concept to market. i2E engages entrepreneurs in business planning, market analysis, technology assessment, financial modeling, and investor pitch preparation.

The Technology Business Finance Program (74 O.S., 5060.20a) was authorized by the Technology Transfer Act of 1998 to allow Oklahoma entrepreneurs to access critical early-stage, proof-of-concept financing through the OCAST program. Investments have historically been utilized for proof-of-concept, market validation, business planning, critical equipment purchase, human resource acquisition and other business needs that are necessary for successful commercialization. The Technology Business Finance Program has been recognized by the National Governors Association as a model of best practices.

Clients served: 109 entrepreneurs, startup and early-stage technology companies, companies and researchers seeking new technologies to improve a product or process, and companies and researchers seeking to commercialize new technologies (Oklahoma Technology Commercialization Center); 45 researchers and startup technology companies based in Oklahoma (Technology Business Finance Program).

5. Technology Information Services

Technology Information Services is a multifaceted program that communicates information about OCAST's research and technology support efforts, which may lead to private collaboration or monetary assistance for firms, farms, and education.

The division:

- Serves as the public information arm of the agency;
- Facilitates communication and outreach with state public officials, and urban, state and national organizations;
- Disseminates OCAST's mission, programs, and impact;
- Answers requests for information assistance; and
- Notifies staff and board of relevant public policy developments.

TIS directs and supports the planning, preparation, and promotion of agency-sponsored events; special projects for development of planning, evaluation, revision and distribution of OCAST's business plans; annual impact survey process; and coordinates development of the final reports.

Clients served: elected and appointed policymakers, state agencies, urban/rural, state and national organizations, technology-based businesses, small manufacturers, universities and potential researchers who might access OCAST programs and benefit from interaction with those who conduct OCAST-sponsored research.

Seed Capital

Through its Seed Capital program (74 O.S., 5060.21) OCAST invests in innovative Oklahoma companies to help grow the state's economy. State statute and a related constitutional amendment allow the state to take an equity position with small, high-growth, technology-based firms across a broad band of business stages. The fund helps high-growth Oklahoma companies access the capital needed to grow and create jobs. The fund requires a co-investment from the private sector as the majority investor in order to validate the market and leverage the agency's investment. The Seed Capital program has an estimated 26:1 return on investment.

Clients served: 21 startup and early-stage technology companies based in Oklahoma.

Performance and projects

Key Performance Measures by program

Program Services					
Goal					
Increase the financial impact of OCAST programs to Oklahoma's economy.					
Key Performance Measure					
Financial impact					
Key Performance Measure Description					
Increase the total financial impact of OCAST research and development programs and services on the Oklahoma economy.					
Unit of Measure					
Dollars of impact					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$358,066,951	\$336,275,575	\$350 million	\$375 million	\$400 million	\$425 million

Seed Capital Revolving Fund					
Goal					
Increase the impact of OCAST's Seed Capital program.					
Key Performance Measure					
Companies funded					
Key Performance Measure Description					
Number of start-up or early-stage technology companies obtaining capital as a result of the OCAST Seed Capital Revolving Fund					
Unit of Measure					
Number of companies					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
29	21	25	30	35	40

Oklahoma Center for the Advancement of Science and Technology					
Goal					
Increase the impact of OCAST's programs.					
Key Performance Measure					
Jobs created					
Key Performance Measure Description					
The number of jobs created that are attributed to either OCAST funding or OCAST services provided					
Unit of Measure					
Number of jobs created					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,781	3,134	2,000	2,250	2,500	3,000

Regional benchmarks and comparisons

Programs under the guidance of OCAST are designed to increase investment in the research and development of new technologies that will ultimately bring value to the State of Oklahoma and help grow and diversify the state's economy.

Oklahoma surpasses most states on total investment in research and development activities. Investing \$33.5 million in R&D for FY 2016 (amount reflects OCAST and other state agencies such as Department of Transportation). Oklahoma ranked 11th among all states and Washington D.C., both in total R&D expenditures and on a per capita basis (\$8.63). The National Science Foundation reported the only high science, engineering and high technology venture deals were secured by i2E, including those funded by the Seed Capital Fund.

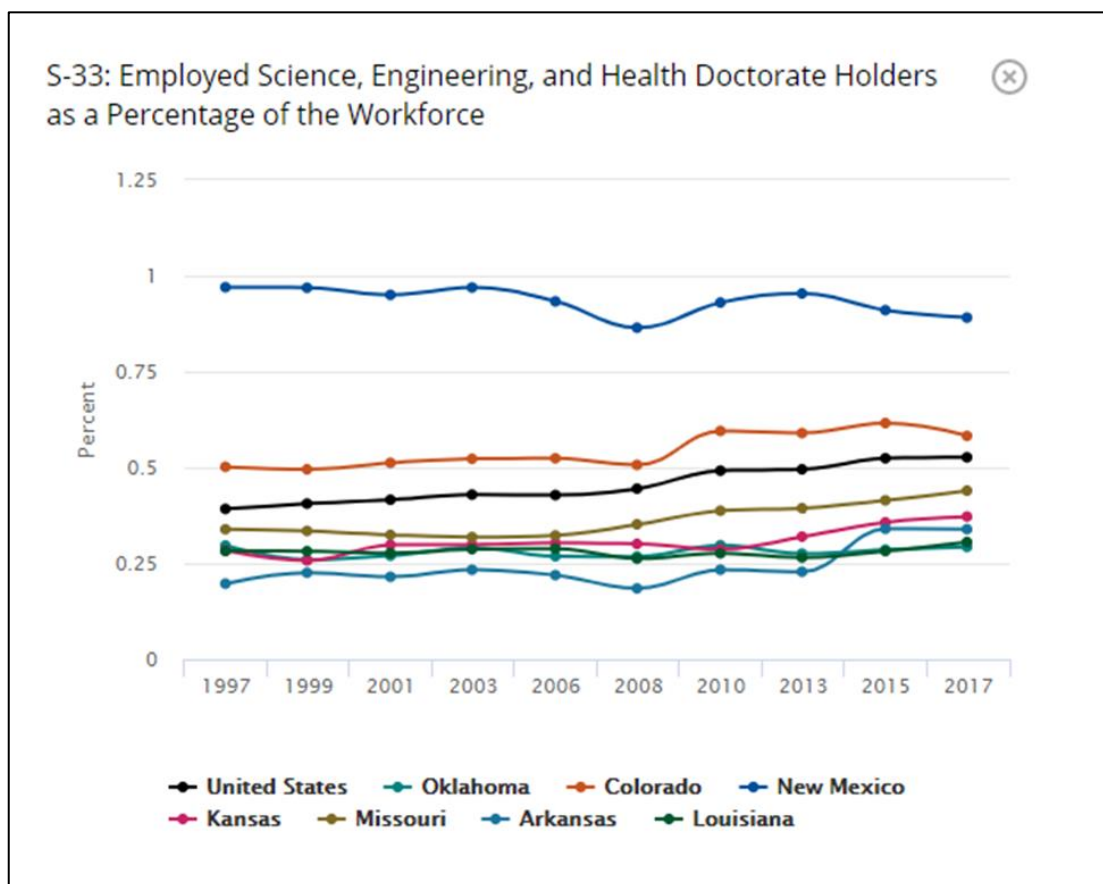
Oklahoma R&D performance, as a share of state GDP, lags most states. At 0.62% of state GDP, Oklahoma ranked 46th nationally, higher only than Wyoming, Louisiana, Alaska and Arkansas (and tied with South Dakota). Among its surrounding states, Oklahoma outperformed only Arkansas, which ranked 48th.

Utility patents (patents that cover the creation of a new or improved – and useful – product, process, or machine which give its inventor exclusive commercial rights to it for 20 years) granted in the State of Oklahoma between 1963 and 2015 peaked in 1966 at 937 and have trended downward over time. A total of 532 utility patents were issued in the state in 2015. Relative to its surrounding states and the U.S. as a whole, Oklahoma's patent activity is lagging; all other states analyzed experienced an increase in patents over the time period and the nation as a whole saw an increase of 2.1% annually.

OCAST national and international recognition

1. U.S. Department of Commerce Economic Development Administration, *Technology Transfer and Commercialization: Their Role in Economic Development*: recognizes OCAST as a best-practice model for technology transfer and commercialization.

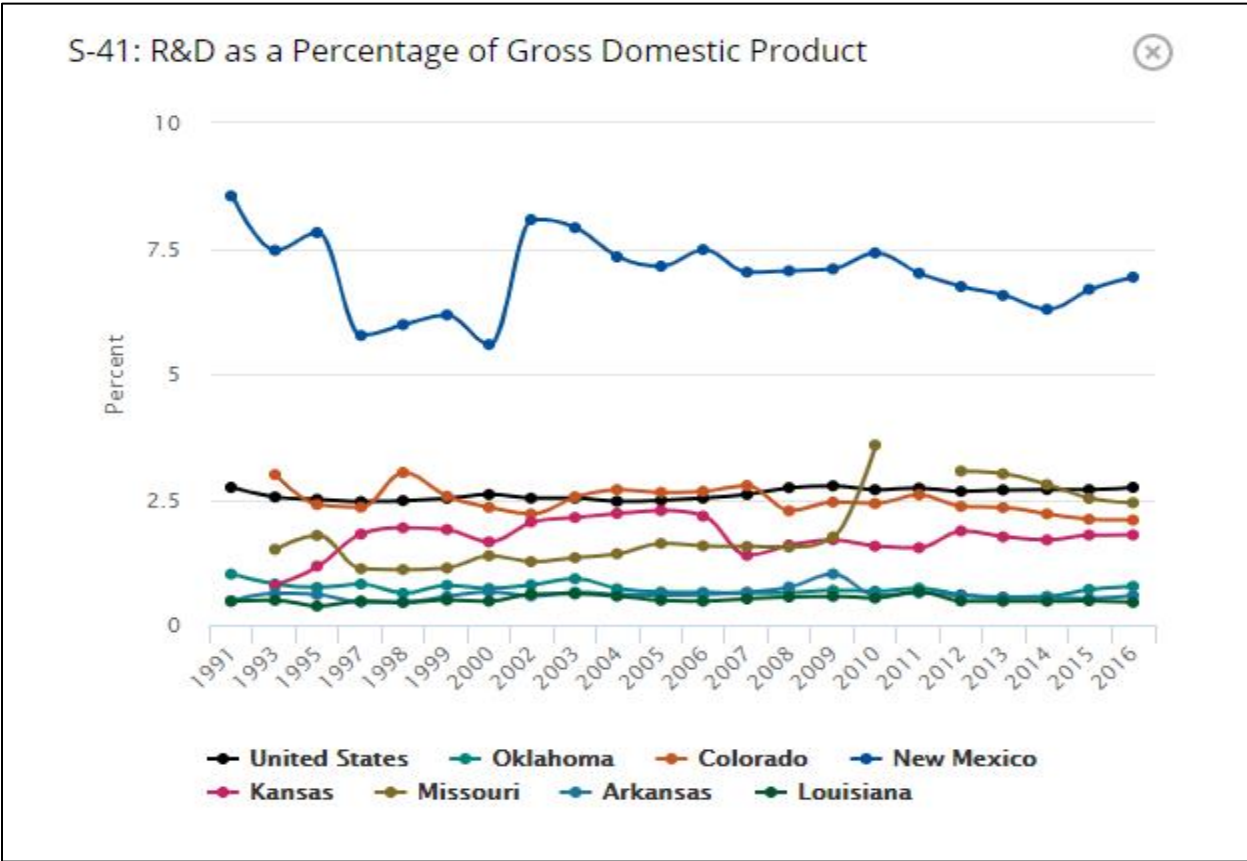
2. NGA Center for Best Practices, “A Governor’s Guide to Strengthening State Entrepreneurship Policy”: The National Governors Association identifies the OCAST-sponsored Oklahoma Technology Commercialization Center as a model for helping companies, inventors, researchers and entrepreneurs to turn technological innovations into business opportunities.
3. NGA Center for Best Practices, “Providing Ideas that Work”: The National Governors Association recognizes OCAST as a best-practice model for developing its Technology Business Finance Program and the R&D Intern Program.
4. *The World is Flat: A Brief History of the Twenty-first Century* by Thomas L. Friedman: National bestseller notes OCAST as a model for nurturing innovation in the global economy.



2016: ● United States: 0.53% ● Oklahoma: 0.29% ● Colorado: 0.58% ● New Mexico: 0.89% ● Kansas: 0.37% ● Missouri: 0.44% ● Arkansas: 0.34% ● Louisiana: 0.31%

NOTES: Employed science, engineering and health doctorate holders are classified by employment location. Workforce represents the employed component of the civilian labor force and is reported as annual data not seasonally adjusted. The national workforce total reported for the United States includes Puerto Rico.

SOURCE: National Center for Science and Engineering Statistics, National Science Foundation, Survey of Doctorate Recipients (various years), data as of February 2019; U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics (various years), data as of March 2019.

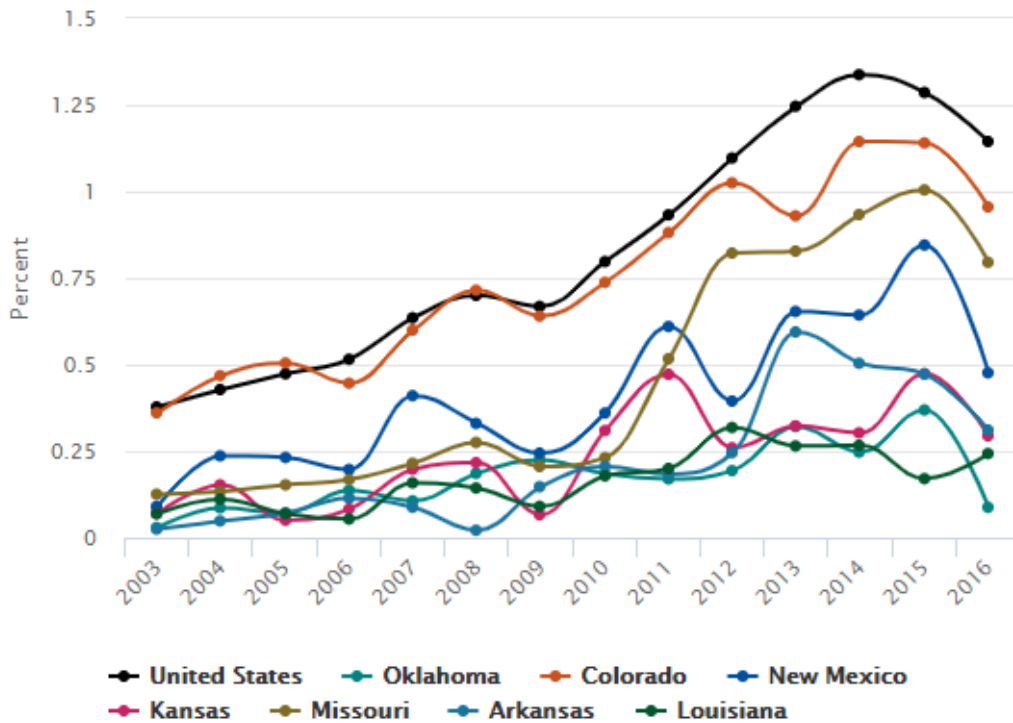


2016: United States: 2.74% • Oklahoma: 0.77% • Colorado: 2.09% • New Mexico: 6.93% • Kansas: 1.79% • Missouri: 2.43% • Arkansas: 0.58% • Louisiana: 0.45%

NOTES: R&D includes research and development performed by federal agencies, businesses, universities, other nonprofit organizations, federally funded research and development centers, and state agencies. U.S. total R&D reported here includes U.S. territories, as well as R&D for which the location could not be determined. The national GDP total for the United States includes Puerto Rico for all years in which data are available.

SOURCE: National Center for Science and Engineering Statistics, National Science Foundation, National Patterns of R&D Resources (various years), data as of March 2019; U.S. Bureau of Economic Analysis, Gross Domestic Product data (various years), data as of May 2019; Government of Puerto Rico, Office of the Governor, Gross Domestic Product data (various years), data as of May 2019.

S-59: Venture Capital Deals as a Percentage of High Science, Engineering, and Technology Employment Establishments



2016: ● United States: 1.14% ● Oklahoma: 0.09% ● Colorado: 0.96% ● New Mexico: 0.48% ● Kansas: 0.29% ● Missouri: 0.80% ● Arkansas: 0.31% ● Louisiana: 0.24%

NOTES: The national total for venture capital for the United States includes U.S. territories. The national total for establishments in high-technology industries for the United States does not include U.S. territories.

SOURCE: PitchBook, Venture capital and private equity database, data as of October 2018; U.S. Census Bureau, special tabulations of the Business Information Tracking Series (various years), data as of April 2019.

Accomplishments

Each year, OCAST surveys awardees in order to assess and track the economic impact of programs. Awardees are required by contract to respond to the survey for a period of five years after receiving funding. FY 2019 survey results represent a 5-year cohort of 308 respondents (91% response rate) and are outlined in the following impacts:

- Achieved an overall 17:1 return on investment.
- Created or retained 3,134 jobs, generating \$162,015,117 total payroll. Jobs created were paid an annual average wage of \$66,209, which is higher than the Oklahoma average individual income of \$43,340 for all occupations.
- The state received \$221,472,873 direct impact from gross sales.
- OCAST awardees supported 90 student interns in FY 2019.
- The agency has a 22:1 30-year cumulative return ratio (including attraction of private and non-state investment), with a \$784,797,375 total financial impact for FY 2019.
- Seed Capital served 21 clients in FY 2019 including startup and early-stage technology-based companies residing in Oklahoma.

Savings and efficiencies

- Continuing lean analyses on agency processes to eliminate waste in order to provide better and more efficient client service and reduce need for additional staff.
- Leveraged in-house resources to limit costs associated with professional service contracts.
- Converted program solicitation cycle and award processes from hard copy to an electronic version through the OKGrants project, providing a more secure system and a timesaving efficiencies.
- Utilized statewide contracts when possible, leveraging the state's acquisition power.
- Reduced FTE and improved efficiencies by reallocating one full-time position to a part-time position in FY 2018 and FY 2019 and by not filling one FTE position.

Agency goals

- Increase the impact of OCAST programs, which assist industry and the research community in growing Oklahoma's economy through science and technology. Ongoing efforts to achieve this goal include:
 - Pursuing additional funding through grants, cooperative agreements and other opportunities to enhance core programs.
 - Meet market demand for technology-based economic development programs and support, as defined by OCAST's advisory committees, affiliate organizations, clients, stakeholders, and board.
 - Reviewing OCAST programs for potential updates, modifications and opportunities to further streamline our programs.
- Accelerate technology commercialization to move products toward the marketplace.
- Increase customer service levels by continuously improving processes and customer interfaces.
- Increase awareness of the role technology-based economic development plays in growing and diversifying Oklahoma's economy.

Projects for implementation

Each of these agency programs are statutorily directed and outlined in Oklahoma statute. There are no agency projects outside of directed programs.

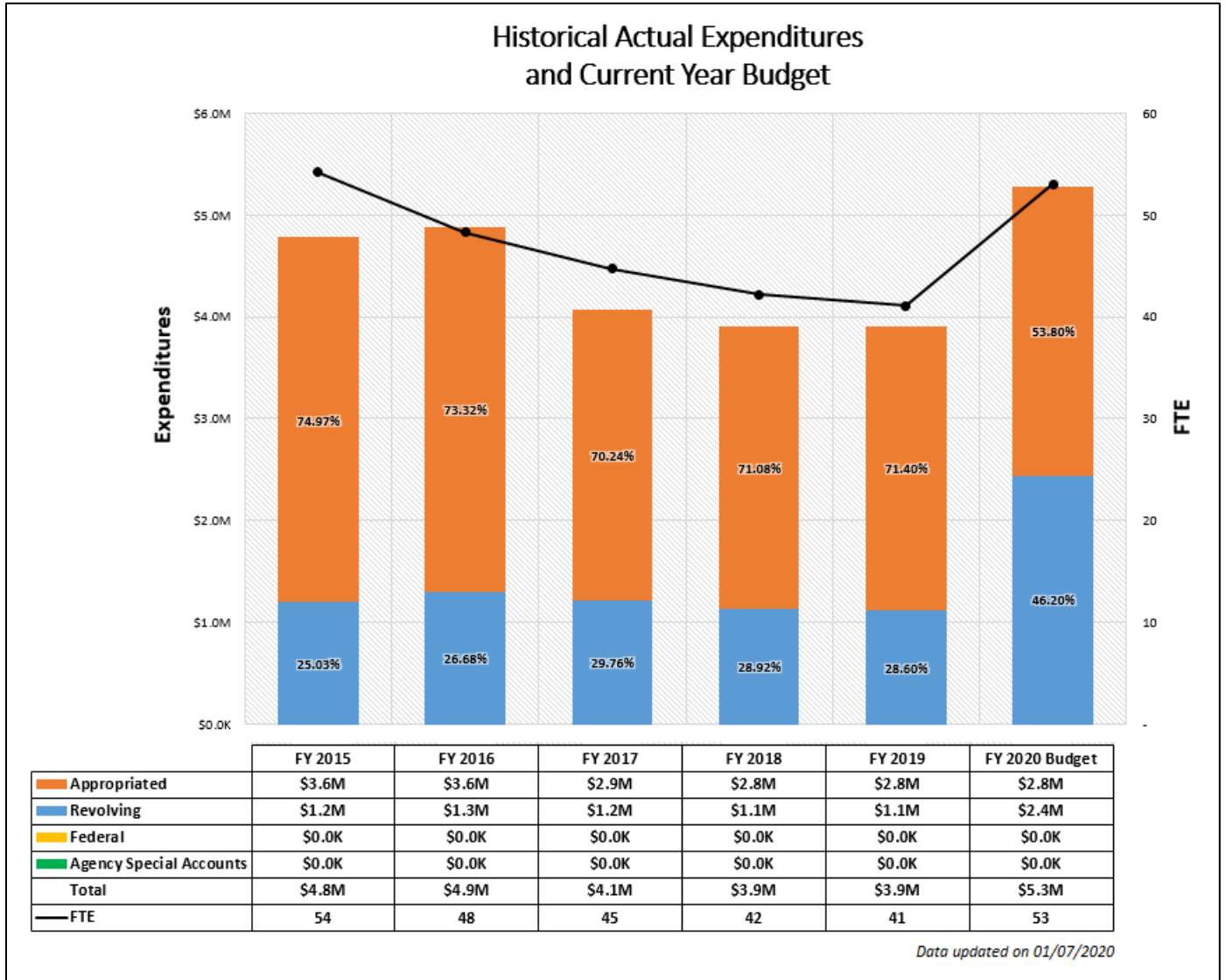
- Oklahoma Health Research program;
- Oklahoma Applied Research Support program;
- Plant Science Research program;
- Technology Commercialization;
- Oklahoma Industrial Extension System;
- Small Business Research Assistance;
- Oklahoma Inventors Assistance Service;
- Seed Capital;
- Technology Business Finance Program;
- Undergraduate and Graduate Student Internships; and
- Center for Excellence.

Oklahoma Educational Television Authority



Agency information

Oklahoma Educational Television Authority



NOTE: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Oklahoma Educational Television Authority is to provide essential educational content and services that inform, inspire and connect Oklahomans to ideas and information that enrich their quality of life.

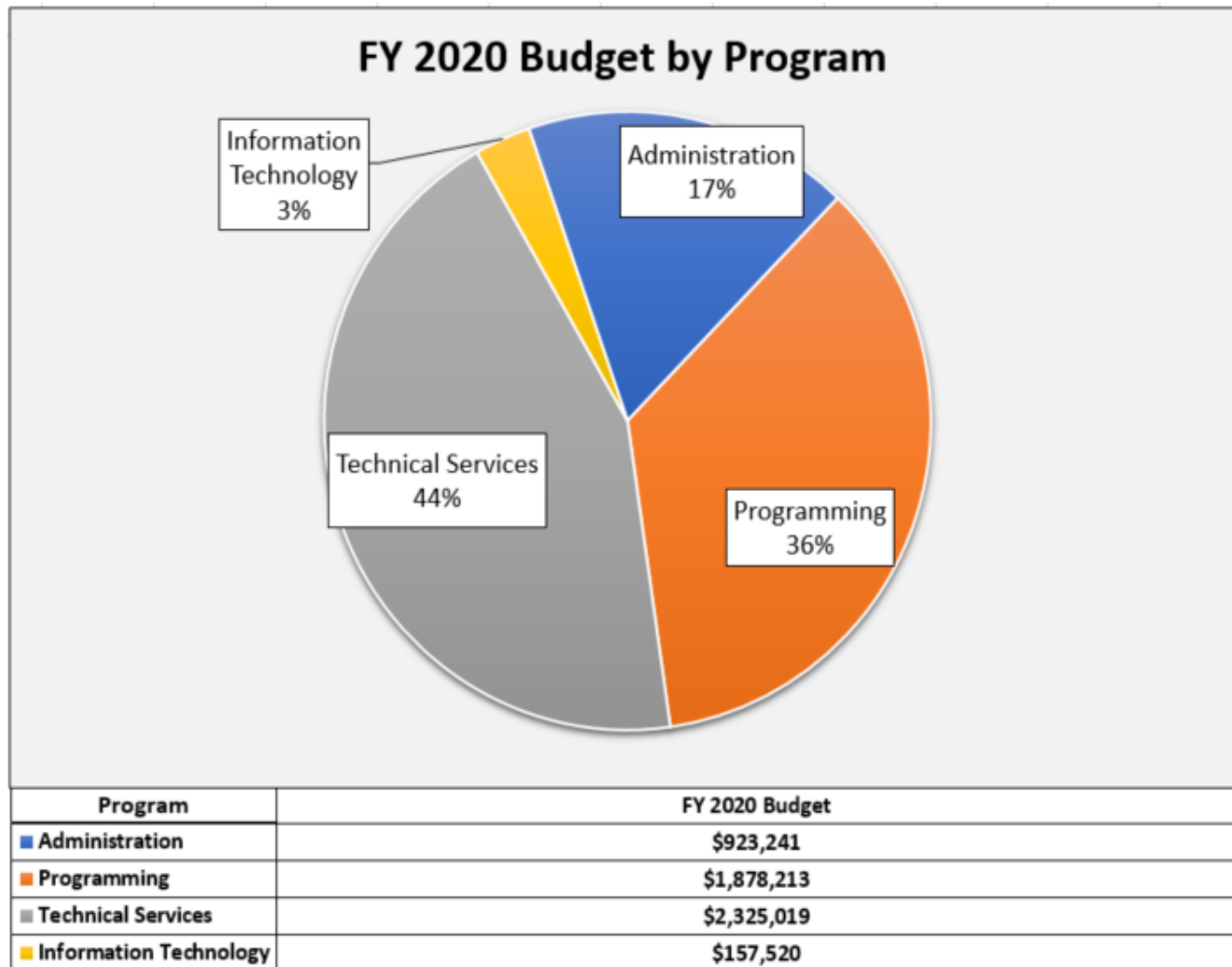
Governance and administration

The OETA is governed by a 13-member authority, including the President of the University of Oklahoma; the President of Oklahoma State University; the State Superintendent of Public Instruction; the Chancellor of the Oklahoma State Regents for Higher Education; the president of one of the state-supported four-year colleges to be chosen by the presidents of this group of institutions; the president of one of the state-supported two-year colleges to be chosen by the presidents of this group of institutions; and seven additional members to be appointed by the Governor with the consent of the Senate, to serve seven-year terms.

The appointed members shall have been residents of the state for at least five years preceding the date of their appointment. The appointed members must include one member from each of the congressional districts, and any remaining members shall be appointed from the state at large. A majority of the appointed members shall be actively engaged in the profession of education. The authority shall adopt by-laws; maintain an office; control television channels and facilities; employ engineers, attorneys, accountants, construction and financial experts, superintendents, managers, and other employees and agents as may be necessary in its judgement; and fix their compensation. The current director, who serves at the pleasure of the authority, is Polly Anderson. She was hired effective December 1, 2017. Her current salary is \$130,000.

Name	Appointed by Governor	Confirmed by Senate	Term Ends	Congressional District
Richard Beck	05/22/2015	05/21/2015	06/30/2022	2
Terri Cornett	05/26/2017	05/15/2015	06/30/2024	5
Cheryl Evans, President NOC	04/25/2017	Appointed by Ex Officio Members		Northern Oklahoma
Joseph Harroz, President OU		Ex Officio		OU
Burns Hargis, President OSU		Ex Officio		OSU
Joy Hofmeister, Superintendent		Ex Officio		Public Education
Lisa Greenlee	06/25/2019		06/30/2026	3
Glen D. Johnson, Chancellor		Ex Officio		Regents of Higher Ed.
Mike Martin	08/20/2019		06/30/2023	4
Suzanne Lair	05/16/2006	06/30/2006	06/30/2020	1
Larry Rice, President RSU	06/05/2013	Appointed by Ex Officio Members		Four-Year Regional
Kara Hall	1/15/2020		06/30/2021	5
Wendy Albright	01/15/2020		06/30/2025	4

Programs



Programming and production

Programming and Production produces and acquires television programming for OETA’s broadcast schedules on its four broadcast channels. The production and selection of the programming is determined by community needs, viewer feedback, viewer surveys, focus groups and other research data. Four fundamental principles guide this program: educational content, educational integrity, quality, and local focus. OETA produces local programming, including news and current affairs programs, for statewide distribution.

OETA engages the communities it serves through statewide partnerships, free public events, and educational resources to address issues such as the high school dropout crisis, literacy, STEM education, parental engagement in education, teacher development, civic education, and community issues.

Clients served: Approximately 2 million weekly viewers.

Technical services

OETA is the only statewide broadcast system available, which makes the continued operation of the system essential to the safety of Oklahoma citizens. The system supplies more than 35,000 hours of programming annually, 24 hours per day, 365 days per year with four separate free, over-the-air broadcast channels.

The OETA network is a complex technical installation operating across the state, including 14 translator stations and four full-power digital transmitters, with locations served from the network headquarters in Oklahoma City. The staff is responsible for operating within FCC standards, maintaining all equipment, designing bid specifications, and installing and servicing all equipment located around the state. All network origination comes from the network technical center in Oklahoma City with programming from local production in Oklahoma City and Tulsa, the Public Broadcasting Service, other networks such as the National Educational Telecommunications Association and syndicated program services.

Information technology

Information technology services provides support for the information technology needs of all agency programs.

Performance and projects

Key Performance Measures by program

Programming and Production					
Goal					
Develop and disseminate strong educational community programs.					
Key Performance Measure					
Contribute to early childhood development and open government through online services and on-air programming.					
Key Performance Measure Description					
Increase the number of citizens affected by community level programs and services.					
Unit of Measure					
Number of Citizens Reached by Online and On-air Programming and Services					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Program Revamped	15,122	16,000	16,000	16,000	16,000

Programming and Production					
Goal					
Supply more than 35,000 hours of programming annually, 365 days per year, with two separate broadcast streams					
Key Performance Measure					
Provide at least 35,000 hours of annual programming in accordance with FCC standards.					
Key Performance Measure Description					
Maintain at least 35,000 hours of on-air programming, annually, with four separate, free channels.					
Unit of Measure					
Number of On-air Hours, Broadcast on Four Channels					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
36,500	36,500	36,500	36,500	36,500	36,500

Regional benchmarks and comparisons

- According to Trac Media, which bases their data on Nielsen ratings, OETA’s broadcast is one of the most watched public television stations in the United States.

Accomplishments

- Provided over 500 hours of original Oklahoma content covering state government, Oklahoma arts and culture, Oklahoma history, business, economic development, and agriculture. These services are provided to approximately 2 million weekly viewers across Oklahoma.
- Provided free classroom tools, including the OETA’s Digital Learning Media digital curriculum service, to more than 11,000 Oklahoma educators and home scholars. The service provides over 100,000 educational digital assets, including lesson plans, videos, worksheets, and more. Content is provided by PBS, NASA, NOAA, National Archives and Records Administration, Library of Congress and others.

Savings and efficiencies

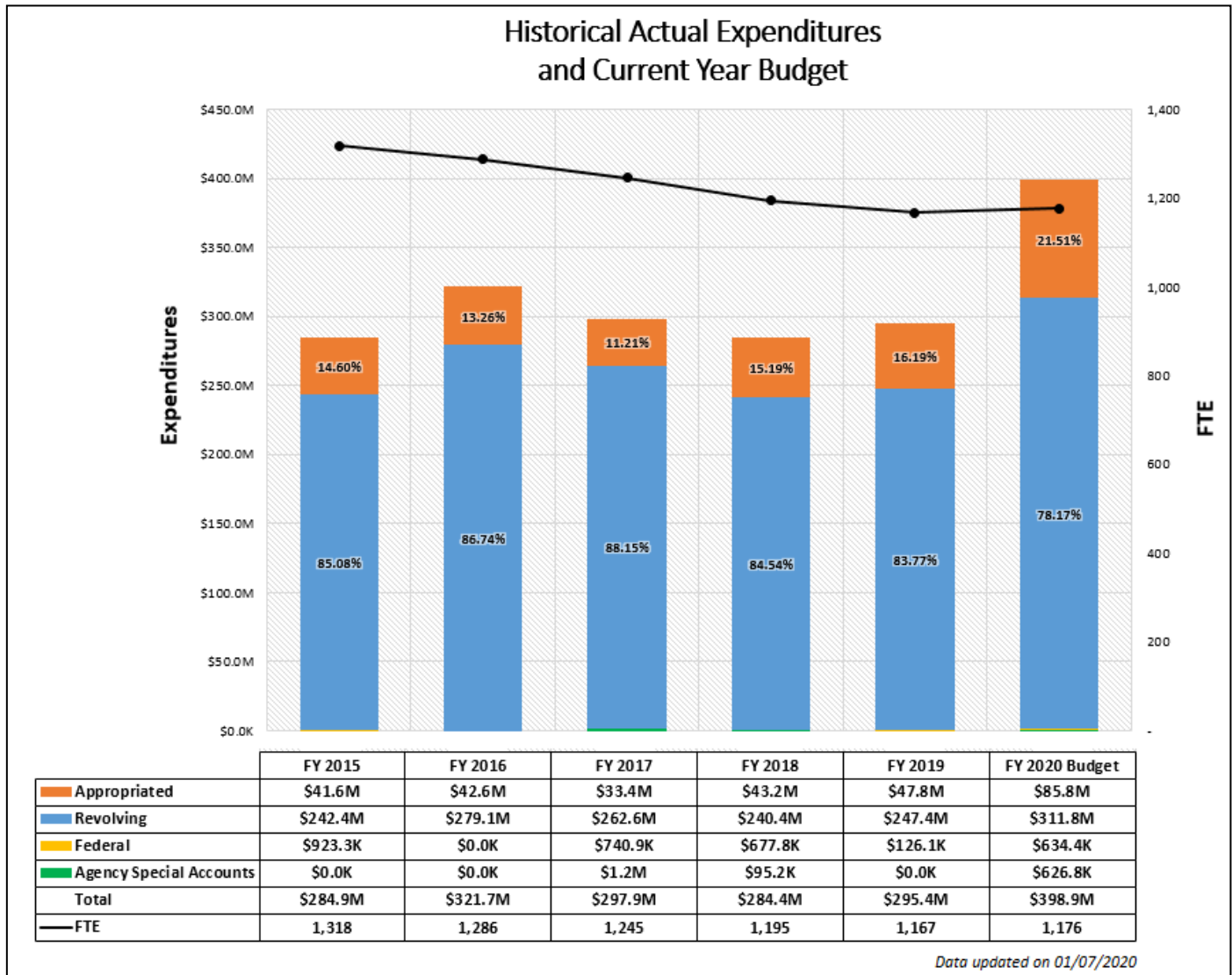
- OETA continues to fill vacant positions only if they are vital to the organization. OETA continues to research other ways to save through energy efficiencies, working with Oklahoma’s 20%x2020 program, staff changes, and revenue generating activities.

Office of Management and Enterprise Services



Agency information

Office of Management and Enterprise Services



Note: FY 2020 budgeted appropriations include budgeted carryover.

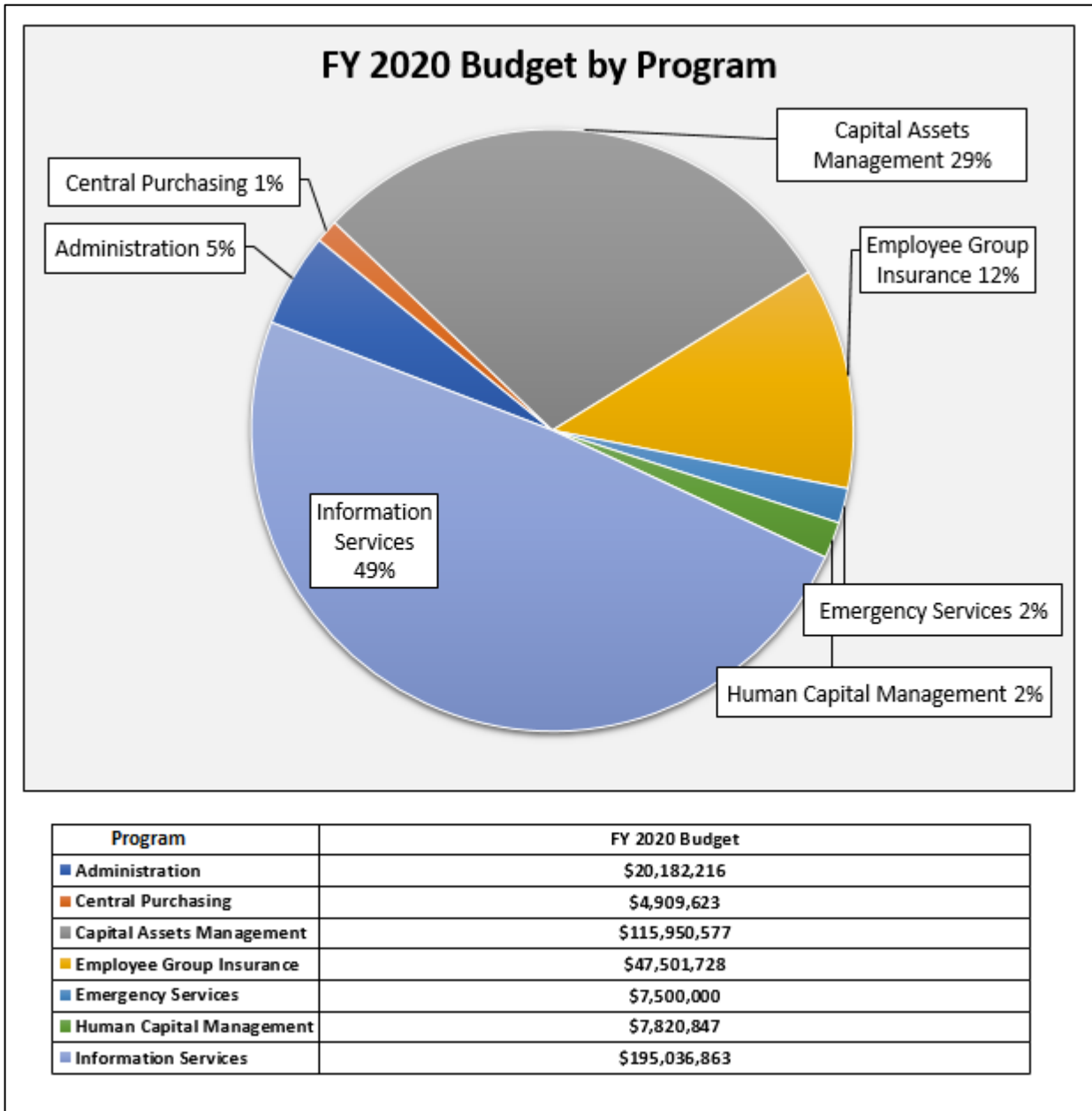
Mission

Provide excellent service, expert guidance, and continuous improvement in support of our partners' missions and goals.

Governance and administration

The Office of Management and Enterprise Services has no governing board. The Director is appointed by the Governor. Steven Harpe was appointed as director of OMES by Governor J. Kevin Stitt in January 2020. Director Harpe's salary is \$170,000.

Programs



Administration

Finance, Budget and Central Accounting and Reporting

OMES Finance facilitates financial functions specific to OMES operations. OMES Finance meets on a regular basis with divisions to discuss budgets, purchasing, accounts payable, cash management, rate determination, billing and tracking, and asset management.

Budget provides the following services:

- Fiscal impact and legislative policy analysis to the Governor’s office;

- Assistance to agencies with budget entry and review;
- Composition of the Governor’s proposed state budget and creation of the executive budget book;
- Budget and fiscal analysis and projections;
- State revenue tracking and analysis and staffing for the State Board of Equalization; and
- Serving as the official record of the state for budget information.

Performance manages the performance framework for the state’s Performance Informed Budgeting Initiative, providing internal reviews for OMES and implementing specific agency priorities, goals and strategic initiatives.

Gaming Compliance ensures gaming entities operate in accordance with the Tribal Gaming Compact and federal regulations, participates in specific task forces with other state and federal agencies and represents the state in federal litigation.

Statewide Accounting and Reporting attends to the state’s general ledger and accounting, financial reporting and PeopleSoft support. This department also provides payroll shared services to approximately 60 state agencies.

Agency Business Services performs financial transaction processing as a shared service to state agencies. Currently it serves approximately 61 state entities, providing budget, procure-to-pay, account reconciliation, financial reporting and billing and accounts receivable services.

Transaction Processing monitors and processes all PeopleSoft expenditure transactions, such as the payment of employee payroll, travel vouchers and supplier/vendor vouchers. This department certifies vouchers for payment issued by the state treasurer’s office and manages the purchase card program for state agencies.

Vendor Registration manages vendor files, online vendor registration, customer service, support of IRS compliance, and state agency direct deposit payment information for all state agencies including higher education.

Clients served: All state agencies.

Central purchasing

Statewide Procurement is the lead agent for statewide procurement and contracts. This department identifies statewide contract opportunities for goods and services including information technology; creates and manages statewide contracts for agencies’ and affiliates’ use; works closely with suppliers, agencies and affiliates to promote the use of those contracts; and tracks usage and administration fee payments. This department also assists agencies in procuring technology.

Agency-Specific Procurement assists agencies with purchases that are not on statewide contracts in compliance with the Central Purchasing Act and manages the Performance Information Procurement System, sole source contracts, and solicitations including request for proposal, request for quote or an invitation to bid.

Administration and CPO Training is responsible for conducting training and certification for certified procurement officers. This department focuses on reporting and other programs that address compliance for Central Purchasing as a whole.

State Use is a mandated purchasing program that facilitates contracts between the State of Oklahoma and statutorily qualified organizations.

Clients served: State agencies, county offices, higher education institutions, K-12 schools, career technology centers and municipalities.

Capital assets management

State Facilities Strategy and Operations assists other agencies in their building operations, building assessments and long-term strategies. This unit coordinates with other divisions of OMES to provide oversight of tenant relocations.

Fleet Management oversees the acquisition, leasing, rental, maintenance, repair and disposal of light-duty vehicles needed to conduct the state's business.

Central Printing and Interagency Mail oversees printing, mailing and distribution services for the State of Oklahoma; state agencies; and any city, county or municipality within the State of Oklahoma.

Federal Surplus Property Reutilization is the monitoring and requesting entity for equipment donated by the federal government to state agencies or to local enforcement agencies in Oklahoma.

State Surplus Property Reutilization facilitates the reutilization of all state-owned materials, the Recycling Program for agencies within the Oklahoma City area and public auctions of state-owned goods.

Risk Management manages property and liability coverage for state agencies, higher education, rural fire districts, motor license agents, foster care parents and conservation districts. Coverage is offered through both self-insurance and commercial policies.

Construction and Properties contracts and administers construction, maintenance, and related consultant contracts; maintains the state-registered consultant list for state agencies, including schools and higher education; executes contracts; and manages approved capital improvement projects for state entities.

Real Estate and Leasing Services provides real estate services and solutions, including defining agency space needs; property acquisition and disposal; requests for proposals and information; and preparing, negotiating, executing, and managing contracts and easements. REALS also maintains a comprehensive inventory of all property owned or leased by the State of Oklahoma.

The Office of Facilities Management is responsible for the following services related to specific state-owned buildings: operations and maintenance; landscaping for the Capitol Park; onsite building managers; the Governor's Mansion operations, grounds, maintenance and upkeep; and administrative and project management for projects performed by the Office of Facilities Management.

Planning manages the Maintenance of State Buildings Revolving Fund, creates an overall picture of the state's long-term capital needs, advises the Capitol-Medical Center Improvement and Zoning Commission, and provides administrative services to other organizations.

Clients served: State agencies contract for the Capital Assets Management services as needed or required.

Employees group insurance division

OMES Employees Group Insurance Division administers the self-funded HealthChoice health, dental, life and disability plans available to state, education and local government employees and retirees. The division also contracts with commercial health, dental and vision carriers as alternatives. EGID handles many administrative functions internally and partners with national firms for consulting and other services specific to the industry in areas such as provider reimbursement, actuarial, medical and pharmacy claims management, and care coordination.

Clients served: Over 1,000 employer groups comprising approximately 290,000 covered state, education and local government employees and retirees.

Emergency services

This division is used to track a pass through to counties for roads. Title 69 O.S., Section 687.3 designates OMES to administer the Emergency and Transportation Revolving Fund for any qualified county for the purpose of funding emergency or transportation projects.

Human capital management

Human Resources supports leadership in achieving organizational goals, handles human resources issues within OMES, and advises on human resources issues outside OMES including employee relations, training, benefits administration, interpretation of federal and state laws and statutes, recruitment, hiring, onboarding, orientation, employee data management, occupational health, and legal compliance. The department serves as the HR department for the Governor's and lieutenant governor's offices.

Talent Management processes and reviews applications of both classified (merit) and unclassified (nonmerit) positions within the state; develops and administers written and performance-based tests for merit system applicants and employees; and audits the processing of all human resource transactions for the State of Oklahoma involving hires, promotions, pay increases and demotions. Talent Management conducts a salary survey of private and public sector employers in Oklahoma and compares results to surrounding states. The results of this survey are compiled into an Annual Compensation Report, which is presented to the Governor and Legislature.

Employee Benefits Department works with insurance companies to obtain benefits for state employees; administers insurance plans; and trains benefit coordinators at agencies. Premium and Flexible Spending manages the Flexible Spending Account program by issuing benefits credit cards, processing paper claims, reviewing requested documentation for approval or denial of expenditures, and providing customer service.

Strategic Workforce Services helps customers prepare their workforce and organizations to better meet their missions, long-term strategic planning and practical workforce solutions. SWS assists agencies in acquiring, developing, training, aligning and retaining talent.

Policy and Legislative Services provides legislative perspective and advice to agency staff, elected officials, constituents and other stakeholders. Policy and Legislative Services supports the agency through OMES legislation, legislative relationships for OMES, constituent support, projects and research, and committees and boards.

Clients served: All state agencies.

Information services

The Information Security Team protects mission-critical networks and the state's digital assets through technology, services and security best practices. Information security functions are organized into three general areas: Oklahoma Cyber Command, Unification of Central Security, and Business Continuity and Emergency Disaster Preparedness.

The Public Safety and Defense IT Service Team provides IT support functions for public safety agencies and oversees the Criminal Justice Information Systems Center for Excellence program, which facilitates the unification of IT for all law enforcement agencies.

The Application Services Team supports existing statewide and agency-specific technology applications and develops new statewide and agency-specific technology applications, including conventional applications, web

and mobile applications, enterprise applications, and public safety applications, as well as performing the functions of systems analysis and creating and enhancing user interfaces and experience.

The External Relations and Service Quality Team assists Central Purchasing, agencies and affiliates with technology procurement, and establishes mutually beneficial partnerships with external entities. This team is charged with establishing, maintaining and continually improving a quality of service program.

Technology Services supports the state with IT infrastructure, a server team and Information Technology Operations Command Center, and supports state agencies that have been through IT unification with customer services including service requests, projects, system enhancements and more.

The Enterprise Programs Service Team is responsible for resources and methodology for agency services such as IT governance, project management, business analysis, standards library creation and maintenance, and maintaining data center facilities.

The Data Driven Service Team provides data management services for OMES and state agencies. Data management is defined as a common framework for cost-effective and efficient sharing and analysis of information across organizational lines; creation of structures that support collaboration for the secured sharing of data, information and knowledge; a framework to leverage data and information as an asset; and transparency support.

The Strategy, Planning, Architecture, Research and Knowledge Service Team focuses on strategic planning, enterprise architecture methodology and implementation, and research and knowledge to create a cohesive plan for state agencies and Oklahoma as a whole. This team stays current on IT issues facing the state and seeks long-term solutions.

The Client Experience Service Team is responsible for assuring overall client satisfaction. The department oversees PC support, the service desk and customer relationship management, which includes technical account managers and the customer care team.

Clients served: All state agencies, as well as political subdivisions that request our services.

NACEA

Pass-through funding for the Native American Cultural Education Authority for operations and debt service. OMES was appropriated \$5,548,080 for this purpose in FY 2020.

Performance and projects

Key Performance Measures by program

Agencywide					
Goal					
Empower, educate and train OMES employees to effectively satisfy customer needs.					
Key Performance Measure					
OMES overall customer service satisfaction					
Key Performance Measure Description					
Increase the percentage of customers who report agreement with "satisfied with overall customer service provided by OMES" on annual OMES Customer Shared Services Survey from 55% in 2017 to 95% in 2023.					
Unit of Measure					
Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
65.77%	94%	94%	94%	95%	95%

Central Purchasing					
Goal					
Increase the understanding of the fiscal impact of divisions within OMES and increase fiscal responsibility throughout the state through clear, concise and enforceable policy and guidance.					
Key Performance Measure					
Statewide contract cost savings					
Key Performance Measure Description					
Total amount of cost savings earned by managing statewide contracts					
Unit of Measure					
Dollars					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$23.2 million	\$54.5 million	\$55 million	\$55 million	\$55 million	\$55 million

Employees Group Insurance Division					
Goal					
The goal of continuous improvement in expertise and innovation is to establish a culture of continuous learning and process improvement in such a way that streamlined processes, professional credibility and innovation are achieved.					
Key Performance Measure					
Change in premiums					
Key Performance Measure Description					
The percent change of premiums for HealthChoice High					
Unit of Measure					
Percent change					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
4.2%	0%	< 4%	< 4%	< 4%	< 4%

Information Services					
Goal					
The goal of continuous improvement in expertise and innovation is to establish a culture of continuous learning and process improvement in such a way that streamlined processes, professional credibility and innovation are achieved.					
Key Performance Measure					
Security risk rating					
Key Performance Measure Description					
Increase the state government rating of security risk from 60% in 2014 to 70% by 2022.					
Unit of Measure					
Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
63%	49%	60%	65%	70%	75%

Central Accounting and Reporting					
Goal					
The goal of fiscal responsibility is to increase the understanding of the fiscal impact of divisions within OMES and to increase fiscal responsibility throughout the state through clear, concise and enforceable policy and guidance.					
Key Performance Measure					
Shared services cost savings					
Key Performance Measure Description					
Total amount of cost saved annually by the state due to shared services provided through ABS and payroll					
Unit of Measure					
Dollars					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$6.6 million	\$6.6 million	> \$6 million	> \$6 million	> \$6 million	> \$6 million

Real Estate and Leasing Services					
Goal					
The goal of fiscal responsibility is to increase the understanding of the fiscal impact of divisions within OMES and to increase fiscal responsibility throughout the state through clear, concise and enforceable policy and guidance.					
Key Performance Measure					
Reduction of leased space					
Key Performance Measure Description					
Reduction in square feet of the state's vacant space inventory due to repurposing or divesting of state-owned property					
Unit of Measure					
Vacant square feet					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
67,049	85,682	> 20,000	> 20,000	> 20,000	> 20,000

Regional benchmarks and comparisons

Central Accounting and Reporting operates in a similar manner to most other states. The shared financial services program provided through CAR is one of the top programs in this initiative.

Capital Assets and Management Real Estate and Leasing benchmarks with other states to compare operating practices, methods and rates. Fees and practices vary by state. Benchmarking has demonstrated that OMES space allocations for leasing office space are within range for the area, lease language is very favorable, and disposal practices are similar to surrounding states. Lease rates are market driven, but are below market in the Oklahoma major market areas.

Accomplishments

Capitol Restoration Project

- Completed restoration of the Governor's office suite.
- Completed restoration of the Supreme Court.
- Completed restoration of the House of Representatives second- through fifth-floor west wing offices.
- Completed the new visitor center.
- Completed the second and third floor north wing Senate offices.
- Completed restoration of the second-floor rotunda.
- Completed restoration of the second- through fifth-floor public restrooms.
- Completed the copper roof on the north and south wings.
- Completed waterproofing of the underground tunnel.

Capital Assets Management

- Transferred Kerr Mansion – Returned vacant 40 acre Kerr Mansion and Museum property to the Kerr family Dream No Little Dream foundation. This removed significant liability from state books.
- Continued M5 implementation – Fleet Management system partnerships with the Department of Public Safety, the Department of Corrections and the Department of Tourism and Recreation. Implementation of SmartApps functionality to agencies.
- Achieved 100% federal compliance for LESO Program – Maintain 100% Compliance in the Law Enforcement Support Organization – 1033 Program, which allows transfer of excess Department of Defense supplies and equipment to state, county, and local law enforcement agencies. Evaluated by annual program compliance reviews.
- Disposed of multiple surplus state-owned properties as directed by HB 1438 in 2011, collecting \$9,878,285.33 in sales proceeds for the state and depositing \$6,989,222.16 in the Maintenance of State Buildings Revolving Fund.
- Kept state's real estate operating cost on buildings in the capitol complex area at \$7 per square foot, as compared to the Building Owners and Manager Association benchmarking at \$8.26.

Central Accounting and Reporting

- Won the highest available honor for excellence in financial reporting from the Government Finance Officers Association.
- Saved agencies over \$6 million by providing shared services.
- Processed 1.8 million vouchers and 5,880 payroll runs.

- Issued a simplified version of the Statewide Accounting Manual.
- Implemented many new training programs for agency finance personnel.
- Increased security of vendor registration portal.
- Converted eight higher education entities to the state vendor file.
- Added two agencies to financial shared services and one additional agency to payroll shared service.

Central Purchasing

- Managed 107 statewide contracts, equaling \$54.5 million in cost savings for the State of Oklahoma.
- The division also managed 77 vendor contracts, resulting in cost avoidance of \$51 million for the state.

Employees Group Insurance Division

- Successfully transitioned to new third-party administrator for HealthChoice claims payments.
- Diabetes prevention program and bariatric surgery became a required benefit across HealthChoice and all commercial health plans offered.
- Implemented extensive HealthChoice care management program for entire population to better manage chronic conditions.
- Maintained HealthChoice administrative costs 28% lower than the industry average.

Human Capital Management

- Launched, analyzed, and reported on the first ever statewide Oklahoma state employee engagement survey process to understand employee workplace perceptions and needs.
- Conducted a Dependent Eligibility Audit which has already saved the state between \$1.5 million and \$2.5 million, with potential savings of up to \$7+ million.
- Implemented LEARN, a new statewide learning management system.

Information Services

- Launched initial user group, a select panel of agency leaders across state government meeting with OMES on a monthly basis to surface issues and provide input into agency priorities.
- The Innovate Oklahoma initiative yielded a new startup company, Actovos, which created a software-as-a-service for child welfare workers in the Department of Human Services.
- Partnered with SDE and OCC on the Connect and Learn Initiative, which increased average bandwidth in K-12 times 4.8, decreased costs 83%, connected 1,244 schools to fiber and helped schools invest an additional \$62.3 million in e-rate funding for classroom Wi-Fi.
- Partnered with OSDH to complete the implementation of the medical marijuana online licensing system in only six weeks.
- Launched a customer portal to allow agencies to build and order their own computers, reducing delivery time by about 50% on average, with additional improvements to come in 2020.
- Resolved over 350,000 service requests for 34,000 agency and 31,000 affiliate customers with a successful resolution rate of 93%.
- Completed 129 agency-specific and statewide IT projects 87% on-time.
- IT unification efforts have resulted in total cost savings/cost avoidance, over time, of \$834 million.

Savings and efficiencies

Central Accounting and Reporting

- Implemented online bidding for construction projects.

Central Purchasing

- Expanded statewide contract usage through partnerships with education.
- Expanded statewide contract usage with partnerships with other political subdivisions throughout Oklahoma.

Employees Group Insurance Division

- Through the improvement in provider contracts, EGID held HealthChoice rates and plan designs steady for 2019 with no rate increase.
- HealthChoice rates have increased an average of 3.5% annually over the last 10 years; This compares favorably to the national average of 7%, which resulted in an estimated \$130 million in savings per year for a total estimated savings of \$1.3 billion over the last 10 years.
- Newly contracted HealthChoice disability third-party administrator provided increased electronic resources that improved the accuracy and efficiency of processing the disability claims.
- Increased use of electronic eligibility import for education and local government entities to eliminate redundant processes.

Information Services

- Completed mainframe migration to vendor supported model to provide improved performance and workload flexibility.
- Launch of the Order Tech Now portal, a one-stop shop for procuring pre-approved client computers, accessories, software and more.

Agency goals

Capitol Restoration Project

- Complete the copper roof on the east and west wings.
- Complete the exterior restoration of the state capitol and subsequent demobilization.
- Complete restoration of the fourth-floor rotunda.
- Complete the new multipurpose meeting rooms.
- Complete the new visitor entrance.
- Complete the House and Senate committee rooms on the fourth and fifth floors.

Central Purchasing

- Technology investment in eprocurement, online bidding, and website refresh;
- Statewide contract increase in portfolio and spend; and
- Customer service and process modernization to create efficiencies in contract delivery timeline.

Capital Assets Management

- Complete final sale and close the Armory.
- Complete the real estate strategic plan.
- Complete the restoration of the Governor’s Mansion.

Central Accounting and Reporting

- Initiate major upgrade to PeopleSoft Financials.
- Bring additional agencies onto the state’s primary financial system.
- Streamline the process of vendor registration.
- Complete the production of financial training webinars.

Employee Group Insurance

- Establish benchmarks for EGID customer service satisfaction levels.
- Streamline the current HealthChoice medical review process through more efficient utilization of internal and vendor resources.

Human Capital Management

- Modernize selected technology systems, focusing on updating the aging Benefits Administration System.
- Expand offerings of classes, including technical and essential skills.
- Modernize the performance management process by bringing it online and tying the process to core competencies and statewide mission, vision and values.

Information Services

- Evolve the support and cost-sharing model to better empower agencies in setting IT priorities and appropriately investing in IT by creating dedicated and shared resource pools and greater transparency on IT costs and levels of effort.
- Create a streamlined IT portfolio and project management model to all greater visibility, more agency- and cabinet-level ownership and clear business cases for IT investments and priorities within agencies and across the state.
- Reinvent the OMES experience to promote a one-touch engagement for most common requests.

Projects for implementation

Central Purchasing

- Website refresh;
- E-procurement system;
- Central Purchasing Act Reform; and
- Innovative Procurement Process/Agile Procurement Process.

Capital Assets Management

- Grounds assessment;
- Campus wayfinding; and
- Upgrade building automation systems.

Central Accounting and Reporting

- Upgrade PeopleSoft financial system.
- Implement new Governmental Accounting Standards, including a major new standard pertaining to leases.

Employees Group Insurance Division

- Implement HealthChoice member navigation pilot to provide a more seamless customer service experience and drive care to a more effective and efficient setting.
- Implement telemedicine program for HealthChoice participants to improve access to quality lower cost care.
- Undergo competitive bidding for HealthChoice pharmacy benefits management services.
- Issue solicitation for HealthChoice claim data warehouse and analytic services.

Human Capital Management

- Enhance the statewide training center.
- Implement the Oklahoma employee engagement survey.
- Transition JobAps to a mobile-friendly design.

Information Services

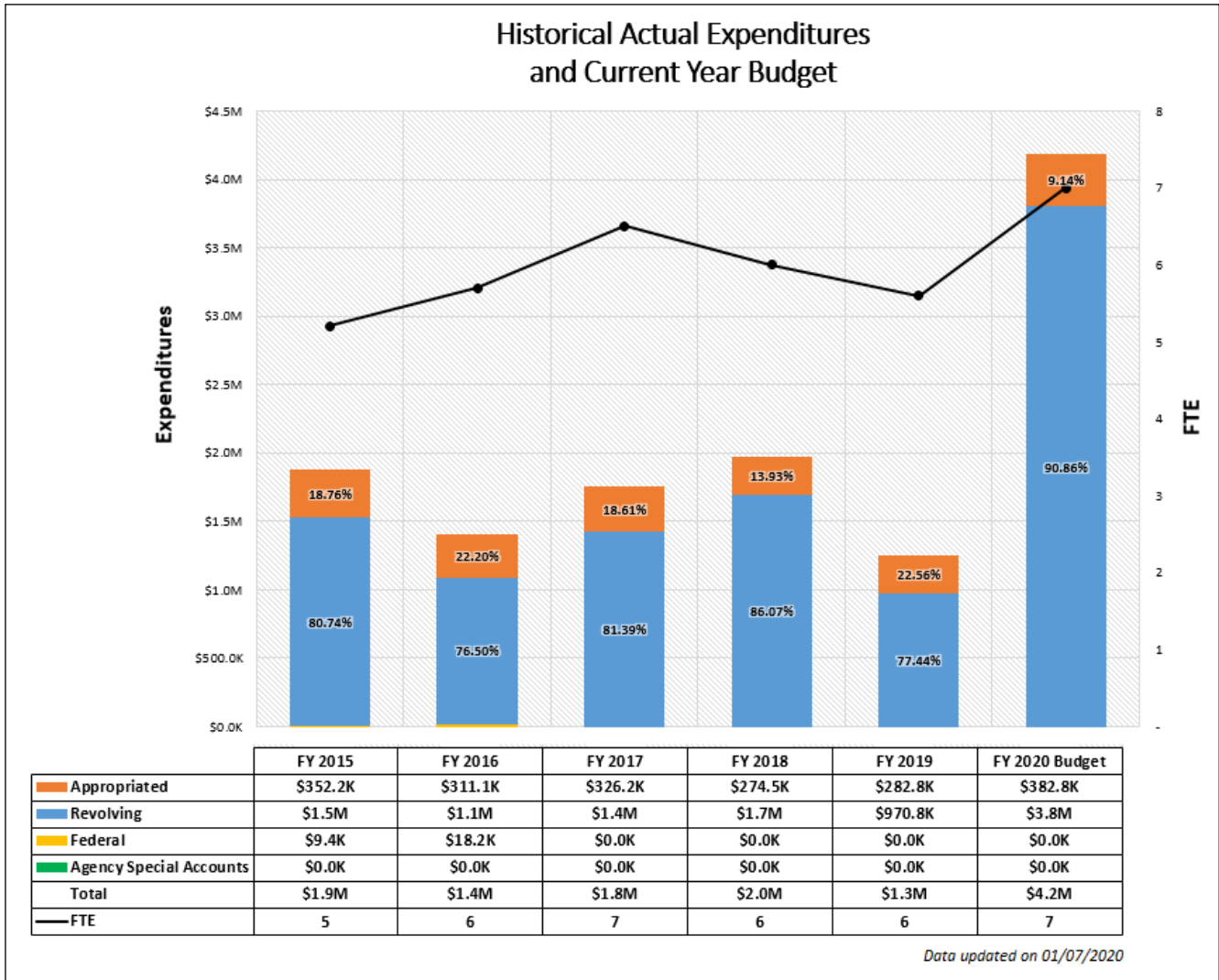
- Improve the posture, capabilities and resiliency of the state cybersecurity, quality, privacy and data-management programs.
- Modernize and deliver resident-facing services through web and mobile platforms.
- Simplify and increase the security of state employee credentials and resident information through the use of single-sign-on technologies.
- Standardize and upgrade the state financial ERP and the consolidation of agency-specific supplemental financial systems.

Space Industry Development Authority



Agency information

Oklahoma Space Industry Development Authority



Note: Information in the chart above was submitted by OSIDA. Due to the nature of the revolving fund used by the agency, the data could not be independently verified by OMES. FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Oklahoma Space Industry Development Authority is to be deliberate in the planning and development of spaceport facilities, launch systems and projects, and to successfully promote and stimulate the creation of aerospace commerce and education in Oklahoma.

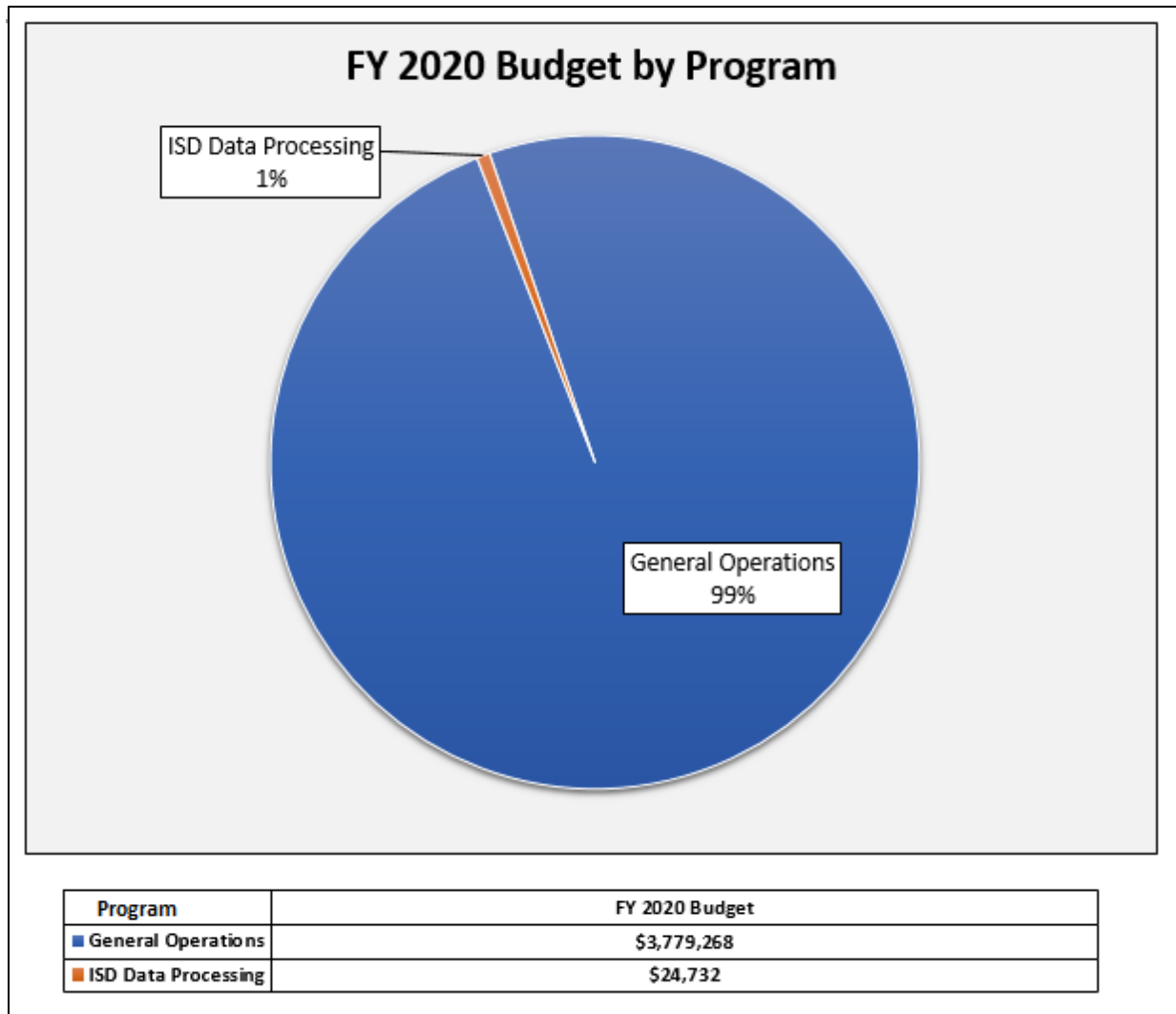
OSIDA promotes the benefits of operating at the Oklahoma Air and Space Port, including space flight operations; aeronautical research and development flight testing; unmanned aerial systems research; and aerospace related maintenance, repair, overhaul and manufacturing.

Governance and administration

OSIDA is governed by a board of directors consisting of seven members appointed by the Governor with advice and consent of the Senate. OSIDA's Chief Executive Officer is appointed by the board. The current Chief Executive is Bill Khourie. His annual salary is \$85,155.

Oklahoma Space Industry Development Authority				
Member Name	Appointing Authority	Appointment Date	Confirmation Date	Term Ending Date
Robert Cox	Governor	3/28/2012	5/19/2015	6/30/2020
Donald Wetekam	Governor	3/29/2012	5/19/2015	6/30/2020
Bailey Siegfried	Governor	5/1/2015	5/19/2015	6/30/2020
James Cunningham	Governor	3/28/2012	5/19/2015	6/30/2020
Michael Halsey	Governor	4/26/2016	5/25/2016	6/30/2020
David Greer	Governor	5/2/2016	5/25/2016	6/20/2020
Ben Robinson	Governor	4/14/2016	5/25/2016	6/30/2020

Programs



General operations

The Oklahoma Air and Space Port is a 2,700-acre airport, spaceport, and industrial airpark. It has one of the longest and widest runways in North America (13,503' x 300', with 1,000-foot overruns) with a 100-acre concrete ramp for aircraft parking, six commercial-size aircraft hangars (total of 100,000 square feet) ideal for lease, storage, maintenance repair overhaul operations, aircraft painting and interior refurbishment. The Oklahoma Air and Space Port is a Federal Aviation Administration public-use airport, with an operational air traffic control tower, and crash and rescue.

The airpark consists of over 1,000 acres of land available for lease and expansion. Bonding authority is available to build to customer specifications. The aerospace industrial airpark is not governed by the FAA or Office of Commercial Space Transportation, however, the FAA mandates that all monies generated on the Air and Space Port be accounted for separately and utilized for the upkeep, maintenance and repair of the Air and Space Port infrastructure only. The Office of Management and Enterprise Services Information Services supports the technology needs of OSIDA.

Performance and projects

Key Performance Measures by program

Air and Spaceport Operations					
Goal					
Continue Air and Space Port development – Increase onsite tenants.					
Key Performance Measure					
Increase utilization of the Air and Space Port and industrial park					
Key Performance Measure Description					
Increase the number of clients using the OSIDA Air and Space Port facility for research and development, and/or flight testing.					
Unit of Measure					
Total number of clients utilizing OSIDA facilities for research and development and/or flight testing.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2	2	2	3	4	4

Air and Spaceport Operations					
Goal					
Continue to work with the FAA Office of Commercial Space Transportation to further explore operational opportunities and requirements.					
Key Performance Measure					
Expand launch site utilization.					
Key Performance Measure Description					
Increase the number of clients using the OSIDA Air and Space Port facility for space flight operations.					
Unit of Measure					
Total space flight operators utilizing OSIDA facilities.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0	0	0	2	2	2

Regional benchmarks and comparisons

Since 2006, the Oklahoma Air and Space Port is the first to design and receive approval for a space flight corridor that is not within government restricted airspace. The Infinity One Space Flight Corridor is 152 miles long with an average width of 45 miles; It is the only space flight corridor of its type in the National Airspace System that is not in government restricted airspace or a military operating area. The Oklahoma Air and Space Port can further assist Oklahoma's economy as a unique platform for the development of aerospace research and development flight test operations and manufacturing programs, as it's still one of only a few locations capable of providing diverse aerospace flight operations with a combined industrial park and licensed launch site in the U.S.

Accomplishments

Achieved renewal of OSIDA's federal launch site operators license and the continued FAA approval.

Continued the Joint Use Agreement with the Air Force Air Training Command that supports Military Flight Training operations. The primary JUA users at the Air and Space Port are Altus and Vance AFB. They utilize the facility regularly in conjunction with their flight training programs. Altus and Vance AFB have over a \$1 billion dollar a year economic impact on Oklahoma's economy. The JUA with OSIDA continues to demonstrate the importance and role of the Oklahoma Air and Space Port for the Department of Defense Air Training Command.

In the National Defense Authorization Act, which is an annual defense bill to support the nation's military and ensure national security for the U.S., the Oklahoma Air and Space Port was recognized as a valued asset to U.S. national security.

Savings and efficiencies

The agency continues to utilize available state shared services to maximize cost savings and efficiency.

Agency goals

- Increase and diversify marketing approaches to promote utilization of the facility.
- Expand Air and Space Port capabilities to better serve the aerospace industry.
- Continue to review opportunities to achieve federal re-entry site classification and explore point to point suborbital space flight operation with New Mexico or California.
- Create innovative partnerships with the private sector in order to establish new opportunities in the aerospace industry in Oklahoma.
- Become a Department of Defense site for a new program being established by the National Defense Authorization Act.

Projects for implementation

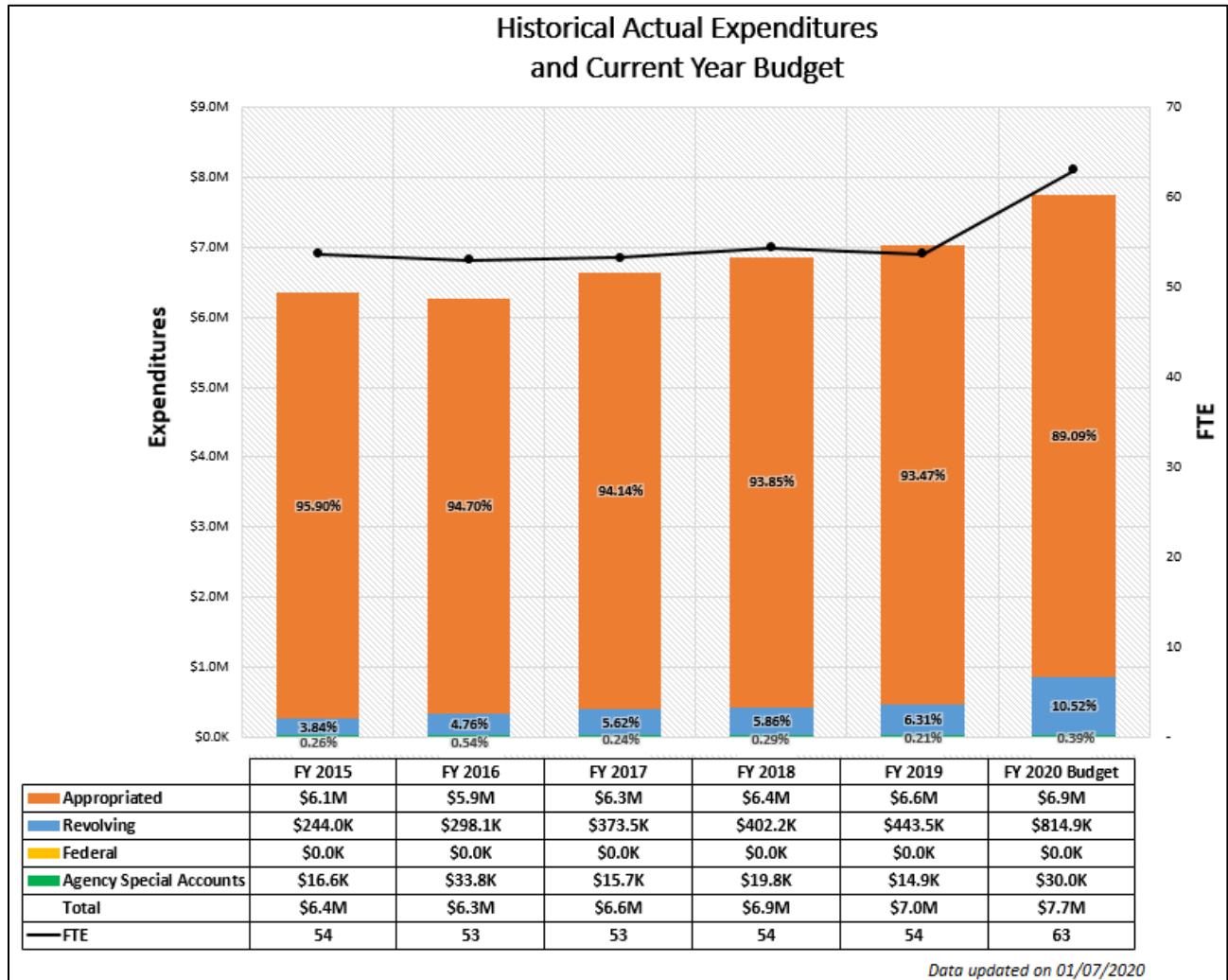
- Continue marketing Air and Space Port control tower building office space for lease purposes.
- Recondition taxiway and runway surface on airport.
- Research expansion of wireless communications capabilities on site.

Oklahoma School of Science and Mathematics



Agency information

Oklahoma School of Science and Mathematics



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Oklahoma School of Science and Mathematics (OSSM) is 1) to educate students who show promise of exceptional academic development through a program of instruction and discovery that challenges them far beyond the traditional high school model, imparting a superior foundation for careers in science, technology, engineering, and mathematical (STEM) fields; 2) to serve as a catalyst for advancing public school STEM education in Oklahoma by providing residential, regional, summer, and virtual learning programs that extend advanced science and math education to a diverse student demographic; and 3) to inspire students to make a difference in the State of Oklahoma and the world by leveraging their knowledge and curiosity for the betterment of mankind.

Governance and administration

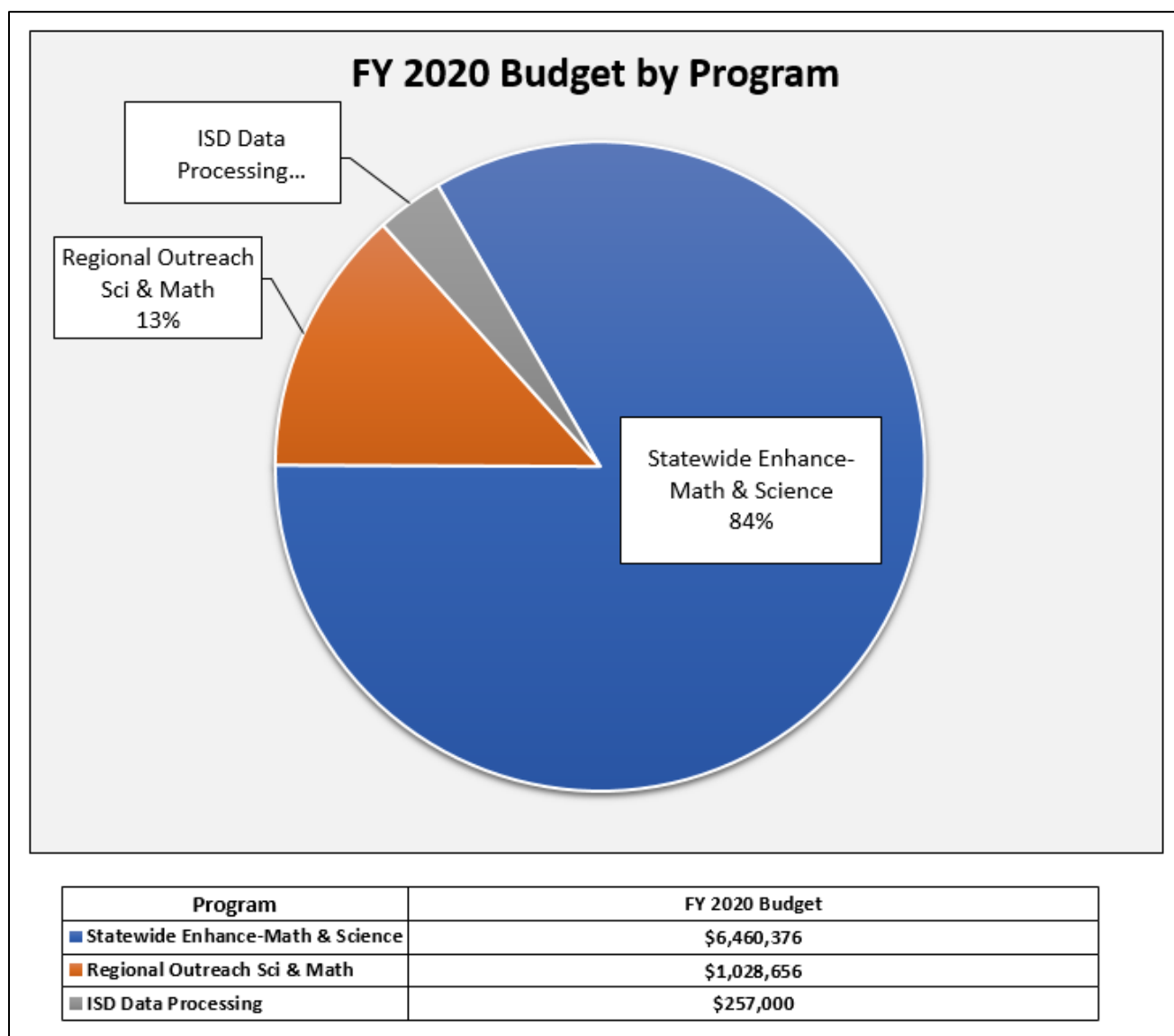
The Board of Trustees consists of 25 members. Six members are ex officio members: the Chair of the Oklahoma State Regents for Higher Education, the Chancellor for Higher Education, the Superintendent of Public Instruction, the Dean of the Oklahoma State University College of Arts and Sciences, the Dean of the University of Oklahoma College of Arts and Sciences, and the Dean of the University of Tulsa College of Arts and Sciences.

Seven members are appointed by the President Pro Tempore of the Senate: one member of the Senate; one superintendent of a public school district; five members, two of whom are either scientists or mathematicians and three of whom hold a graduate degree and practice a profession for which a graduate degree is required. Seven members are appointed by the Speaker of the House of Representatives: one member of the House of Representatives; one principal of a public secondary school; and five members who are either scientists or mathematicians or hold a graduate degree and are currently employed in an occupation related to mathematics or one of the sciences.

Five members are appointed by the Governor: four members are business or industrial leaders, and one principal of a private secondary school in Oklahoma. The term of office of members appointed by the President Pro Tempore and the Speaker coincide with the term of the appointing authority. The term of office of members appointed by the Governor is six years. The current OSSM President is Dr. Frank Wang, Ph.D. He was hired effective August 1, 2012. His current salary is \$75,685.

Name	Appointing Authority	Month and Year Appointed	Term Ends	Congressional District
Dan Little	Governor	June 2015	6/30/2021	2
Dr. Dave Drennan	Speaker of the House	Appointed 1985	Terms of the appointing authority	5
Jack Coffman	President Pro Tempore	August 2000	Terms of the appointing authority	5
Donna Windel	President Pro Tempore	June 2009	Terms of the appointing authority	4
Senator Gary Stanislawski	President Pro Tempore	April 2017	Terms of the appointing authority	1
Dr. Kelley Dowd	President Pro Tempore	September 2013	Terms of the appointing authority	5
Dr. John Armitage	President Pro Tempore	July 2018	Terms of the appointing authority	5
Dr. Tom Deighan	President Pro Tempore	July 2018	Terms of the appointing authority	4
Dr. Paul Kincade	President Pro Tempore	November 2017	Terms of the appointing authority	5
Dr. Michael Jordan	Speaker of the House	March 2011	Terms of the appointing authority	4
Dr. Lara Mashek	Speaker of the House	July 2013	Terms of the appointing authority	4
Ron Mashore	Speaker of the House	February 2007	Terms of the appointing authority	1
Geoffrey Simpson	Speaker of the House	October 2009	Terms of the appointing authority	5
Gary Ellis	Speaker of the House	January 2018	Terms of the appointing authority	5
Vacant	Speaker of the House			
Lance Benham	Governor	June 2017	6/30/2020	5
Dr. Kent Buchanan	Governor	September 2016	6/30/2022	5
Cody Yocom	Governor	July 2018	6/30/2024	5
Vacant	Governor			
Dr. David Wrobel	Ex Officio Member	Dean of OU College of Arts and Sciences		
Dr. Kalpana Misra	Ex Officio Member	Dean of TU College of Arts and Sciences		
Joy Hofmeister	Ex Officio Member	Superintendent of Public Instruction		
Glen Johnson	Ex Officio Member	Chancellor for Higher Education		
Joseph Parker, Jr	Ex Officio Member	Oklahoma State Regents for Higher Education		
Glen Krutz	Ex Officio Member	Dean of OSU College of Arts and Sciences		

Programs



Statewide enhancement in the fields of mathematics and science Residential high school

OSSM operates a residential high school for Oklahoma high school juniors and seniors to pursue an advanced and challenging education in science and mathematics. OSSM promotes the advancement and improvement of science and mathematics throughout the state by providing workshops, summer programs, and student competitions for nonresidential students and in-service programs for Oklahoma teachers. Additionally, OSSM offers both educational ideas and physical resources to local schools.

Clients served: Currently, 164 Oklahoma high school juniors and seniors who are academically talented in science and mathematics are enrolled at OSSM’s residential campus. In addition, hundreds of teachers from throughout the state participate in OSSM’s in-service or outreach programs each summer where they receive training and exposure to teaching science and mathematics in an informative and challenging manner. Various competitions and camps administered by OSSM throughout the year provide opportunities to middle school and high school students from around the state.

Regional outreach centers

OSSM operates seven regional centers throughout the state, which provide qualified high school students with opportunities to take advanced science and mathematics courses. As part of this program, and in conjunction with the overall mission of OSSM, teacher and counselor programs and additional outreach programs are offered by the regional centers to surrounding schools. In addition, OSSM has initiated a Virtual Regional Center where advanced math and science instruction is delivered directly to schools via interactive video conference and combined with personal visits from an OSSM instructor.

Clients served: Currently, 135 high school juniors and seniors are enrolled in the seven regional centers and the Virtual Regional Center. OSSM anticipates utilizing additional resources in the upcoming year to expand the outreach and number of students served via the Virtual Regional Center. It is the goal of OSSM that every high school junior and senior in the state who would like the opportunity to obtain an advanced and challenging educational opportunity in science and mathematics is able to do so.

Performance and projects

Key Performance Measures by program

Statewide Enhancement in the Fields of Mathematics and Science Residential High School					
Goal					
Increase ACT scores of students by an average of 10%.					
Key Performance Measure					
ACT Scores					
Key Performance Measure Description					
Upon admission, OSSM students’ average ACT score is approximately 28.5. During their educational experience at OSSM, the agency’s goal is to increase ACT scores by an average of 10%, resulting in graduating seniors’ ACT scores averaging 31.68 over the next five years.					
Unit of Measure					
Percent increase					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
10%	10%	10%	10%	10%	10%

Regional Outreach Centers					
Goal					
Public understanding and appreciation of the OSSM mission					
Key Performance Measure					
Number of students enrolled at regional centers.					
Key Performance Measure Description					
The number of students enrolled in regional center programs at the seven current sites with a goal of 20 students enrolled at each regional center.					
Unit of Measure					
Number of students					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
122	152	140	140	140	140

Regional benchmarks and comparisons

OSSM has been successful in expanding the agency’s impact within the state of Oklahoma. This success is reflected by the record enrollment of 94 juniors in the class of 2021, representing 24 Oklahoma counties, 32 towns/cities, and 57 high schools. OSSM was rated the best public high school and best high school for STEM in Oklahoma. Nationally, OSSM is ranked 57th out of 19,314 public high schools, placing it in the top 0.3% of public high schools nationwide.

- OSSM has 470 National Merit Finalists (27% of our 1,722 total graduates) and has sent more National Merit Scholars to the University of Oklahoma than any other high school in the country.
- In May 2019, 60 students took 149 advanced placement exams. Although OSSM does not offer AP courses, 95% of exams received scores of 3 or higher.

Graduating student average ACT score (2019)

- OSSM – 32
- U.S. – 20.9
- The State of Oklahoma – 18.9
- The State of Texas – 20.5
- The State of Kansas – 21.2
- The State of Arkansas – 19.3

SAT scores for graduating seniors (2019)

Student average SAT evidence-based reading and writing scores

- OSSM – 684
- U.S. – 536
- The State of Oklahoma – 490
- The State of Texas – 515
- The State of Kansas – 618
- The State of Arkansas – 582
- The State of Missouri – 622

Student average SAT math scores

- OSSM – 722
- U.S. – 528
- The State of Oklahoma – 472
- The State of Texas – 507
- The State of Kansas – 623
- The State of Arkansas – 559
- The State of Missouri – 615

OSSM College Admissions Data Classes of 2016-2019

In-state college matriculation	Class of 2016	Class of 2017	Class of 2018	Class of 2019
University of Oklahoma	27	23	19	26
Oklahoma State University	3	4	7	1
University of Tulsa	3	6	6	3
Northeastern State University	1	1	1	
Southwestern Oklahoma State University			1	
Oklahoma City University			1	
Cameron University			1	
University of Central Oklahoma				1
Number of students matriculating at in-state colleges and universities	34	34	36	31
Class size	61	64	68	55
Percent in state	56%	53%	51%	56%
Percent out of state	44%	47%	49%	44%
Scholarship dollars (reported)				
Institutional and outside scholarships offered	\$5,225,509	\$8,041,339	\$12,445,834	\$13,024,135
Institutional and outside scholarships accepted	\$3,283,063	\$5,036,827	\$6,048,576	\$6,287,426
Questbridge National College Match Scholarship (full tuition, books, room and board, travel for four years)	1	2	3	4
Average scholarship dollars offered/student	\$85,664	\$125,646	\$183,027	\$236,802
Average scholarship dollars accepted/student	\$53,821	\$78,700	\$88,950	\$114,317

Accomplishments

- During FY 2019, OSSM ran two successful one-week summer residential programs for ninth through 12th grade students.
- Continued to recruit out-of-state and international students, who pay tuition which can be used to expand opportunities for Oklahoma students. Currently, eight students from South Korea are attending OSSM.
- Launched a partnership with the University of Oklahoma by delivering an advanced computer science class via live, interactive video.
- Admitted the largest junior class in its history, with a total of 94 students admitted to the class of 2021.

- Continued to expand the reach and impact of the Virtual Regional Center by partnering with Altus Public Schools to offer advanced math and science courses to students in Altus, Oklahoma.
- Class of 2019 graduates received a record amount of scholarships, averaging around \$300,000 per student.

Savings and efficiencies

- Utilizing part-time instructors to supplement departmental faculty and enable OSSM to offer a greater variety of advanced courses to students.
- Utilizing the Virtual Regional Center to provide advanced educational opportunities via video conference to a greater number of students located throughout remote areas of the state.
- Utilizing IT shared services provided by the Office of Management and Enterprise Services to ensure cost efficiency and maximum savings on all IT purchases and services.

Agency goals

- Expand the summer program offerings to include a three-week program at the residential campus, as well as establish new academic summer programs in remote locations throughout Oklahoma.
- Seek ways to become more economically self-sufficient, including recruiting limited numbers of paying students from out-of-state, operating paid summer programs, and renting facilities.
- Invest in the agency's infrastructure to ensure the learning environment meets the highest level of standard deemed necessary of the top performing public high school in the state.

Projects for implementation

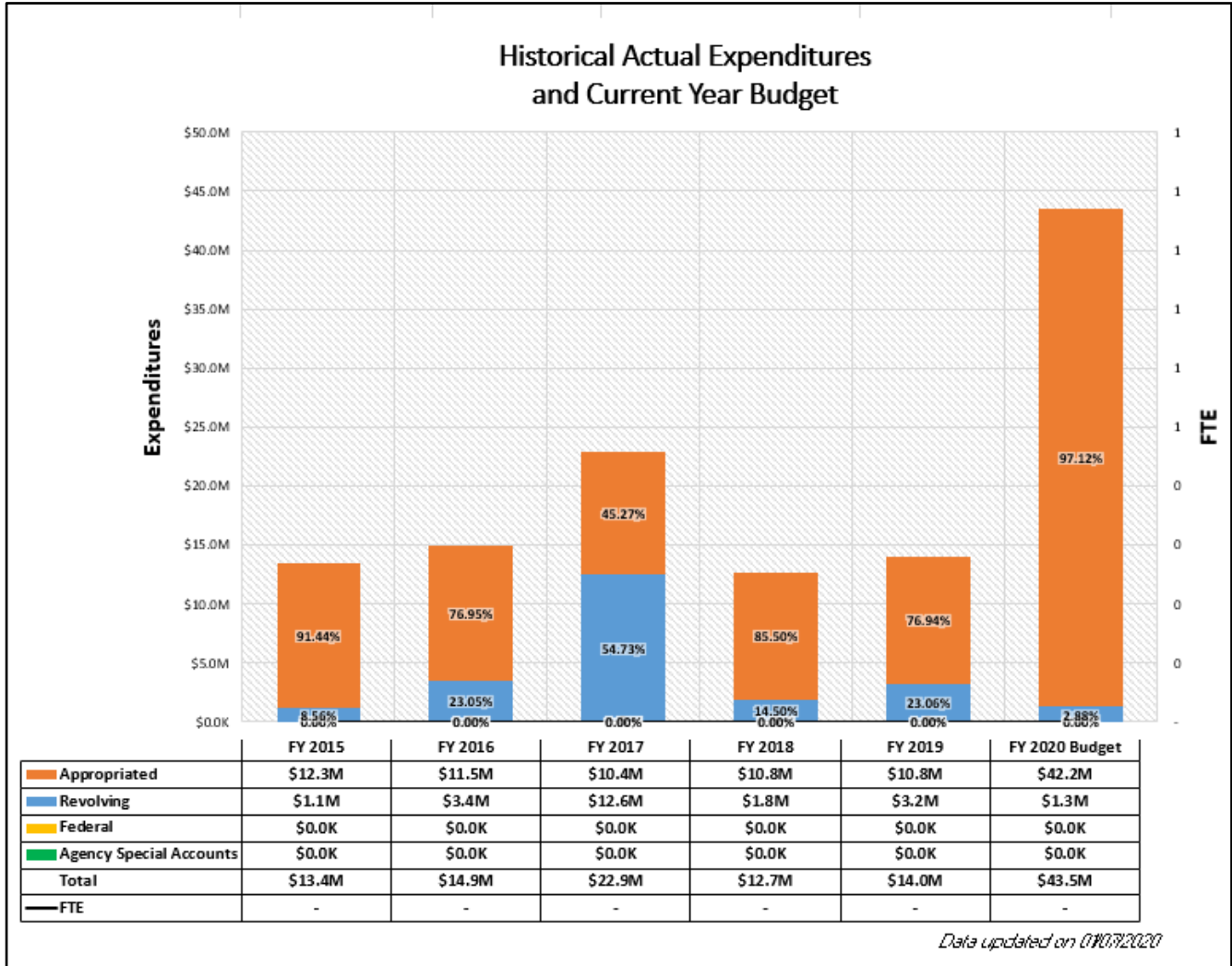
- Recruit additional faculty and staff at the residential campus to address increasing enrollment needs.
- Through partnership with OMES Information Services, design and implement a learning management system and student information system which will enhance record keeping, communication, and student data.
- Update technology throughout the agency to enhance many aspects of student life, education, and agency operations.

Oklahoma State University Medical Authority



Agency information

Oklahoma State University Medical Authority



Note: Information in the chart above was submitted by the Oklahoma State University Medical Authority. Due to the nature of the disbursing funds used by the agency, the data could not be independently verified by OMES. FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission and purposes of the Oklahoma State University Medical Authority (OSUMA) are to serve as teaching and training facilities for students enrolled at the Oklahoma State University Center for Health Sciences, to acquire and provide a site for conducting medical and biomedical research by faculty members of the OSU-CHS, and to provide care for the patients of OSU-CHS physician trainers.

OSUMA meets this mission through the ownership of the OSU Medical Center, a 195-bed teaching hospital in downtown Tulsa, and through funding partnerships with residency training hospitals across the state. OSUMA

leases OSUMC to the OSU Medical Trust, which serves as the operator of the hospital. OSUMT partners with Saint Francis Health System through a management agreement to bring private hospital management expertise to OSUMC. The CEO of the OSUMA is Eric Polak, whose salary is \$256,255. The CEO’s salary is paid in its entirety by OSU Center for Health Sciences and reflects his duties as the vice president of OSU-CHS.

Governance and administration

The OSUMA consists of seven board members. Board members are determined as follows:

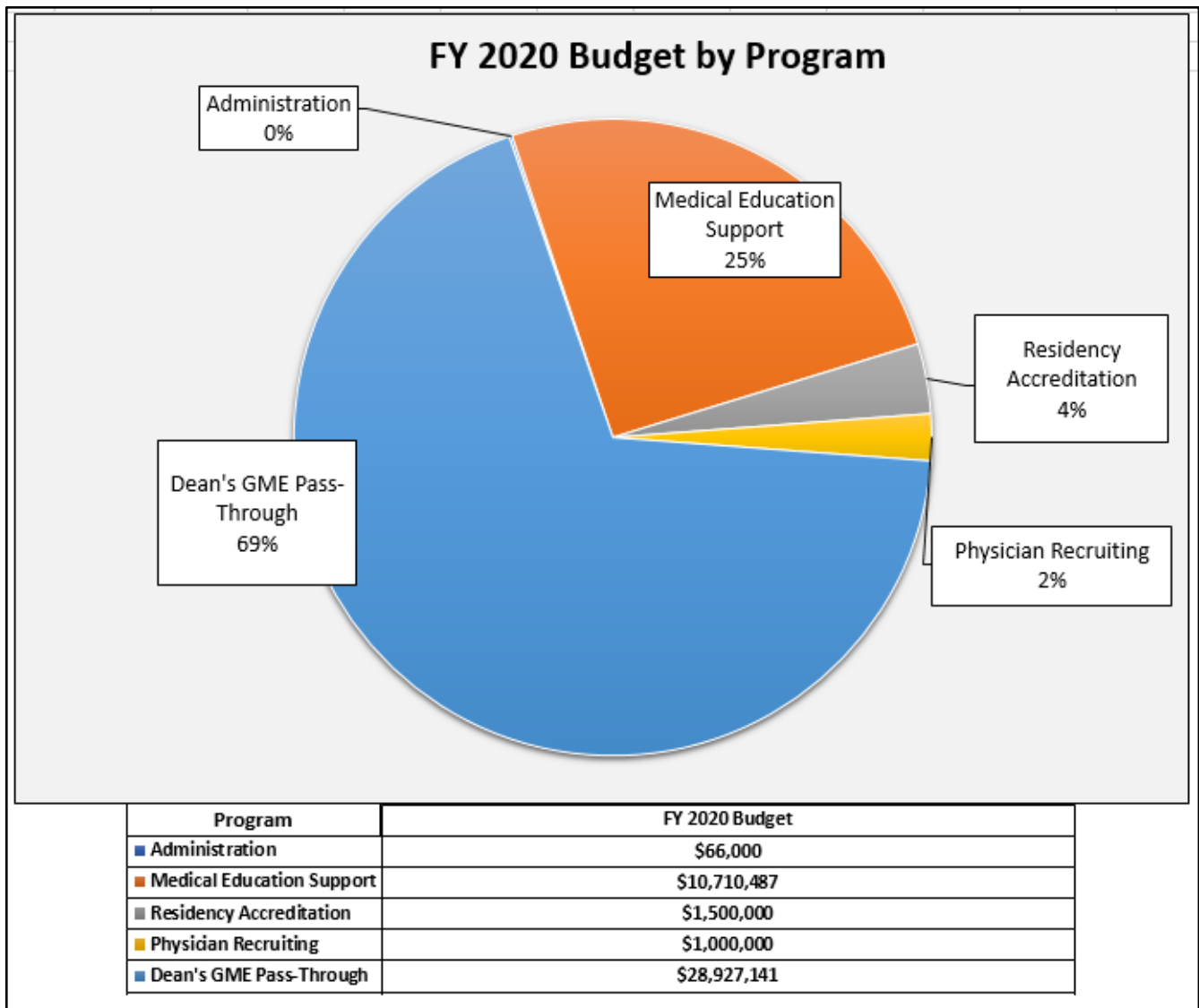
1. Governor appointee (three-year term);
2. Speaker of the House appointee (three-year term);
3. President Pro Tempore of the Senate appointee (three-year term);
4. President of Oklahoma State University appointee;*
5. The chief executive officer of the Oklahoma Health Care Authority, or a designee;
6. President of the OSU Center for Health Sciences; and
7. Chief executive officer of OSUMA (ex officio, nonvoting).

The Oklahoma State University Medical Trust consists of the same membership except that the CEO of OSUMA is not a sitting member. Current members are:

Name	Appointing Authority	Senate Confirmation Date	Term Ending Date	Other Statutory Requirements
Edward Keller	Governor	5/6/2019	6/1/2022	
Jay Helm	Speaker of the House		5/31/2020	
Doug Evans	Senate President Pro Tem		5/31/2021	
Kayse Shrum	Statute		N/A	President of OSU-CHS
Kevin Corbett	Statute		N/A	CEO of OHCA
Barry Steichen	President of OU		N/A	Representative of a health system with an academic affiliation agreement with OSU-CHS

*Appointed member must be the chief executive officer of any entity, other than the Oklahoma State University Medical Trust, with whom the Oklahoma State University College of Osteopathic Medicine has entered into an Academic Affiliation Agreement to serve as the primary site of practice and teaching hospital for medical residency programs, or a designee.

Programs



Administration

Administrative services include general administration, legal, and accounting and finance.

Medical education support

OSU Medical Center

The OSU Medical Center serves as the core teaching hospital for the students of the OSU College of Osteopathic and the residents under the institutional sponsorship of the OSU Center for Health Sciences. In addition to its teaching commitment, OSUMC is also a major provider of indigent care, serving a disproportionate share of uninsured and Medicaid patients compared to citywide and

statewide averages. Approximately 37% of patients accessing services in the medical center's emergency room have no insurance and no ability to pay for the services provided. Overall, only 15% of the patients utilizing the OSUMC carry commercial insurance coverage.

OSUMC is also the training ground for tomorrow's osteopathic physicians. OSU-COM medical students complete clinical rotations at the hospital, including the third year core rotations and specialty elective rotations in the third and fourth year. Over 200 medical residents utilize the patient care activities at OSUMC to complete their required training in 20 different residency and fellowship programs.

The federal government sets a cap on the number of resident FTEs reimbursable from the Center for Medicare and Medicaid Services. To meet Oklahoma's physician workforce needs and to comply with the accreditation requirements set forth by the Accrediting Council on Graduate Medical Education, OSUMC trains significantly more residents than are reimbursed by CMS. Currently, OSUMC employs 176 residents while the CMS direct GME cap is 104, a difference of 72 residency slots. Consequently, revenues generated from clinical activities must be diverted to fund the 72 residency slots in excess of the GME cap.

The twofold obligation of medical education training and indigent care places a substantial financial strain on OSUMC. As a result, subsidies from OSUMA are required to enable OSUMC to fulfill its educational mission and to its duty to care for Oklahoma's most vulnerable populations. Additionally, OSUMA provides state matching funds to draw down federal dollars through the Medicaid Indirect Medical Education funding program.

Residency accreditation cost support

In FY 2020, the Legislature provided \$1.5 million to assist with the increased costs related to residency program accreditation that stemmed from the national transition of American Osteopathic Association accredited residency programs to American Council on Graduate Medical Education accreditation. OSUMA reimburses the OSU Medical Trust for qualified expenditures related to achieving and maintaining ACGME accreditation.

Physician recruitment

In FY 2020, the Legislature provided \$1 million to enhance physician recruitment at the OSU Medical Center. OSUMA reimburses the OSU Medical Trust for qualified expenditures related to the recruitment of new physicians to the medical center.

Deans GME pass-through funds

In FY 2020, the Legislature appropriated \$28,927,141 to OSUMA to replace federal funds lost by the OSU Center for Health Sciences due to the shutdown of the Deans' GME funding program by the Centers for Medicare and Medicaid Services. OSUMA provides these funds to OSU-CHS on a monthly basis to support the operations of the physician training programs at OSU-CHS.

Performance and Projects

Key Performance Measures by program

Accreditation Cost Support					
Goal					
Achieve 100% accreditation of programs by December 2020.					
Key Performance Measure					
Accreditation approval from Residency Review Committee (RRC)					
Key Performance Measure Description					
% of programs carrying either initial or continued accreditation from the appropriate Residency Review Committee of the Accrediting Council on Graduate Medical Education (ACGME)					
Unit of Measure					
% of programs accredited					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
72%	94%	100%	100%	100%	100%

OSUMC Education Subsidy					
Goal					
Improve patient care quality measures to meet, then exceed, national median.					
Key Performance Measure					
Medicare Total Performance Score					
Key Performance Measure Description					
Total performance score calculated by CMS under the Medicare Value Based Purchasing Program					
Unit of Measure					
Total Performance Score					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
22.17	25.17	26.93	28.82	30.83	32.99

Note: The median total performance score is 37.

OSUMC Education Subsidy					
Goal					
Increase number of patient encounters to fuel an improved learning environment at OSUMC.					
Key Performance Measure					
Increase patient volume.					
Key Performance Measure Description					
Increase percentage of total admissions, observations and outpatient visits at OSUMC.					
Unit of Measure					
Increase in percentage of patients served at OSUMC, year-over-year.					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
11%	16%	5%	8%	9%	9%

Note: Percentage growth targets reflect current funding levels. Initial growth levels were accelerated due to investments provided at the initiation of the management agreement.

Oklahoma Hospital Residency Training Program startup					
Goal					
Create new federally funded residency training positions in Oklahoma hospitals.					
Key Performance Measure					
Establish new Medicare caps.					
Key Performance Measure Description					
Number of new resident positions created that are eligible to receive Medicare DGME and IME funding					
Unit of Measure					
Number of Eligible Positions					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
24	0	0	4	8	12

Note: Residency targets are for newly accredited positions. FY 2018 actuals reflect initial funding provided by TSET.

Regional benchmarks and comparisons

As a funding partner, OSUMA works collaboratively with medical education training sites affiliated with the OSU Center for Health Sciences to ensure the quality of the educational environment. As the owner of the OSU Medical Center, OSUMA is directly involved in creating programs and interventions to move quality, patient care and educational outcome measures to positive comparisons with regional and peer institutions.

OSUMC serves primarily as a teaching hospital and one of the key benchmarks for success is to produce physicians to address the serious physician shortage in Oklahoma. According to the Association of American Medical Colleges, 47% of physicians are actively in practice in the state where they completed their residency. The 10-year history at the OSU Medical Center is 62%. This performance above the national average equates to 70 additional physicians practicing in our state.

One of the primary benchmark measurements is the Medicare Value Based Purchasing Total Performance Score. From 2018-2019 OSUMC increased its score by 13%. Despite this progress, OSUMC’s score still falls below the national median score of 37, resulting in lower Medicare payment for inpatient care. Continued interventions, including significant financial investments, are necessary to improve scores to reach the national median.

CMS publishes annual star quality ratings as a method to compare hospitals. On a scale of one to five, OSUMC received a two-star rating. This rating is slightly below the national average but is favorably compared to other teaching hospitals in the region. Seven factors make up the star rating. OSUMC outperformed the national average in two measures, underperformed on two measures, and met the baseline standard on three measures.

Above Average	Average	Below Average
<ul style="list-style-type: none"> Safety of care. Timeliness of care. 	<ul style="list-style-type: none"> Mortality. Effectiveness of care. Efficient use of medical imaging. 	<ul style="list-style-type: none"> Readmission rate. Patient experience.

Accomplishments

- Obtained ACGME Accreditation for all residency programs except one as of current date. On track for complete accreditation by December 2020.
- Received full Healthcare Facilities Accreditation Program accreditation.
- Continued to improve the Medicare Total Performance Score, increasing by 13.5% last year while the national median remained flat.
- Opened the new outpatient dialysis unit on time and under budget.
- Addressed historic deferred maintenance issues by replacing roof and fire suppression systems.

Savings and efficiencies

- Operated OSUMC through a public/private arrangement with Saint Francis Health System for management services.
- Reduced paid FTEs by roughly 18% over the previous two years.
- Moving electronic health records system for hospital and outpatient clinics to Epic provided by Saint Francis.

- Entered into new group purchasing arrangement providing for supply cost savings.

Agency goals

- Complete feasibility planning, secure funding, and begin design and construction of new hospital operating suites to meet code requirements and community standards.
- Continue medical staff growth through physician recruiting and establishment of specialty service lines critical to residency training needs.
- Open skilled nursing facility and operational status.
- Continue addressing deferred maintenance items by replacing the exterior windows, building façade, and air handling units, and by completing elevator modernization projects.

Projects for implementation

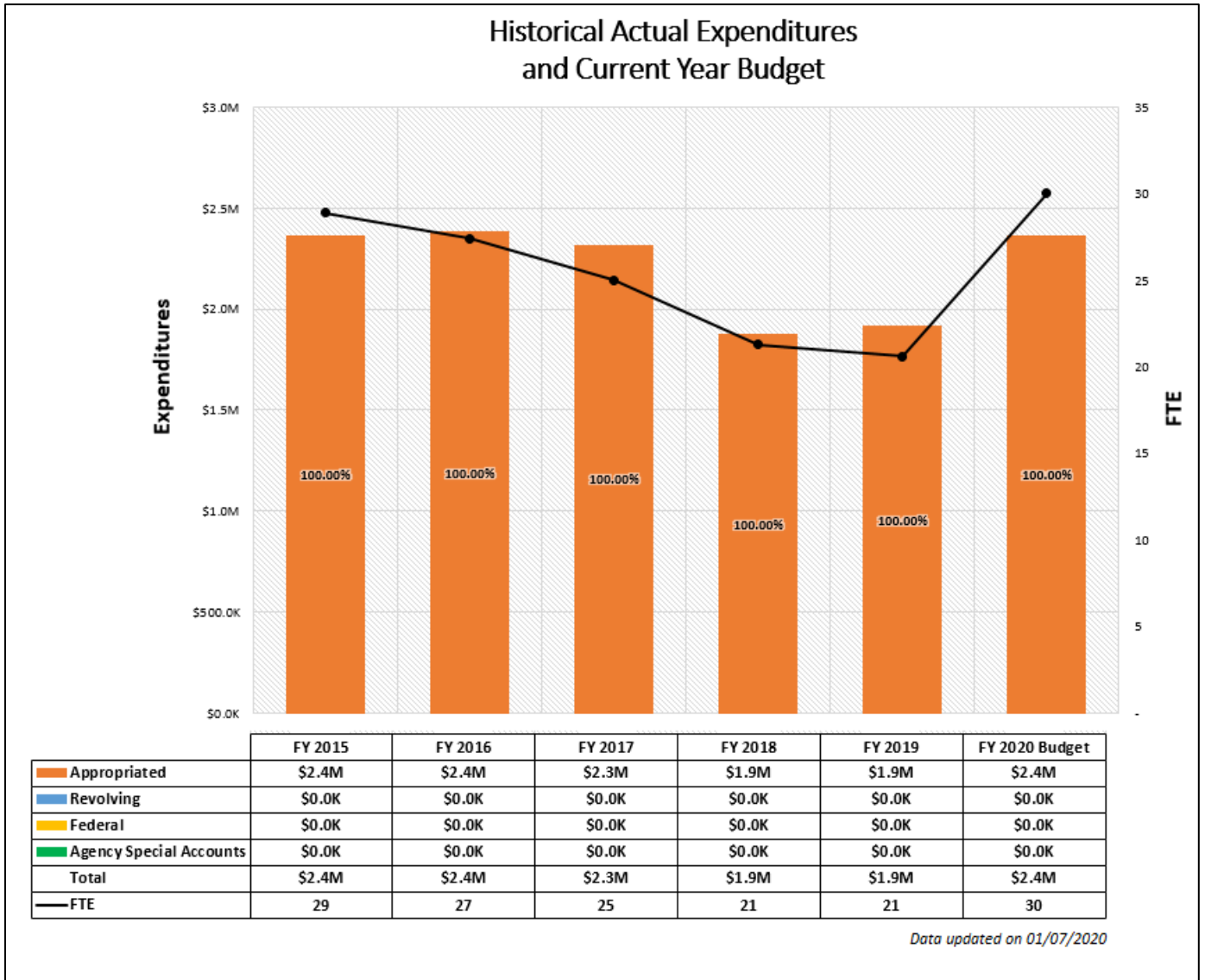
- Completing construction and relocation of operating suite and acquire robotic surgery equipment.
- Replace building façade and windows.
- Recruiting new physicians and establishing a specialty service line.
- Partnering with the Department of Veterans Affairs and the Tulsa community to develop a new veterans hospital and psychiatric hospital adjacent to OSUMC's property.
- Implementing Epic electronic health record system.

Oklahoma Pardon and Parole Board



Agency information

Pardon and Parole Board



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Pardon and Parole Board is to serve the citizens of Oklahoma by making careful and informed decisions, focusing on public safety, offender accountability, and victims' rights.

Governance and administration

The Pardon and Parole Board is established through Article VI, Section 10 of the Oklahoma Constitution. The five-member, part-time board is charged with making impartial investigations and reviews of applicants for commutations, pardons, and paroles.

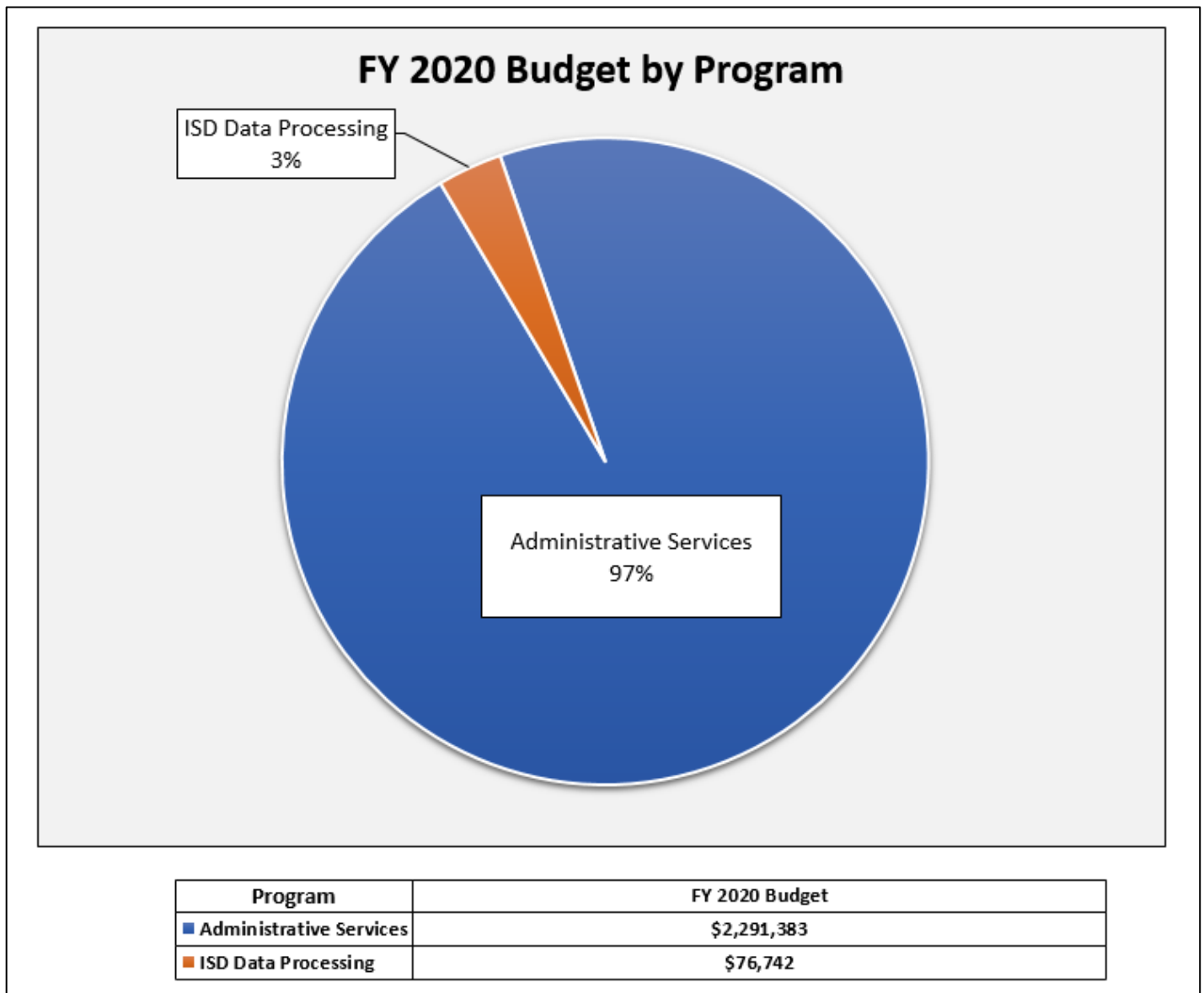
The Pardon and Parole Board may grant parole for nonviolent offenses, providing restrictions, limitations, and services as deemed proper. In addition, the Pardon and Parole Board makes recommendations, including suggestions on restrictions, limitations, and services as deemed appropriate, to the Governor regarding commutation, pardons, and paroles for violent offenders.

The board is authorized to employ administrative staff. The current Executive Director is Steven Bickley with an annual salary of \$108,000.

Members of the board are appointed. Three are appointed by the Governor, one by the Chief Justice of the Oklahoma Supreme Court, and one by the Presiding Judge of the Court of Criminal Appeals. The board holds office coterminous with the Governor.

Name	Appointed by	Term Ends
Allen McCall	Chief Justice of the Supreme Court	January 2023
Larry Morris	Presiding Judge of the Court of Criminal Appeals	January 2023
Kelly Doyle	Governor	January 2023
Adam Luck	Governor	January 2023
Robert Gilliland	Governor	January 2023

Programs



Executive, administration and field services

This mission of the Pardon and Parole Board is accomplished by executive, administrative, and investigator field staff.

The executive staff:

- Guides and directs the overall work of the agency
- Serves as the liaison to Office of Management and Enterprise Services in the processing of payroll, purchasing, and accounts payable;
- Ensures the development implementation of efficient and standardized procedures;
- Provides training for the board and staff;

- Coordinates monthly meetings, including inmate personal appearances, victim and district attorney protests, delegate personal appearances, written protests, and support letters; and
- Coordinates and collaborates with other criminal justice and key stakeholder agencies and organizations.

The administrative staff:

- Processes the commutation and pardon applications;
- Prepares the monthly dockets and results;
- Provides information for victims and/or victim representatives and delegates for the inmates;
- Responds to the public regarding information;
- Reports the board results; and
- Forwards the information and recommendations to the Governor.

The investigator field staff:

- Dockets inmates for future parole considerations;
- Reviews inmates' case files and criminal histories;
- Interviews inmates prior to parole consideration; and
- Prepares thorough, detailed reports on each inmate to be considered by the board.

These reports include a summary of the crime, a history of previous convictions, drug and alcohol use, mental health history, programs taken while incarcerated to improve their knowledge and behaviors, misconducts while incarcerated, a narrative from the district attorney regarding the crime, and inmate's account of the offense, among other information.

Clients served:

Calendar Year Results Analysis			
Docketed	2018	2019	Percent Increase
Pardons	167	294	76%
Paroles	2,382	3,314	39%
Commutations	634	3,332	426%
Total	3,183	6,940	118%

Notes:

1. In 2019, 760 parole cases were docketed through Admin Parole. In addition, 892 cases were docketed through HB 1269's accelerated single state commutation docket.
2. In 2018, 115 of 3,183 docketed cases were stricken or passed, 3.6%. In 2019, 359 cases were stricken or passed, 5.2%.
3. Docketed cases are for the full calendar year.

Calendar Year Results Analysis			
Favorable Recommendations	2018	2019	Percent Increase
Pardons	136	239	76%
Paroles	644	1,407	118%
Commutations	145	1,642	1,032%
Total	925	3,288	255%

Notes:

1. In 2019, 525 parole cases were recommended through Admin Parole and 527 cases were recommended through HB 1269's accelerated single stage commutation docket.
2. Excluding the favorable recommendations from admin parole and HB 1269, total favorable recommendations would be up 141% instead of 255%.
3. Favorable Recommendations are for January through November of the respective year.

IS data processing

The Pardon and Parole Board contracts with OMES Information Services information technology services.

Performance and projects

Key Performance Measures by program

Administration					
Goal					
To effectively manage the docketed caseload.					
Key Performance Measure					
Number of docketed cases					
Key Performance Measure Description					
Effectively managing docketed caseloads can result in greater allotted time per case for investigative work, to offenders for personal appearances, to victims and to District Attorney protests.					
Unit of Measure					
Docketed cases of pardons, paroles, and commutations					
Actuals		Targets			
CY 2018	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023
3,183	6,940	7,000	5,000	5,500	6,000

Regional benchmarks and comparisons

Across the United States, there is significant variation in the number and composition of the pardon and parole boards' members, the structure of the boards, the functions and mandates, the configuration of their processes, the types of parole considerations, and statutes that guide them. Due to these variances, it is difficult to make a comparison between states.

While Oklahoma has the highest incarceration rates for both men and women, this fact is not reflective of the parole system in Oklahoma. A comparison that can be made is with recidivism rates in Oklahoma. According to the Bureau of Justice Statistics, "Recidivism is one of the most fundamental concepts in criminal justice." In 2005, a Bureau of Justice Statistics study found that within three years of release, about 67.8% of prisoners were rearrested. This study involved data from 30 states including Oklahoma.

By comparison, FY 2016 data from the Oklahoma Department of Corrections found that the state had an overall recidivism rate of 24.18% within three years after release. In comparing inmates who were paroled, on probation, or flat-timed to the street, parole had the lowest recidivism rate for both males and females, which was 14.69% and 13.91% respectively. This data supports that the parole process in Oklahoma is working as it relates to recidivism, which is one of the core missions of the Pardon and Parole Board – successful re-entry.

Accomplishments

- The Pardon and Parole Board has been at the forefront of implementing criminal justice reforms for our state.
 - Docketed 6,940 cases – a 118% increase in volumes compared to 2018. The increase in caseload was driven by sentencing reforms and other criminal justice reforms passed by the legislature.
 - Favorable recommendations by the board were up 255%, including 763 additional parole recommendations and 788 additional commutation recommendations to the Governor.
 - These actions by the board are the primary reasons why the inmate population at Oklahoma Department of Corrections has fallen by 7.6% or over 2,000 inmates in the past year.
- Maintained a flat budget in FY 2020 at \$2,368,125 and expects to do the same in FY 2021.
 - One would normally expect to see increased expenses with volumes doubling and the agency individually reviewing approximately 25% of all inmates in Department of Corrections' custody. However, that is not the case. The Pardon and Parole Board requested \$2,333,154 for FY 2021 based upon our belief and management mantra that we need additional automation, not additional headcount.
- Leading in criminal justice reforms and innovating to improve the system.
 - On November 1, 2019, the Pardon and Parole Board held a special meeting to vote on an accelerated single-stage commutation docket for offenders whose crimes, if sentenced today, would be considered misdemeanors. With a sense of urgency, the board held this meeting the first day the law, HB 1269, went into effect. By collaborating with ODOC, all the necessary release work was done so that inmates could leave prison on November 4, 2019. The result was 462 inmates being released in the largest single-day commutation of sentences in our nation's history. This event garnered local, national, and international acclaim for our state and saved taxpayers \$11.9 million.
 - By publicly announcing our intentions to hold this docket in early November, the Pardon and Parole Board united the nonprofit community in their efforts to assist releasing inmates. This collaboration led to the DOC holding 28 transition fairs, attended by 45 nonprofits and state agencies, which met with 781 inmates to share how these community partners could help the inmates with housing, transportation, counseling, employment, and mental health services.
 - In September 2019, the Pardon and Parole Board decided to voluntarily implement a best practice for parole boards by documenting and communicating reasons for parole denial. The board identified five common reasons for parole denial designed to assist the offender in improving their rehabilitation efforts. During balloting, board members may choose to record one or more denial reasons for their vote and then those reasons are communicated to the inmate through their case manager.
 - With all the efforts underway to reduce inmate incarceration levels, the board wanted to ensure victim voices were appropriately being heard in the parole and commutation process. Therefore, the agency launched a new, streamlined form on our website making it easier and quicker for victims to protest.

Savings and efficiencies

- Implemented a Memorandum of Understanding with the Department of Corrections. This has allowed us to have a flat budget request assuring the ongoing support of DOC personal specifically relating to

shared investigative resources and ongoing agency electronic file support via monthly and any additional data requests.

- Continued to utilize OMES shared services for: accounts payable, budget, procurement, payroll, and IT services.

Agency goals

- Review and update and/or develop administrative rules for the agency.
- Increase the electronic data flow between the Oklahoma Department of Corrections and PPB for better decision making.
- Change the IT platform of the Victims Database to ensure the stability of the database and the continued ability of the Pardon and Parole Board to meet the notification requirements to victims.
- Incorporate the Risk Assessment Tool into the investigative report which can be utilized by the Pardon and Parole Board to assist and guide parole decisions.

Projects for implementation

- Review existing administrative rules and develop new administrative rules for parole and revocations.
- Continue to work with the Crime and Justice Institute, the National Parole Resource Center and other key stakeholder agencies to obtain training for the board and the staff.
- Continue to provide training to the investigative field staff to improve information provided to the board.
- Continue to work with OMES to review the Pardon and Parole Board Reporting System to streamline the administrative processes of the agency using technology to auto-generate a number of processes, such as letters to victims, parole certificates, reports, etc.

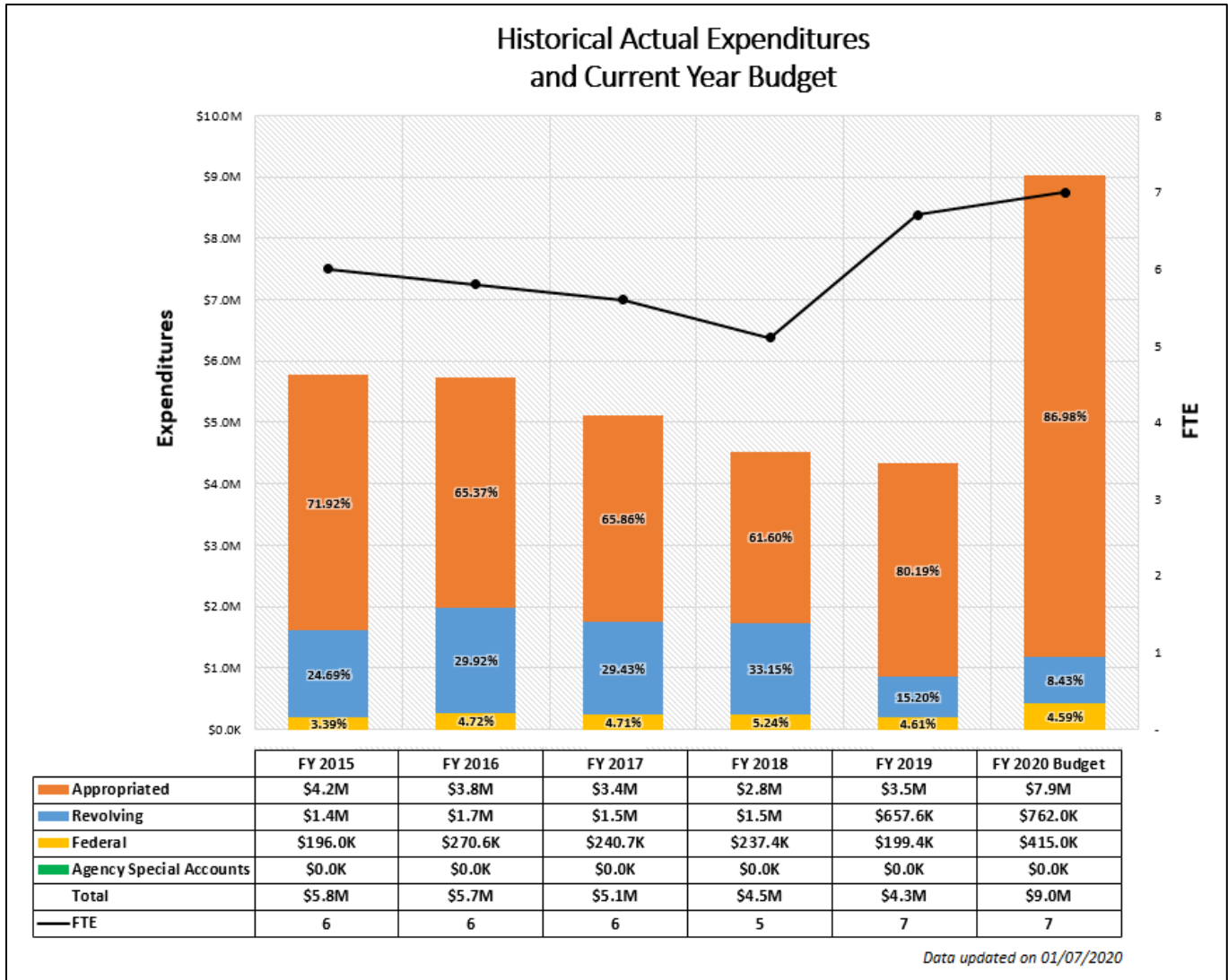
Physician Manpower Training Commission



State of Oklahoma
**Physician Manpower
Training Commission**

Agency information

Physician Manpower Training Comission



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Physician Manpower Training Commission is to enhance medical care in rural and underserved areas of Oklahoma by administering residency, internship, and scholarship incentive programs that encourage medical and nursing personnel to practice in rural and underserved areas. Further, PMTC aims to upgrade the availability of health care services by increasing the number of practicing physicians, nurses, and physician assistants in rural and underserved areas of Oklahoma.

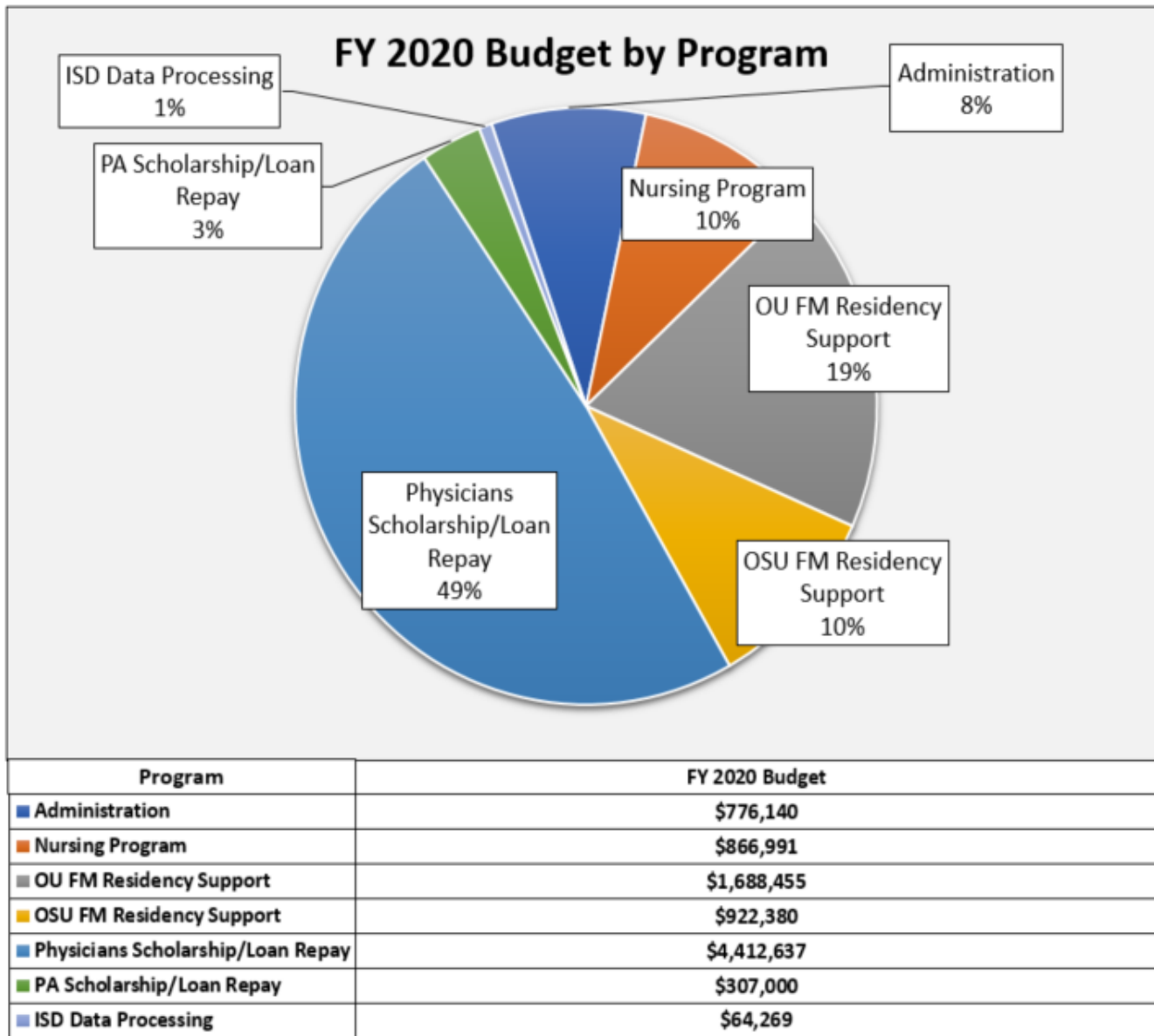
Governance and administration

The commission consists of seven members appointed by the Governor with the advice and consent of the Senate. Three members must be practicing allopathic physicians, two must be practicing osteopathic physicians, and the remaining two members shall not be physicians. The term of office is five years.

There are twelve additional nonvoting ex officio members of the commission who serve in an advisory capacity only. These members include the dean of the University of Oklahoma College of Medicine, the dean of the University of Oklahoma College of Medicine – Tulsa, the chairman of the Department of Family Medicine of the University of Oklahoma Health Sciences Center, the chairman of the Department of Family Practice of the University of Oklahoma College of Medicine – Tulsa, the chairman of the Department of General Practice of the Oklahoma State University College of Osteopathic Medicine, the president of the Oklahoma Academy of Family Physicians, the president of the Oklahoma State Medical Association, the president of the Oklahoma State Osteopathic Association, the president of the Oklahoma Hospital Association, the chairman of the State Board of Health, the provost of the University of Oklahoma Health Sciences Center, and the dean of the Oklahoma State University Center for Health Sciences. Any of these members may assign a designee to fill their position on this commission.

Name	Governor Appointment Date	Senate Confirmation Date	Term Ending Date
Joe L. Leverett, M.D.	6/6/2017	4/2/2018	6/5/2023
Harold Z. DeLaughter, D.O	6/6/2016	4/11/2016	6/5/2021
Jack Beller, M.D.	6/6/2014	5/11/2015	6/5/2020
Jason Hill, D.O.	6/6/2015		6/5/2020
Pamela Spanbauer	6/6/2016	4/11/2016	6/5/2021
Bruce Storms, M.D.	6/6/2015	5/11/2015	6/5/2020
Kevin Khoury	4/9/2019	5/8/2019	6/5/2023

Programs



Nurse student assistance program

This program provides financial assistance in the form of scholarships to nursing students enrolled in an accredited nursing education program in exchange for a service obligation in a facility in Oklahoma that is not a physician’s office; private duty practice; research, federal, or majority physician-owned facility; industrial, school, or summer camp.

Clients served: 200 Oklahoma nursing students enrolled in an accredited nursing education program and Oklahoma urban and rural underserved nursing facilities.

OU and OSU family medicine resident cost sharing program

This program provides cost sharing for primary care internship and residency training programs. PMTC provides a portion of the salaries of residents so that additional residency positions may be developed and funded.

Clients served: The University of Oklahoma College of Medicine, the University Of Oklahoma College Of Medicine – Tulsa, and the Oklahoma State University of Osteopathic Medicine.

Physician and physician assistant medical loan repayment program

This program provides financial assistance in the form of scholarships to medical students enrolled in an accredited medical or osteopathic college in exchange for a service obligation to a rural and underserved Oklahoma community. This program provides financial assistance in the form of scholarships to primary care physician assistants enrolled in an accredited physician assistant program in exchange for a service obligation to a rural and underserved Oklahoma community.

Clients served: 74 medical students, physician residents, and licensed physicians committed to practice in a rural Oklahoma community; 19 physician assistant students enrolled in an accredited physician assistant program; and licensed physician assistants willing to practice in Oklahoma rural/underserved communities.

Performance and projects

Key Performance Measures by program

Nursing Student Assistance Program					
Goal					
Redesign nursing assistant program to increase effectiveness.					
Key Performance Measure					
Increase nurse placement in rural communities.					
Key Performance Measure Description					
Increase the percentage of rural nursing placements each year until reaching 100%.					
Unit of Measure					
Year-over-year increase of nurses dedicated to rural area service					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
58%	63%	70%	75%	80%	85%
Key Performance Measure					
Nursing Education					
Key Performance Measure Description					
Increase the number of nurses advancing to a higher degree level as a result of nursing assistance awards.					
Unit of Measure					
Number of scholarships provided to people seeking Bachelor or higher nursing degrees					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
14	23	30	35	40	45

Oklahoma Family Medicine Resident Cost Sharing Program

Goal

Increase physician placement in rural communities through PMTC training programs by 25% each year to reach a target of 45 new rural physicians each year. Increasing rural residency training opportunities provides greater probability of resident physicians locating in rural areas after completing training.

Key Performance Measure

Increase physician placement in rural communities through rural residency training programs by 25% each year.

Key Performance Measure Description

Increase physician placement in rural communities by 25% each year.

Unit of Measure

Number of Physicians Retained in Rural Areas after Completing PMTC Training Programs

Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
16	22	27	33	41	45

Physician Assistant Practice Incentives

Goal

Decrease shortages by incentivizing advanced practice providers.

Key Performance Measure

Implement loan repayment program for physician assistants.

Key Performance Measure Description

Sponsor 25 physician assistants per year through implementation of a state loan repayment program utilizing community sponsored programs.

Unit of Measure

Physician Assistants Sponsored

Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0	15	25	25	25	25

Regional benchmarks and comparisons

According to the 2019 State Physician Workforce Data Book, published by the Association of American Medical Colleges, Oklahoma is ranked 48th in total active physicians by population as measured in 2018. Oklahoma had 8,151 total active physicians, or 206.7 active physicians per 100,000 people. The national average is 277.8 physicians per 100,000 people.

Oklahoma Primary Care Physicians

Type	Practicing in Oklahoma	People Per Physician
Emergency Medicine	342	11,529
Family Medicine General Practice	1,590	2,480
Cardiovascular Disease	181	21,785
Internal Medicine	756	5,216
Obstetrics and Gynecology	356	11,076
Pediatrics**	467	**2,508

Sources: AMA Physicians Masterfile (December 31, 2018). Population estimates as of July 1, 2018 from the U.S. Census bureau.

**Only 21 yrs. or younger are included in People Per Physician count.

Accomplishments

- Increased financial assistance for rural resident training and rural resident rotations.
- Increased the number of physician loan repayment participants.
- Made rules revisions to synchronize all programs' defined service areas and increase the number of rural communities served by PMTC programs.
- Received approval for new FTE for increased outreach, to identify health care workforce needs across rural Oklahoma, and assist with program information management.

Savings and efficiencies

- Utilized electronic communication and archiving to save postage and storage expenses.
- Utilized OMES shared services, HR/Payroll, and IS to minimize administrative and IT expenses.

Agency goals

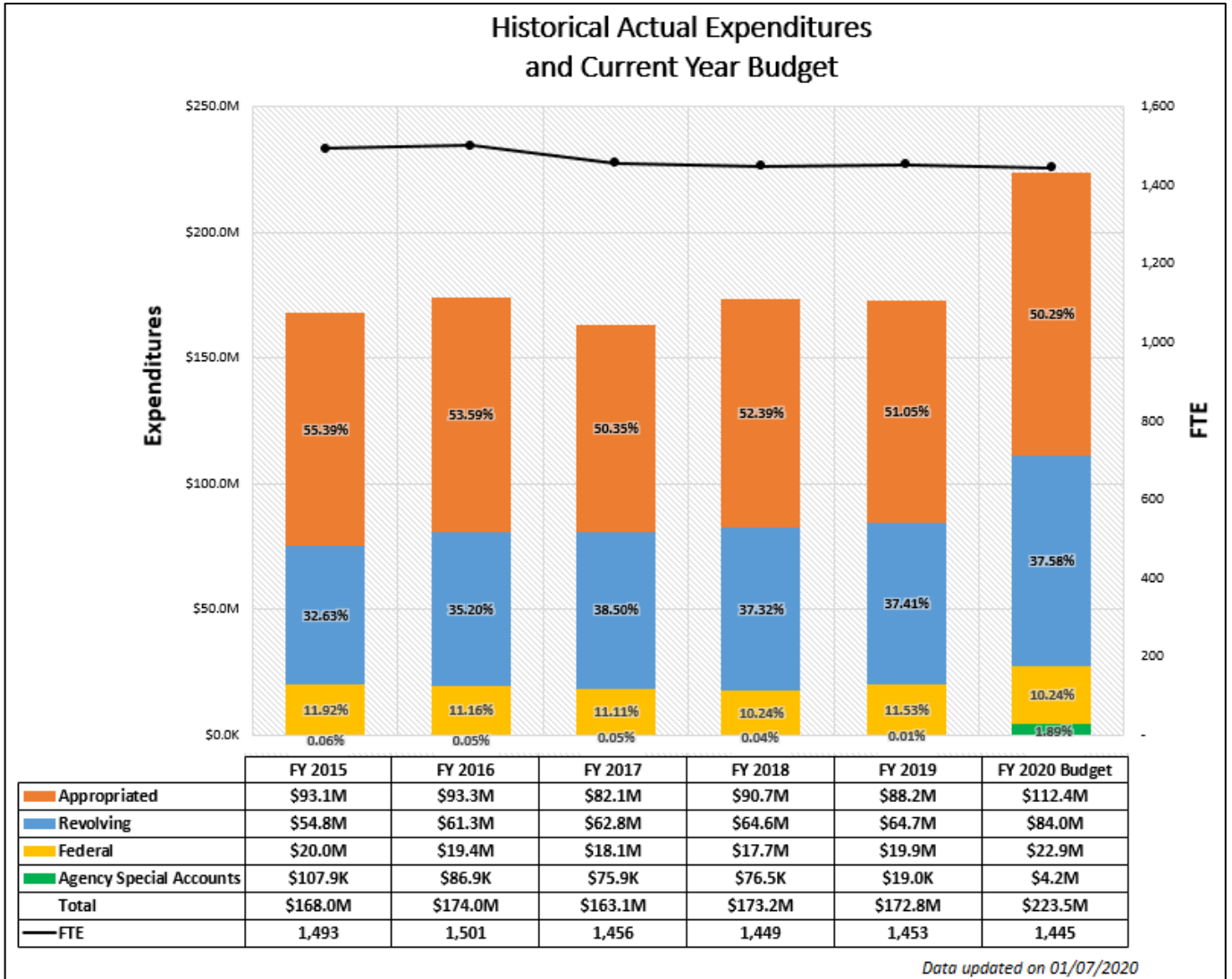
- Increase physician loan repayment participation and maximum available funds.
- Implement nursing assistance program redesign recommendations to increase effectiveness.
- Reduce provider shortage in rural Oklahoma through increased physician and PA loan repayment and scholarship awards.
- Increase PMTC collaboration with rural community health care partners.

Department of Public Safety



Agency information

Department of Public Safety



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The Oklahoma Department of Public Safety’s mission is to provide a safe and secure environment for the public through courteous, quality, and professional services.

Governance and administration

The Commissioner of Public Safety is appointed by the Governor with the advice and consent of the Senate to serve at the pleasure of the Governor. The Commissioner must be a professional law enforcement officer with at least 10 years’ experience in the field of law enforcement or with five years’ experience in the field of law

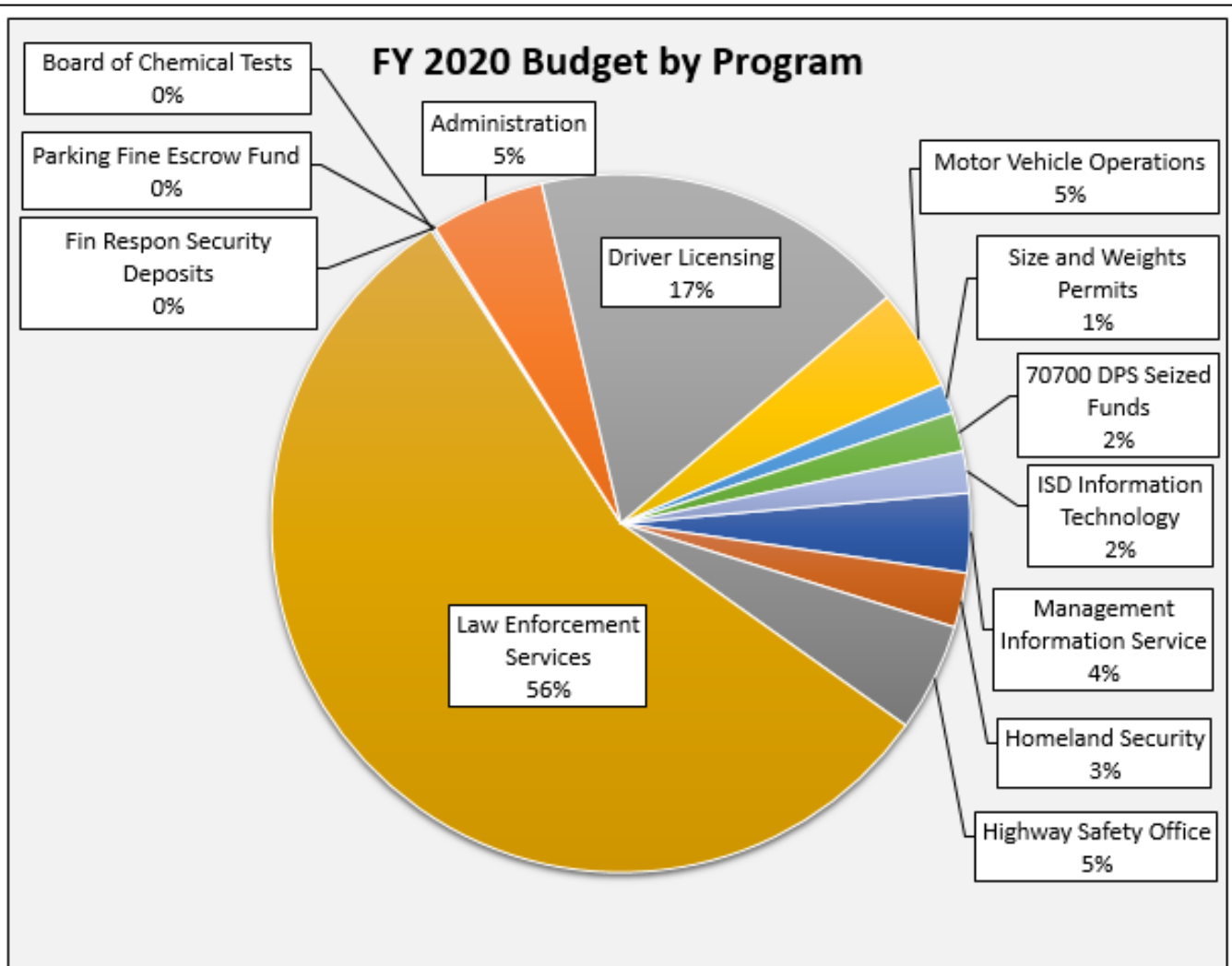
enforcement and be a graduate of a four-year college with a degree in law enforcement administration, law, criminology, or a related science.

The Commissioner appoints two principal deputies: an Assistant Commissioner of the department and a Chief of the Oklahoma Highway Patrol. The Assistant Commissioner is the second in succession of the department and is responsible for overseeing the civilian management staff of the department. The Assistant Commissioner is also responsible for operations of drivers' license administration. The Highway Patrol Chief serves as the professional head of the patrol and is responsible for the capabilities, plans, and operations of the patrol.

Operationally, the Assistant Commissioner and Chief serve as equals with the Assistant Commissioner focused on administrative functions and the Chief of patrol serving as the primary law enforcement head.

John Scully is the Commissioner of Department of Public Safety (DPS) and was appointed by Governor J. Kevin Stitt. His salary is \$143,000.

Programs



Program	FY 2020 Budget
Management Information Service	\$8,209,871
Homeland Security	\$5,654,256
Highway Safety Office	\$11,228,831
Law Enforcement Services	\$125,259,266
Board of Chemical Tests	\$287,026
Fin Respon Security Deposits	\$150,000
Parking Fine Escrow Fund	\$4,000
Administration	\$11,814,076
Driver Licensing	\$38,990,519
Motor Vehide Operations	\$10,522,152
ISD Information Technology	\$4,292,439
Size and Weights Permits	\$3,066,742
70700 DPS Seized Funds	\$4,067,051

Administration

The Administrative Services division provides support and management in the areas of wrecker services, finances, information services, legal, records management, human resources, property management, and size and weights permits.

Board of chemical tests

DPS receives appropriations on behalf of the Board of Tests for Alcohol and Drug Influence. The mission of the Board of Tests is to enhance public safety through the administration and regulation of the impaired driving breath-alcohol and blood testing programs in the State of Oklahoma.

Driver licensing services

The Driver License Services division is responsible for new and renewed drivers' licenses; this division also manages the suspension, denial, cancellation, revocation, or disqualification of individual driving privileges and the enforcement of driver financial responsibility laws, as well as the state's compulsory insurance law. The division continues to work on the Modernization/REAL ID project.

Law enforcement services

The law enforcement services program provides safety and protection for drivers on Oklahoma highways, as well as other specialized law enforcement services including commercial vehicle enforcement; lake patrol; Capitol patrol; bomb squad; and executive security for the Governor and his/her family, the Lieutenant Governor, and the Governor's mansion.

Highway safety office

The Oklahoma Highway Safety Office is responsible for developing an annual statewide plan to decrease fatalities and injuries on Oklahoma roadways. The OHSO administers federal highway safety funds in the form of projects with state and local agencies, nonprofit organizations, and private contractors.

Office of homeland security

The Oklahoma Homeland Security Act of 2004 outlined the Oklahoma Office of Homeland Security's strategic objectives, which include the following: 1) prevent a terrorist attack in Oklahoma; 2) reduce Oklahoma's vulnerability to terrorist attacks; and 3) minimize the damage from and response to a terrorist attack should one occur. The duties of the office include developing and implementing a comprehensive statewide homeland security strategy; planning and implementing a statewide response system; administering the homeland security advisory system; coordinating, applying for, and distributing federal homeland security grant funds; implementing homeland security plans; and such other duties as the Governor may prescribe.

ISD information technology

Through collaboration with the Office of Management and Enterprise Services Information Services, this division oversees, operates, and administers all IT-oriented systems on the DPS network.

Motor vehicle operations

DPS buys, builds, repairs, and surpluses vehicles for the Oklahoma Highway Patrol and civilian employees of the DPS. The OHP patrol cars are built and used to enforce laws of the state and nation. Fleet Management ensures OHP members and civilian employees have equipped vehicles to safely complete their required mission.

Size and weight permits

Title 47 of the Oklahoma statutes states that the Commissioner of DPS is responsible for the issuance of oversize and overweight permits via an online permitting system. The goal with Oklahoma Permitting Routing Optimization System is to comply with Oklahoma law (Title 47) and provide a safe, accurate, and timely route to our customers.

Management information services

Eight hundred megahertz is the DPS portion of the Oklahoma Wireless Information Network (800 MHz trunking network) where DPS maintains 34 out of a total of 48 sites. This system is used and needed by all local, state, federal, and tribal public safety entities for radio communications. The goal of the system is to expand coverage statewide for operable and interoperable radio communications for all public safety entities in the state. The Oklahoma Law Enforcement Telecommunications System Division (OLETS) provides a statewide telecommunications network for city, county, state, federal, and military law enforcement and criminal justice agencies in the state. OLETS also provides computer interfaces with several state and national agencies and organizations.

Performance and projects

Key Performance Measures by program

Law Enforcement Services					
Goal					
Improve traffic safety.					
Key Performance Measure					
Reduction in collisions					
Key Performance Measure Description					
Improve traffic safety through proactive enforcement and direct contact with the public with the goal of reducing injury and non-injury collisions through the increase of OHP manpower, which provides proactive enforcement and visual deterrent toward unsafe driving behaviors.					
Unit of Measure					
Number of injury and non-injury collisions					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
21,377	20,655	20,499	20,295	20,093	19,893

Law Enforcement Services					
Goal					
Increase commissioned personnel.					
Key Performance Measure					
OHP Manpower Initiative					
Key Performance Measure Description					
Enact comprehensive five-year OHP Manpower plan to increase commissioned personnel numbers.					
Unit of Measure					
Number of Highway Patrol troopers					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
792	781	838	889	940	991

Driver License Services					
Goal					
Reduce the wait time for customers at DPS exam offices.					
Key Performance Measure					
The number of customers who have to wait over 1 1/2 hours in a DPS exam office					
Key Performance Measure Description					
Reducing the number of customers who have to wait over 1 1/2 hours in a DPS exam office through technology and innovative customer service processes.					
Unit of Measure					
The number of customers who have to wait over 1 1/2 hours in a DPS exam office					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
76,950	108,356	100,316	50,000	25,000	0

Driver License Services					
Goal					
Become REAL ID compliant by 10/1/2020.					
Key Performance Measure					
Number of REAL ID credentials issued					
Key Performance Measure Description					
Successfully implement REAL ID to the approximate 630,000 citizens that don't have a passport, military ID, tribal, or global entry in first rollout phase to be completed by 10/1/2020.					
Unit of Measure					
Number of REAL ID credentials issued					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	N/A	126,000	504,000	N/A	N/A

Regional benchmarks and comparisons

Regional Workforce Study					
State	Total Traffic Troopers	Total Lane Miles (1)	Lane Miles per Traffic Trooper	Population (2)	Population per Traffic Trooper
Oklahoma	345	241,628.87	700.37	3,956,971	11,469.48
Regional average	777*	300,998.65	387	8,153,332	10,493
Texas	2,284*	680,981.32	298	28,995,881	12,695
Missouri	777*	277,118.06	357	6,137,428	7,899
Colorado	527*	185,252.16	352	5,758,736	10,927
Arkansas	465*	210,643.90	453	3,017,804	6,490
New Mexico	367*	161,749.21	441	2,096,829	5,713
Kansas	244*	290,247.26	1,190	2,913,314	11,940

*FY 2018 information provided by the Oklahoma Department of Public Safety.

(1) Functional System Lane-Length – 2018, Table HM-60 retrieved from:

<https://www.fhwa.dot.gov/policyinformation/statistics/2018/hm60.cfm>.

(2) NA-EST2019-01: Table 1. Monthly Population Estimates for the United States: April 1, 2010 to December 1,

2020, retrieved from: <https://www2.census.gov/programs-surveys/popest/tables/2010-2019/national/totals/na-est2019-01.xlsx>, 2019 Estimates.

Oklahoma ranks 40th in violent crime rate with a rate of 4.57 violent crimes per 1,000 people. The U.S. national average violent crime rate is 3.75 violent crimes per 1,000 people.

Table 2. Total Violent Crimes Reported (2009-2018)

Year	Murder	Rape	Robbery	Aggravated Assault	Total
2009	229	1,526	3,339	13,300	18,394
2010	191	1,467	3,320	12,941	17,919
2011	219	1,459	3,287	12,665	17,630
2012	219	1,675	3,213	13,163	18,270
2013	207	1,762	3,052	11,909	16,930
2014	178	1,877	3,028	10,804	15,887
2015	241	1,948	2,960	11,324	16,473
2016	239	2,134	3,135	12,058	17,566
2017	246	2,246	2,978	12,461	17,931
2018	210	2,465	2,765	13,224	18,664

Source: 2018 OSBI Uniform Crime Report

Table 3. Total Non-Violent Crimes Reported (2009-2018)

Year	Burglary	Larceny	Motor Vehicle Theft	Arson	Total*
2009	37,815	82,814	10,336	1,020	130,965
2010	37,358	79,741	10,076	1,011	127,175
2011	36,724	79,970	11,038	991	127,732
2012	35,889	82,288	11,562	1,654	129,739
2013	33,581	81,357	11,131	837	126,069
2014	29,470	74,590	10,484	795	114,544
2015	27,832	71,003	10,169	715	109,004
2016	28,525	73,917	11,869	724	114,311
2017	28,174	70,474	12,034	692	110,682
2018	26,630	71,602	13,055	734	111,287

*A collection of statistics regarding arson is shown separately and is not reflected in the totals of this table.

Source: 2018 OSBI Uniform Crime Report

Accomplishments

- Provided efficient emergency services during the May 2019 natural disaster in eastern Oklahoma.
- The Oklahoma Highway Safety Office coordinated Oklahoma’s participation in a 42-hour drug-impaired enforcement campaign – END420DUI. The National Highway Traffic Safety Administration and law enforcement officials from six states joined together to announce the program of zero tolerance for drug-impaired driving. During the campaign, law enforcement officials increased patrols, conducted checkpoints, and raised awareness of the impacts of drug-impaired driving.
- Significantly increased number of followers on social media and started an Instagram account with well over 17,000 followers.

Savings and efficiencies

- Driver compliance officers to start processing DL applicants and will be one-stop shop for reinstatements.
- Hired 29 DL Examiners to create efficiencies in order to process more people more quickly.

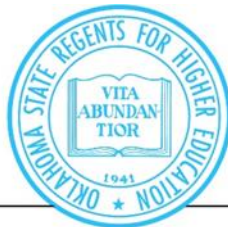
Agency goals

- Continue efforts to plan and implement Real ID.
- Improve customer service experience with Driver License Services.
- Adjust salary for OHP communications personnel based on a market survey by HCM.

Projects for implementation

- Fully implement and roll out Real ID.
- Conduct 100-person OHP Patrol Academy No. 66.
- Improve customer experience in Driver License Services.

Oklahoma State Regents for Higher Education

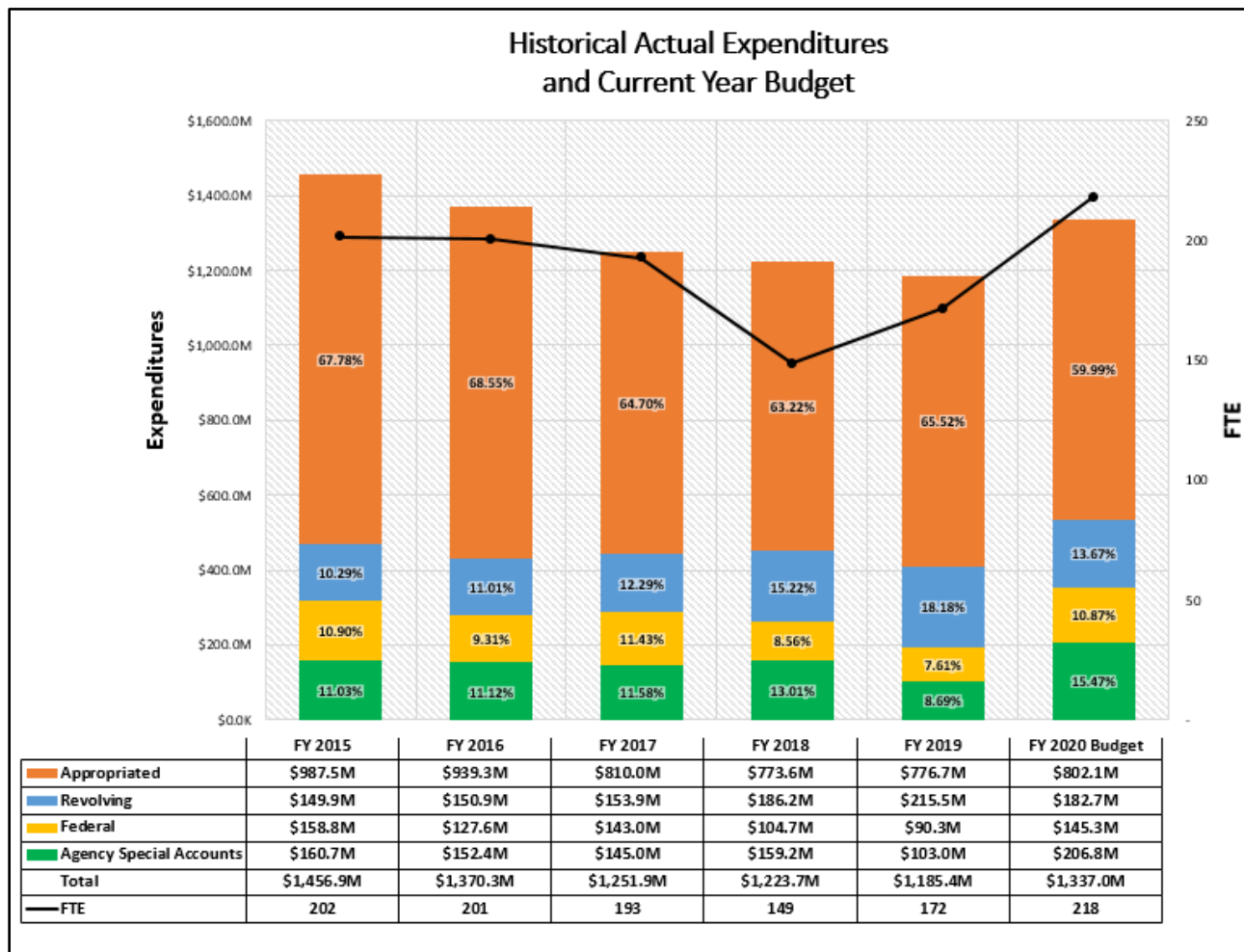


OKLAHOMA STATE REGENTS
FOR HIGHER EDUCATION

Improving our future by degrees

Agency information

Oklahoma State Regents for Higher Education



Notes: The Oklahoma State Regents for Higher Education facilitates the state support for all public institutions of higher education, which are separate entities in the state’s accounting software. As such, institutional funding is not reflected in prior year actual expenditures in the state system of record. Data for the graph above has been provided by the OSRHE financial office and cannot be independently verified by the Office of Management and Enterprise Services. Appropriated amounts may include carryover.

Mission

The mission of the Oklahoma State Regents for Higher Education is to build a nationally competitive system of higher education that will provide educational programs and services universally recognized for excellence, expand frontiers of knowledge, and enhance quality of life.

Governance

The OSRHE consists of nine members appointed by the Governor and confirmed by the Senate, who serve rotating nine-year terms, removable only for cause as provided by law for the removal of officers not subject to impeachment. Any appointment to fill a vacancy shall be for the balance of the term only.

Name	Appointment Date	Term Ending Date
Toney Stricklin	May, 2011	May, 2020
Ronald H. White	May, 2012	May, 2021
Jay Helm	May, 2013	May, 2022
Joseph L. Parker, Jr.*	May, 2014	May, 2023
Ann Holloway**	May, 2015	May, 2024
Vacant		
Jeffrey W. Hickman	May, 2017	May, 2026
Michael C. Turpen	May, 2018	May, 2027
Steven W. Taylor	May, 2019	May, 2028

*Chairman **Vice chairman

OSRHE – Governance board

The regents' role is to prescribe academic standards of higher education for the Oklahoma state system; to determine functions and courses of study at state colleges and universities; to grant degrees; and to approve each public college's and university's allocations, as well as tuition and fees, within the limits set by the Oklahoma Legislature.

While the state regents are the coordinating board of control for all institutions in the state system of higher education, governing boards of regents and boards of trustees are responsible for the operation and management of each institution or higher education program.

Institutional – Governance board

There are currently three constitutional governing boards and 12 statutory boards. The constitutional boards are the Board of Regents for the Oklahoma Agricultural and Mechanical Colleges, the Regional University System of Oklahoma, and the Board of Regents of the University of Oklahoma.

The state regents office

The work of OSRHE is defined by constitutional provisions, state statutes or state regents' policy. These provisions delineate and coordinate responsibilities for the State System of Higher Education, including the areas of institutional functions, programs of study, standards of higher education and institutional finances.

The chancellor

The chancellor is the chief executive officer for OSRHE and provides leadership for the state system. The work of the office serves the following functions: academic affairs; administration; board relations; budget and finance; legislative; economic development; student affairs; grants and scholarships; and the Oklahoma College Assistance Program and OneNet. The current chief executive officer is Dr. Glen Johnson, who became the eighth chancellor of the Oklahoma State System of Higher Education in January 2007. His annual salary as the chancellor of the Oklahoma State Regents for Higher Education is \$316,032.

Administration

The Oklahoma State System of Higher Education is the state's legal structure for providing public education at the collegiate level. It is coordinated by a system of colleges and universities located throughout the state.

With a current enrollment of more than 275,000 students, the state system is comprised of 25 colleges and universities, including two research universities; 11 regional universities; 12 community colleges; 11 constituent agencies and one higher education center. The state system is coordinated by OSRHE, and each institution is governed by a board of regents.

RESEARCH UNIVERSITIES

University of Oklahoma
Oklahoma State University

REGIONAL UNIVERSITIES

Cameron University
East Central University
Langston University
Northeastern State University
Northwestern Oklahoma State College
OK Panhandle State University
Rogers State University
Southeastern Oklahoma State University
Southwestern Oklahoma State University
University of Central Oklahoma
University of Science and Arts of OK

COMMUNITY COLLEGES

Carl Albert State College
Connors State College
Eastern Oklahoma State College
Murray State College
Northern Oklahoma College
Northeastern Oklahoma College
A&M College
Oklahoma City Community College
Redlands Community College
Rose State College
Seminole State College
Tulsa Community College
Western Oklahoma State College

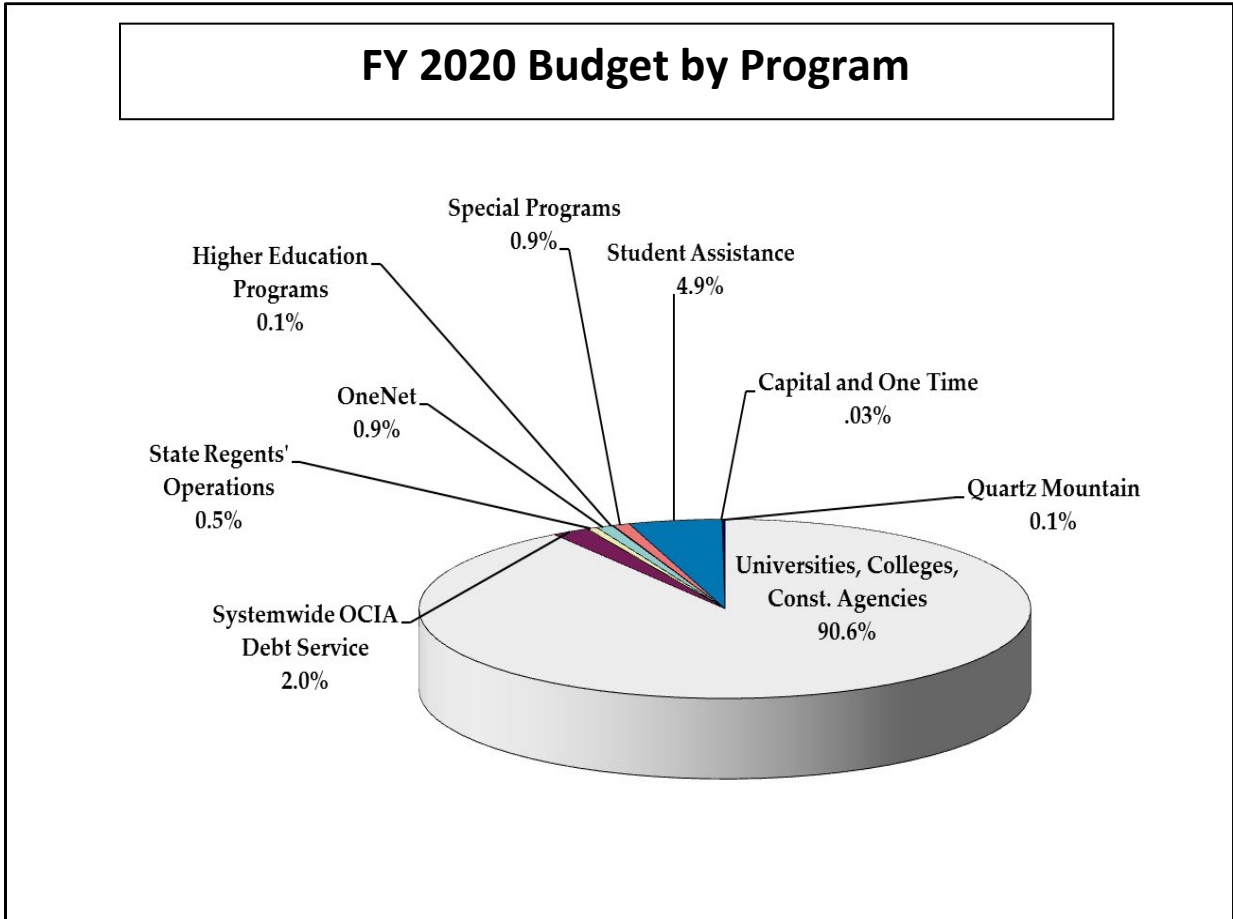
CONSTITUENT AGENCIES

OU Health Sciences Center
OU Law Center
OU-Tulsa
OSU Agricultural Experiment
OSU Center for Health Sciences
OSU College of Veterinary Medicine
OSU Cooperative Extension Service
OSU Institute of Technology-Okmulgee
OSU Tulsa
OSU-Oklahoma City

HIGHER EDUCATION PROGRAMS/SITES

University Center of Southern Oklahoma (Ardmore)
University Center at Ponca City

Programs



FY2020 Total Systemwide Budget		
Universities, Colleges, Const. Agencies	\$ 2,459.1	90.6%
Systemwide OCIA Debt Service	\$ 54.0	2.0%
State Regents' Operations	\$ 14.8	0.5%
OneNet	\$ 23.7	0.9%
Higher Education Programs	\$ 1.8	0.1%
Special Programs	\$ 24.0	0.9%
Student Assistance	\$ 133.9	4.9%
Capital & Other One Time	\$ 0.7	0.03%
Quartz Mountain	\$ 3.4	0.1%
	\$ 2,715.4	100.0%

**The FY 2020 budget by program pie graph is reflective of educational and general budget (E&G). It includes all universities, constituent agencies, special programs, OneNet, Capital & One time allocations, Quartz Mountain, and

student assistance programs. This data has been provided to the Office of Management and Enterprise Services by the administrative office of the state regents and cannot be independently verified by OMES.

Capital and one-time

Comprises the annual allotment for the administration of the Master Lease Program, capital projects and any one-time emergency capital projects, as needed.

Special programs

Comprises the annual budget allotments for programs administered through the administrative offices of the Oklahoma state regents and includes such programs as these:

Oklahoma Gaining Early Awareness and Readiness for Undergraduate Programs

Oklahoma GEAR UP is a federally funded program administered by the state regents. It provides college preparation services and information to seventh through 12th grade students, including campus tours, ACT preparation and testing, college exploration and preparation courses, leadership/STEM summer academies, one-on-one guidance from education specialists, as well as college access and financial aid information and assistance. Phase III of the GEAR UP grant is in the seventh year of the seven-year grant cycle and partners with 24 school districts and six community colleges. The OSRHE was recently awarded its fourth consecutive GEAR UP grant and will work with 10 school districts and five regional universities for the next seven years. GEAR UP III and IV combined serve approximately 30,000 middle and high school students and first-year college freshmen across the state.

Section 13 Offset Program

Capital funding program developed by OSRHE primarily to provide funding to those institutions who do not receive Section 13 funds.

Student Preparation Program

Coordination of statewide EPAS, ACT and Aspire Testing for K-12 schools in an effort to increase student readiness for college.

Summer Academies Program

Each summer, STEM academy explores the latest trends in math, science and technology by using fun, hands-on activities and innovative software as students experiment both in the classroom and outdoors. These academies are held on college campuses throughout the state and are offered to students eighth through 12th grades.

Grant administration, economic development

Economic and workforce initiatives are designed to bridge the skills gap between Oklahoma's current workforce and projected workforce needs. According to the Georgetown Center on Education and the Workforce, by 2020, 67% of jobs in Oklahoma will require a college degree or some additional postsecondary education and training; and 37% will require an associate degree, bachelor's degree or higher. Oklahoma higher education links our academic programs directly to employment needs in the state's wealth-generating ecosystems. Degree and certificate production in critical STEM disciplines has increased 53% over the last eight years.

Experimental Program to Stimulate Competitive Research

EPSCoR, originally developed by the National Science Foundation, is designed to expand research opportunities in states that have traditionally received less funding from federal support for university

research. Oklahoma EPSCoR is a partnership among colleges and universities, industry and research institutions.

Oklahoma Teacher Connection

The Oklahoma Teacher Connection’s mission is to recruit, retain and place teachers throughout Oklahoma’s K-12 schools.

Adult Degree Completion Program

- **Reach Higher – FlexFinish**

Seven of Oklahoma’s public regional universities and 14 public community colleges and technical branches offer flexible class options and enrollment periods through Reach Higher, the state system adult degree completion program, to meet the needs of working adults. With a Reach Higher associate or bachelor’s degree, students receive the leadership training, communications skills and business knowledge they need to get ahead.

- **Reach Higher – DirectComplete**

This program, implemented with funds from a grant from the Lumina Foundation, has invited all 25 public institutions to participate in offering comprehensive services and support to adult students returning to pursue degree programs that lead to employment in Oklahoma’s critical occupations, as determined by Oklahoma Works, Oklahoma’s workforce development agency.

Higher education programs

Represents the annual budget allotment for the two university centers in the state system. These centers provide localized, educational opportunities in Ardmore and Ponca City.

State regents’ operations

Represents the annual budget allotment for administrative functions, scholarship program administration and IT operations of the OSRHE.

OneNet and OCAN

Comprises the annual allotment for OneNet, which operates Oklahoma’s most advanced technology network to provide the infrastructure to support high-speed broadband services at an equitable rate. OneNet provides the technology and connectivity necessary to meet the mission-critical needs of Oklahoma’s colleges and universities; K-12 and career technology schools; public libraries; local, tribal, state and federal governments; health care providers; nonprofit organizations; and programs engaged in research. OneNet also operates the Oklahoma Community Anchor Network, which provides vital connectivity to rural communities in 35 Oklahoma counties. Through this high-speed network, OneNet provides the capacity needed to support research, online course delivery, distance learning and telemedicine.

Student assistance programs

Represents the annual allotment for 13 scholarship programs administered through OSRHE and the Oklahoma College Assistance Program.

Systemwide Oklahoma Capital Improvement Authority debt service

Represents the annual allotment for annual debt service requirements for bond issuances funded through OCIA, on behalf of the Oklahoma State System of Higher Education, for the 2005 Capital Bond Program and the Endowed Chairs Program.

Quartz Mountain

Represents the annual budget allotment for the Quartz Mountain Arts and Conference Center that was transferred to the Oklahoma State System of Higher Education in 2001, through 70 O.S., Section 4452.

KEY PROGRAM INITIATIVES:

Complete College America

The Oklahoma State Regents for Higher Education have identified degree completion as their top priority. Oklahoma has been named the national model for CCA, with a plan focused on promoting college readiness, transforming remediation, strengthening pathways to certificates and degrees, expanding adult degree completion efforts, and rewarding performance and completion. In the first six years of Oklahoma's CCA initiative, the number of degrees and certificates earned in our state increased by 11,740, surpassing the state's benchmark of 10,200 additional degrees and certificates. In 2019, the total of 55,558 degrees and certificates conferred was attributable to 9,334 graduate/doctorate/first professional degrees; 21,213 bachelor's degrees; 9,596 associate degrees and 15,415 certificates.

Oklahoma's Promise

Oklahoma's Promise is recognized by many as America's best college access program and is considered a model that combines emphases on academic preparation and financial support for college. In FY 2018, 17,368 students received Oklahoma's Promise scholarships totaling \$72 million.

Concurrent enrollment

The concurrent enrollment program allows outstanding juniors and seniors to earn college credit while still in high school, which strengthens student preparation, reduces family college costs, and decreases the time required to complete a degree. In the 2018-2019 academic year, there were over 13,000 students enrolled in concurrent courses, generating more than 122,000 credit hours.

OKcollegestart.org

The state's web-based college planning portal for students, parents, adult learners and educators empowers students to create individual portfolios, explore career options and campuses, prepare for the ACT and SAT exams, and apply online for Oklahoma's Promise, among other features. Site content is available in multiple languages, and a companion site allows educators to develop system-defined Individual Career Academic Plans and send and receive electronic transcripts.

Mathematics Success Initiative

Oklahoma's CCA agenda includes increasing freshman-to-sophomore retention and graduation and enhancing the efficacy and efficiency of remediation and freshman gateway courses. Lack of success in mathematics was identified as a significant barrier. The Mathematics Success Group has developed a strategic plan to improve mathematics preparation of students entering college, reform mathematics remediation to be more effective, and strengthen mathematics preparation for all majors. The initiative involves all public institutions and has received recognition and support from national organizations.

Gaining Early Awareness and Readiness for Undergraduate Programs

In October 2017, Oklahoma was one of only six states to be awarded a fourth consecutive federally funded GEAR UP grant. The GEAR UP grant program administered by the state regents is designed to prepare middle and high school students for college success through direct student support services, including college campus tours, ACT preparation and testing, college exploration courses and one-on-one guidance from school specialists. GEAR UP offers college access and financial aid information and assistance to students and families, and provides school faculty and staff collaboration and leadership opportunities.

Adult Degree Completion

Two distinct programs are available through Reach Higher, the state system adult degree completion initiative. Through Reach Higher's FlexFinish program, seven of Oklahoma's public regional universities and 14 public community colleges and technical branches offer flexible class options and enrollment to meet the needs of working adults pursuing a Reach Higher associate or bachelor's degree. Reach Higher DirectComplete, funded by a grant from Lumina Foundation, offers comprehensive services and support to adult students returning to pursue degree programs that lead to employment in Oklahoma's critical occupations, as determined by Oklahoma Works, Oklahoma's workforce development agency. Partners from business, tribal education, workforce agencies and nonprofits will provide scholarships and other resources to assist these returning adult students.

OneNet

OneNet operates Oklahoma's most advanced technology network to provide the infrastructure to support high-speed broadband services at an equitable rate. OneNet provides the technology and connectivity necessary to meet the mission-critical needs of Oklahoma's colleges and universities in support of advanced academic research programs. In addition, OneNet serves K-12 and career technology schools; public libraries; local, tribal, state and federal governments; health care providers; and nonprofit organizations. OneNet also provides vital network linkages for key economic and research facilities such as the National Weather Center in Norman, the OSU Multispectral Sensor Lab in Stillwater, and Oklahoma Mesonet, which is located throughout both urban and rural Oklahoma.

Online Education Task Force

The state regents convened the Online Education Task Force in 2012 to develop a coordinated, systemwide approach to online learning as a component of Oklahoma higher education. The primary areas of focus are to eliminate barriers to online education and encourage educational innovation while maintaining academic rigor across multiple learning platforms. Areas of discussion include professional development for faculty teaching online to enhance quality instruction, and open educational resources to reduce costs for students.

Campus Safety and Security Task Force

The state regents established the Campus Safety and Security Task Force in 2013 to support best practices for the ongoing safety of students, faculty, administrators and visitors at higher education and technology center campuses. Task force members represent public and private colleges and universities, career technology centers, and key state agencies, including the Oklahoma Department of Emergency Management and Oklahoma Office of Homeland Security and the Oklahoma Department of Mental Health and Substance Abuse Services. The Oklahoma state regents sponsor a biannual summit to provide professional development training on best practices for campus safety and security.

Established Program to Stimulate Competitive Research

Oklahoma EPSCoR was initiated by the National Science Foundation in 1985 to strengthen Oklahoma's exploration and growth in science, technology, engineering and mathematics. EPSCoR's central goal is to

increase the state’s research competitiveness through strategic support of research instruments and facilities, research collaborations, and integrated education and research programs.

STRATEGIC PARTNERSHIPS:

New college and career math readiness course

The OSRHE and the State Department of Education have partnered to develop a new fourth-year, college and career math readiness course to help students avoid the cost and course delays of remedial math. Results of the pilot program are showing that 76% of the students enrolled in this math course in their senior year of high school, are completing their first year college math courses with a passing grade of C or higher, surpassing students that have completed just algebra II, algebra III and/or pre-calculus.

Employment Outcomes

OSRHE’s partnership with the Oklahoma Employment Securities Commission provides accountability of Oklahoma college graduates by campus, field of study, compensation, industry of employment, and county location. Currently, 87% of Oklahoma higher education graduates are employed in the state one year after graduation. The Oklahoma state regents’ Employment Outcomes program is a national best-practice according to the State Higher Education Executive Officers Association’s “Strong Foundations.”

Cooperative Agreements Program

OSRHE and Oklahoma Career Technology have an innovative partnership program involving 29 Career Technology Centers and 18 college and university campuses where students may utilize credits earned through the Career Technology Center toward college credit hours to complete an Associate of Applied Science degree.

Individual Career Academic Plan

OSRHE has partnered with the State Department of Education in the JP Morgan Chase New Skills for Youth Grant providing data, research and manpower to assist in developing ICAP. ICAP will provide enhanced academic and career preparation and fold into existing OSRHE resources such as OK College Start.

Performance and projects

Key Performance Measures by program

Educated Citizens and Exemplary Schools					
Goal					
Enhance initiatives to support student success and academic quality to meet the challenges of a global economy.					
Key Performance Measure					
College Preparedness					
Key Performance Measure Description					
Decrease the percentage of students enrolled in remedial coursework in college.					
Unit of Measure					
Percentage of Remedial Coursework					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
37.7%	37.4%	36.5%	35%	34.5%	32%
Key Performance Measure Description					
Increase the number of concurrent enrollment hours that have been completed by incoming college freshmen annually.					
Unit of Measure					
Hours of Concurrent Enrollment					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
114,010	122,597	124,000	126,000	128,000	129,000
Key Performance Measure					
Workforce Readiness					
Key Performance Measure Description					
Increase the number of degrees and certificates obtained to support the state economy and workforce. (Additional detail related to the specific number of degrees and certificates awarded by category provided in program narratives.)					
Unit of Measure					
Number of Degrees and Certificates Awarded					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
53,197	55,558	56,000	57,000	58,000	59,000

Educated Citizens and Exemplary Schools					
Goal					
Enhance initiatives to support student success and academic quality to meet the challenges of a global economy.					
Key Performance Measure					
Workforce Readiness					
Key Performance Measure Description					
Increase the average graduation rate at research tier institutions.					
Unit of Measure					
Research Tier Graduation Rate					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
67.6%	71.3%	73%	74%	75%	76%
Key Performance Measure Description					
Increase the average graduation rate at regional tier institutions.					
Unit of Measure					
Regional Tier Graduation Rate					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
39.3%	39.2%	40.3%	40.6%	41%	42%
Key Performance Measure Description					
Increase the average graduation rate at two-year institutions.					
Unit of Measure					
Two-Year Institutional Graduation Rate					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
23.6%	22%	24.2%	24.4%	25%	26%

Educated Citizens and Exemplary Schools					
Goal					
Access and Quality					
Key Performance Measure					
Need-Based Aid					
Key Performance Measure Description					
Increase the percentage of eligible students who enroll in the Oklahoma's Promise (OHLAP) scholarship program.					
Unit of Measure					
OHLAP Scholarship Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
44.6%	42%	46%	47%	48%	49%
Key Performance Measure Description					
Increase the percentage of eligible students who enroll in the Oklahoma Tuition Aid Grant (OTAG) scholarship program.					
Unit of Measure					
OTAG Grant Awards Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
29.1%	43.9%	45%	46%	47%	48%

Regional benchmarks and comparisons

- *U.S. News & World Report's "Best States 2019: Ranking Performance Throughout All 50 States"* ranks Oklahoma tuition and fees as 12th lowest in the nation.
- *U.S. News & World Report's "Best States 2019: Ranking Performance Throughout All 50 States"* ranks Oklahoma's student debt level at graduation as 13th lowest in the nation.
- *U.S. News & World Report's "2019 Education Rankings"* ranked the OU 6th best in petroleum engineering.
- *U.S. News & World Report's "Best States 2019: Ranking Performance Throughout All 50 States"* ranked OSU Spears School of Business in the top 20% of business schools in the nation.
- *College Factual's "2020 Best Atmospheric Sciences & Meteorology Colleges in the U.S."* ranked OU 3rd best in the nation.
- AACSB Accreditation (Top 5% of Business Schools) – Oklahoma State University Spears School of Business; University of Oklahoma Price College of Business; Southeastern Oklahoma State University Massey School of Business; and the University of Central Oklahoma College of Business.

Accomplishments

Affordability

- The U.S. Chamber of Commerce ranks Oklahoma's State System of Higher Education fifth in the nation for college affordability.
- The National Center for Education Statistics reports that the average student cost at a four-year public university in Oklahoma is eighth lowest in the nation (U.S. Department of Education, National Center for Education Statics, Table 330.20, 2017).
- *U.S. News & World Report's*, "Best States 2019: Ranking Performance Throughout All 50 States," ranks Oklahoma tuition and fees as 12th lowest in the nation and Oklahoma's student debt level at graduation 13th lowest in the nation.
- According to the 2019 report, "Student Debt and the Class of 2018," produced by The Institute for College Access and Success, Oklahoma ranks among the top 10 states for the least amount of student debt at graduation.
- The 2019 report, "Student Debt and the Class of 2018," also said that 53% of Oklahoma students graduate without any student debt (2019 "Student Debt and the Class of 2018," The Institute for College Access and Success).

Workforce and Economic Development

- OSRHE reported that 87% of Oklahoma residents who graduate with a bachelor's degree remain in the state and are employed in the state one year after graduation ("Employment Outcomes Report 2018," Oklahoma State Regents for Higher Education).
- Economic and workforce initiatives are designed to bridge the skills gap between our current workforce and projected workforce needs. According to the Georgetown Center on Education and Workforce, by 2020, 67% of the jobs in Oklahoma will require a college degree or some additional postsecondary education and training, and 37% will require an associate degree, bachelor's degree or higher.
 - In 2009, Oklahoma joined the Complete College America consortium of states. CCA is a national nonprofit organization dedicated to increasing the number of Americans with quality career certificates or college degrees. Oklahoma is one of 34 members in the CCA Alliance of States that has adopted the National Governors Association Complete to Compete principles as part of a unified economic policy initiative that includes the governor's office, higher education, and business and industry. CCA is funded in part by the Bill & Melinda Gates Foundation, Carnegie Corporation of New York, Ford Foundation, Lumina Foundation for Education, and the W.K. Kellogg Foundation.
 - Oklahoma CCA's goal is to increase the number of degrees and certificates earned in Oklahoma by 67% by 2023. Driving the state's economy by providing a more educated workforce, Oklahoma's public and private higher education institutions and career technology centers have exceeded the CCA degree completion target for the first six years of the initiative. The number of degrees and certificates earned in Oklahoma in the first six years increased by an additional 11,740 degrees and certificates, surpassing the state's benchmark of 10,200. In 2019, the total of 55,558 degrees and certificates conferred was attributable to 9,334 graduate/doctorate/first professional degrees; 21,213 bachelor's degrees; 9,596 associate degrees and 15,415 certificates.
- Producing more STEM graduates in our state is essential to workforce development. The number of STEM degrees and certificates conferred at state system colleges and universities reached a record high during the last academic year, with more than 7,290 students receiving degrees and certificates in STEM fields. This progression represents a 53% increase in STEM degrees over the last eight years. (Oklahoma State Regents for Higher Education, Unitized Data System, 2019).

Research and Innovation

- In 2018, Oklahoma EPSCoR and IDeA projects received \$30 million in research grant funding from the National Science Foundation, the National Institutes of Health, the National Aeronautics and Space Administration, and the Department of Energy. The state regents provided \$1.5 million in matching funds for six of these awards, which totaled \$8.5 million in federal funds for 2018.
- In 2019, the University of Oklahoma Health Sciences Center received an \$18.7 million grant from the NIH's Institutional Development Award program (IDeA) for the Oklahoma IDeA Network of Biomedical Research Excellence (OK-INBRE) to expand biomedical research focused on cancer, diabetes and the development of new medical devices and treatments for patients. OK-INBRE is a statewide network of universities and colleges throughout the Oklahoma State System of Higher Education with a goal to advance existing research programs and build a pipeline for the next generation of researchers and healthcare professionals in Oklahoma. The OSRHE has committed funding to continue and expand this important program that has significantly advanced the research programs of several investigators who leveraged OK-INBRE funding to obtain independent NIH R01 grant funding (six in the past five years), which is considered to be the gold standard for NIH awards.
- A University of Oklahoma astrophysics team discovered the first planets outside the Milky Way in 2018 and supercomputing developed through the OSHRE supported Oklahoma Established Program to Stimulate Competitive Research (EPSCoR) made it possible. A national model for intrastate collaboration, the OneOklahoma Cyberinfrastructure Initiative has served over 100 institutions and facilitated over \$300 million in external funding to Oklahoma. Oklahoma EPSCoR outreach and education programs reached over 26,200 Oklahomans in 2018, ensuring that the state's emerging high tech businesses and research labs will have a highly qualified and diverse applicant pool to draw from for years to come.
- Undergraduate students in Oklahoma have opportunities to engage in research programs under faculty mentors such as cardiologist Stavros Stavrakis, M.D., Ph.D., at the OU Health Sciences Center who was the lead author for a locally conducted study testing a noninvasive treatment to regulate the abnormal heart rhythm of atrial fibrillation; Michael Businelle, Ph.D., researcher in the Oklahoma Tobacco Research Center at the Stephenson Cancer Center, who recently received a \$2.7 million grant from the National Cancer Institute to further his study on the effectiveness of a smartphone-based intervention for tobacco use; and Marie Hanigan, Ph.D., Department of Cell Biology, who received a three-year, \$960,000 grant from the NIH to further her research on a protein's role in cancers of the liver, prostate, breast and ovary. This is a small sample of the research expertise present at Oklahoma's universities.
- Oklahoma State University received more than \$1.3 million from the Oklahoma Center for the Advancement of Science and Technology. Out of the 29 successful applicants for funding this year, 16 were OSU researchers, or companies owned by OSU alumni, working in health, applied research support and plant science. OCAST focuses on the development, transfer and commercialization of technology. Each year, the organization funds innovative projects in industries critical to Oklahoma's economy.
- The University of Central Oklahoma recently opened their new Donald Betz STEM Research and Learning Center. The 57,000-square-foot interdisciplinary student-centered STEM Research and Learning Center houses state-of-the-art research labs, several classrooms, and faculty office space. Most importantly it is the permanent home for the Center for Interdisciplinary Biomedical Education and Research, the Center for Research and Education in Interdisciplinary Computation, and additional research laboratories for forensic science and applied mathematics. Dr. Wei Chen, an OK-INBRE funded investigator at the University of Central Oklahoma who recently obtained the first NIH R01 grant awarded to a regional university in Oklahoma, was key in the development of the center.
- The state regents are a major sponsor of the state's annual Love's Cup competition, which awards more than \$100,000 in cash prizes each year to college and university student teams that develop innovative business plans. The competition helps to bridge the gap between entrepreneurial theory

and practical experience and provides incentives for new businesses to remain in the state. In its 15-year history, the competition has involved 36 of Oklahoma's colleges and university campuses, with 2,150 students working on 650 innovative ideas. The competition has awarded \$1.8 million in cash, \$125,000 in scholarships and more than \$250,000 in fellowships.

Savings and efficiencies

Achieved \$6.3 million in annual savings in fiscal year 2019 for state agencies through the Statewide-OneNet Partnership which brings together the OSHRE, the Office of Management and Enterprise Services and the Oklahoma Department of Transportation in a cohesive approach to achieve cost savings and create a cooperative framework to address information technology projects.

State system institutions have reported fiscal year 2020 collective savings of \$66.6 million from cost reductions and/or cost avoidance within their institutions. These savings have been reallocated in a variety of ways to support operations, personnel, mandatory cost increases, programs, information technology, facilities, scholarships and building reserves.

Additionally, the State Regents have formed an Online Education Task Force to review online capabilities within the system, share best practices, and develop a comprehensive online education platform to maximize instructional opportunities for Oklahoma students. In the 2017-2018 academic year approximately 60% of all students took at least one online course from Oklahoma colleges and universities (The national average is 33%). In 2017-2018, 45 degree programs were approved for online delivery, for a total of 431 or 22% of all degree programs offered.

Agency goals

Public agenda goals

- Increase the number of college graduates.
- Enhance access and improve the quality of public higher education for all Oklahomans.
- Better prepare students to meet the challenges of a global economy.

Primary objectives

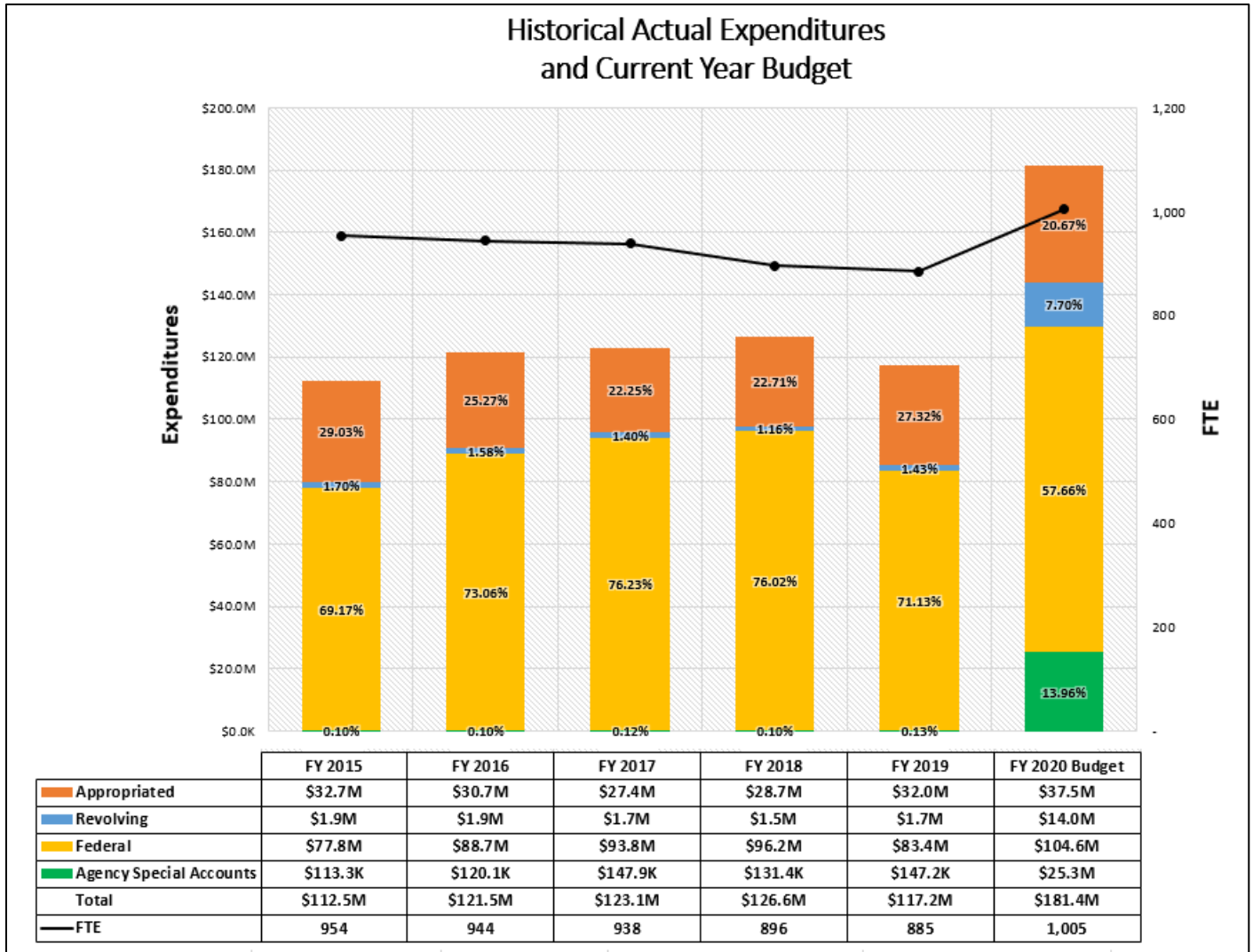
- Implement Complete College America initiatives to increase the number of degrees and certificates earned in Oklahoma by 67% by 2023.
- Enhance capacity to successfully enroll, retain and graduate students.
- Increase systemwide efficiencies and cost savings.
- Strengthen financial support for Oklahoma college students.
- Improve instructional quality.
- Utilize performance funding to enhance student success and academic quality.
- Broaden economic development activities.
- Advance access to and quality of technologies to support system wide programs and services.

Department of Rehabilitation Services



Agency information

Department of Rehabilitation Services



Note: Information in the chart above was submitted by the Department of Rehabilitation Services on December 19, 2019. Due to the nature of the disbursing funds used by the agency, the data could not be independently verified by OMES. FY 2020 budgeted appropriations include budgeted carryover.

Mission

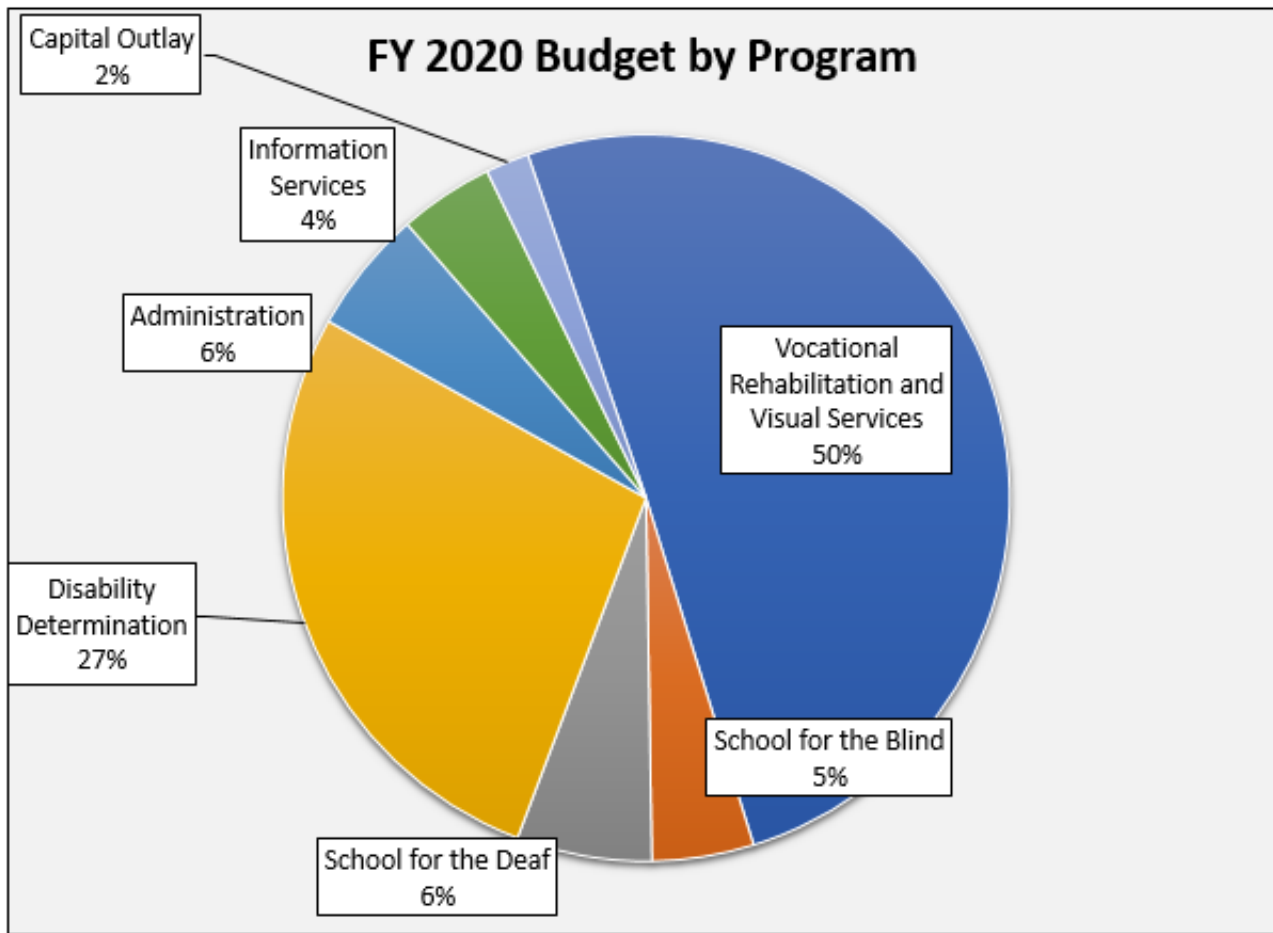
The mission of the Department of Rehabilitation Services is to deliver access and quality services to Oklahomans with disabilities. Purpose: Model access for all in the disability employment community.

Governance and administration

The Commission for Rehabilitation Services is composed of three members. One member each is appointed by the Governor, Speaker of the House of Representatives and the President Pro Tempore of the Senate. The Director of the Department of Rehabilitation Services is appointed by the commission. The current Director, Melinda Freundt, was appointed in November 2018. Her annual salary is \$115,000.

Commission for Rehabilitation Services				
Name	Appointing Authority	Appointment Date	Confirmation Date	Term End Date
Emily Cheng	Governor	6/16/2017	6/16/2017	6/15/2020
Jace Wolfe	Senate Pro Tempore	7/12/2018	7/12/2018	7/11/2021
Wes Hilliard	Speaker of the House	7/1/2019	7/1/2019	6/30/2022

Programs



Program	FY 2020 Budget
Vocational Rehabilitation and Visual Services	\$91,619,574
School for the Blind	\$8,210,984
School for the Deaf	\$10,907,703
Disability Determination	\$49,589,000
Administration	\$9,984,514
Information Services	\$7,635,849
Capital Outlay	\$3,494,293

Vocational rehabilitation and services for the blind and visually impaired

Vocational Rehabilitation and other employment programs administered by the divisions of Vocational Rehabilitation and Services for the Blind and Visually Impaired assist persons with disabilities with entering or remaining in the workforce, reducing or eliminating their dependence on disability benefits and other social assistance programs (Medicaid, etc.). Eligible individuals are those who have a physical or mental impairment that results in a substantial impediment to employment, who can benefit from VR services for employment, and who require VR services.

This program is a state/federal partnership funded at roughly 21.3% state participation and 78.7% federal participation. The rehabilitation teaching program, older blind services program, ABLE Tech program and the Library for the Blind assist blind individuals with developing or improving daily living skills to become more independent in their homes and communities. The Library for the Blind provides public schools with Braille and large print textbooks and other educational materials for students who are blind or have low vision.

The Business Enterprise Program (BEP) administers the vending facility program authorized by the Randolph-Sheppard Act, which provides employment opportunities for qualified persons who are blind by establishing and maintaining BEP facilities.

During FY 2019, 6,280 participants were removed from the waiting list for DRS Vocational Rehabilitation Program services. As of December 2019, 705 consumers remain on the waiting list for services when they become available.

Clients served: 15,984 Oklahomans with disabilities who are seeking employment, independence and an enriched quality of life.

Oklahoma School for the Blind

The Oklahoma School for the Blind is a residential program designed to meet the educational, social and emotional needs of Oklahoma's youth who are blind, have a visual disability which prevents them from attending public schools, or who have been unsuccessful in public schools.

OSB provides a summer program and outreach and evaluation services to students who are visually impaired in public school systems throughout the state. OSB also serves as a resource center to assist parents of children with visual disabilities, school districts and other agencies serving children with visual disabilities.

Clients served: 94 day and residential students enrolled at the OSB during the 2018-2019 school year and 65 summer school students.

Oklahoma School for the Deaf

The Oklahoma School for the Deaf provides academic, vocational, social/emotional and cultural opportunities and training for students who are deaf or hearing impaired so they may become productive citizens. OSD serves as a resource center to assist parents of deaf children, school districts and other agencies serving deaf children.

Clients served: 137 day and residential students enrolled at the OSD during the 2018-2019 school year, with 97 summer school students and 22 students in satellite preschool programs. Overall, OSD served 975 clients consisting of 362 students statewide in 53 counties, 58 participants in Oklahoma Educational Interpreter

Training Institute, 95 participants in American Sign Language classes, and 460 Oklahomans served in the Oklahoma Equipment Distribution Program.

Disability determination services

Disability Determination Services is responsible for making medical and blindness eligibility determinations for Supplemental Security income disability and Social Security disability income programs. This process requires obtaining medical and vocational information; conducting a thorough review of available medical evidence; purchasing additional medical evidence when needed; and making a decision on the claimant's eligibility to receive benefits under the rules and regulations provided by the Social Security Administration.

DDS is 100% federally funded, and work is performed under the supervision of the SSA regional office in Dallas, Texas. DDS employs 298 full-time equivalent employees.

Clients served: DDS completed 89,997 disability benefits cases in federal FY 2019.

Performance and projects

Key Performance Measures by program

Vocational Rehabilitation/Services for the Blind and Visually Impaired					
Goal					
Increase the total number of citizens in the workforce.					
Key Performance Measure					
Workforce participation					
Key Performance Measure Description					
Increase the percentage of VR/SBVI consumers who find employment. Eligible individuals are those who have a physical or mental impairment that results in a substantial impediment to employment, who can benefit from VR services for employment, and who require VR services.					
Unit of Measure					
Percentage of disability clients employed					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
44%	46%	48%	50%	52%	54%

Note: The federal metric ended in FY 2018, but will remain in place as a state-level measure until data for the new metrics are in place. Baseline data for the five core Workforce Improvement and Opportunity Act employment metrics are currently being developed; the metrics will be implemented in FY 2020.

Oklahoma School for the Blind					
Goal					
Provide opportunity and promote excellence in education from infancy to adulthood for citizens with disabilities.					
Key Performance Measure					
Graduation rate					
Key Performance Measure Description					
Maintain graduation rate at 100% each year for students with disabilities.					
Unit of Measure					
Percentage of students graduating					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	100%	100%	100%	100%	100%

Oklahoma School for the Deaf					
Goal					
Provide opportunity and promote excellence in education from infancy to adulthood for citizens with disabilities.					
Key Performance Measure					
Graduation rate					
Key Performance Measure Description					
Maintain graduation rate at 100% each year for students with disabilities.					
Unit of Measure					
Percentage of students graduating					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	89%	100%	100%	100%	100%

Disability Determination					
Goal					
Deliver quality services through timely and consistent case review.					
Key Performance Measure					
Disability determination decision accuracy rates					
Key Performance Measure Description					
Maintain decision accuracy rate each year greater than the national accuracy rate as measured by the Social Security Administration. The national accuracy rate is 97.4%.*					
Unit of Measure					
Accuracy rates					
Actuals*		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
94.5%	95.6%	97.5%	97.5%	97.5%	97.5%

*Based on federal fiscal year; FY 2019 actuals are estimated as of October 19; prior year is actual.

Regional benchmarks and comparisons

The decision accuracy rate is the way in which the Social Security Administration measures the accuracy of disability determinations, which are required in order to grant disability benefits. The SSA assures the quality of initial state determinations to allow or deny disability benefits by reviewing random samples of each state’s allowances and denials. The sample is reviewed to ensure that evidence in the case file is sufficient for a determination and that the determination is consistent with federal regulations, policies and procedures, and documented evidence.

The Disability Determination Services program has been awarded Super Regional Status, which allows Oklahoma to serve as an additional resource to adjudicate claims from across the nation as assigned and reimbursed by the SSA.

Accomplishments

- Assisted 76,873 Oklahomans with disabilities and their families during FY 2019 across all divisions of DRS.
- Assisted 1,115 individuals with disabilities attain employment during 2019 and provided a range of services to 15,225 individuals who were preparing to go to work. Employed individuals reduce the need for disability benefits and other social supports while paying average taxes of \$3,511 on their earnings.
- During FY 2019, 6,280 participants were removed from the priority group waiting list to receive services.
- Achieved graduation rates of 100% for the Oklahoma School for the Blind and 89% for Oklahoma School for the Deaf.

Savings and efficiencies

- Generated reimbursement program income from the SSA through successful retraining and employment development of Social Security disability income recipients.
- Utilized the purchase card program to maximize rebate incentives.
- Utilized new and existing services to maximize the economic impact of programs. DRS partners with Department of Education, Office of Juvenile Affairs, Department of Corrections, Department of Career and Technology Education, and other agencies to reduce redundancy of services to consumers.

Agency goals

- Continue to clear the Priority Group 1 monthly and review available resources to clear Priority Groups 2 and 3 semiannually.
- Expand the AIM (Accessible Instructional Material) Center to improve services to students and schools across Oklahoma.
- Strive for 100% graduation rate at Oklahoma School for the Blind and Oklahoma School for the Deaf.
- Maintain decision accuracy rates on Social Security disability claims greater than the national accuracy rate.
- Institute vocational rehabilitation transition cases for all junior and senior students at OSB and OSD.
- Establish a performance metric as the primary component of career progression approvals.

Projects for implementation

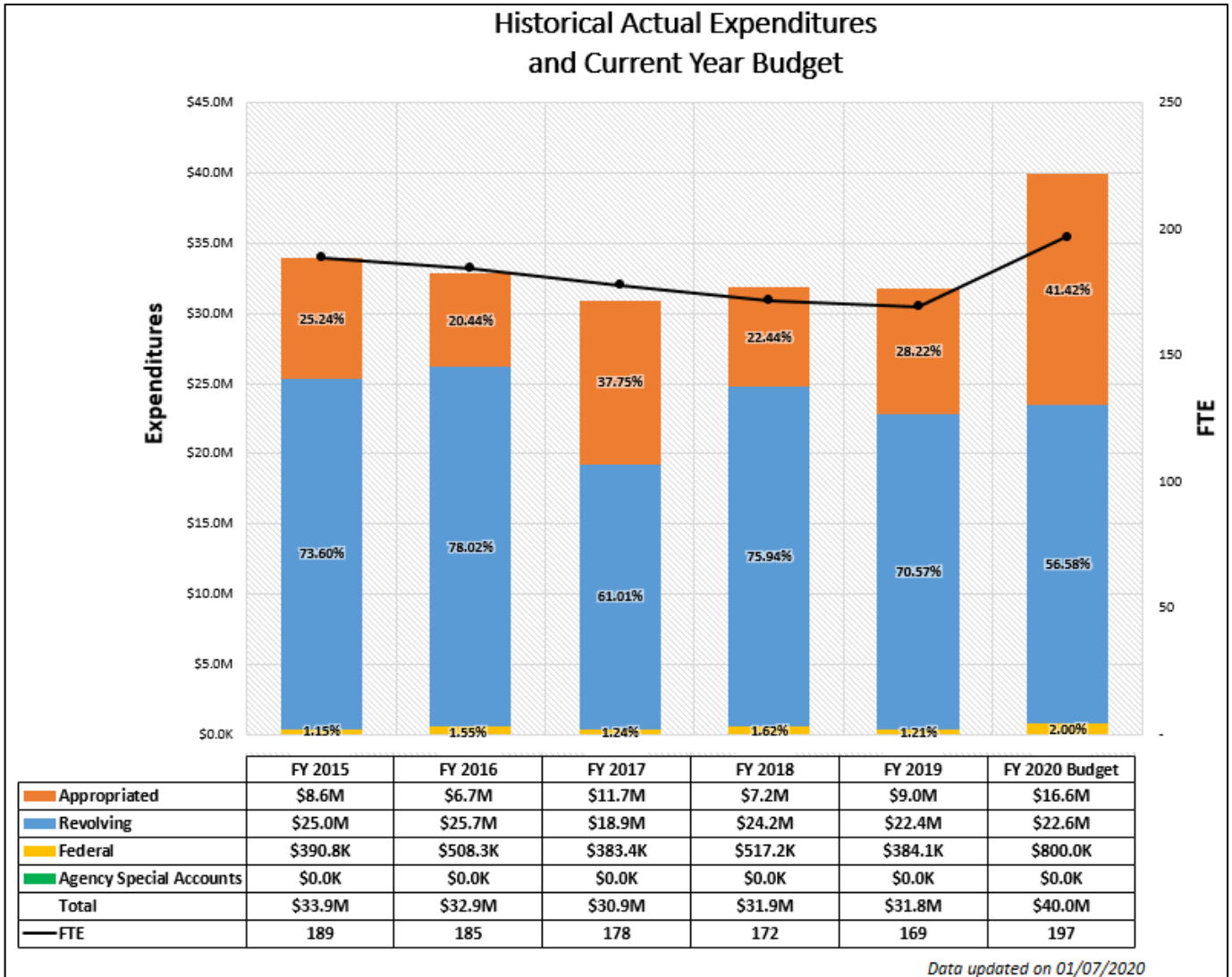
- Improve safety and security at Oklahoma School for the Deaf facilities with capital improvement funds appropriated by the state Legislature in 2019.
- Work with partners locally, regionally and nationally to interpret and implement new federal regulations contained in the June 2014 Workforce Innovation and Opportunity Act.
- Implement the American Job Center requirements of WIOA, which will allow consumers easier access to core programs.
- Implement new common performance measures established by WIOA legislation. Measures are designed to better reflect vocational rehabilitation performance across a spectrum of programs in a common and equal manner.
- Identify benefits and costs for participation of all applicants and assess impacts of services on employment probability and earnings of program participants.
- Partner with the Office of Juvenile Affairs, the Oklahoma Commission for Children and Youth, Oklahoma Employment Security Commission, Statewide Independent Living Council, Oklahoma Rehabilitation Council and Local Workforce Board to find best practices and gaps in services to improve the lives of individuals with disabilities.
- Improve services provided throughout the Oklahoma Workforce System with the Access for All initiative to change the way staff, partners and employers think about accessibility for consumers who have disabilities.

The Supreme Court of Oklahoma



Agency information

Supreme Court



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the Supreme Court of Oklahoma is to provide fair and impartial justice for all.

Governance and administration

The Supreme Court budget is responsible for the operations of the Oklahoma Supreme Court, the Court of Civil Appeals, the Appellate Court Clerk’s Office, and the Administrative Office of the Courts. The Oklahoma Supreme Court is a constitutional tribunal consisting of nine justices. Each justice is selected from one of nine judicial districts and sits for a six-year term. Each justice must be at least 30 years old, shall have been a qualified elector in the appropriate district for at least one year immediately prior to the appointment, and

have been a licensed practicing attorney or judge of a court of record for five years preceding appointment. The justices must maintain their status as licensed attorneys while holding office and pay annual dues to the Oklahoma Bar Association. The Supreme Court selects from its members a Chief Justice and a Vice Chief Justice. The court selects a new Chief Justice every two years. The Chief Justice, who is the first among equals, presides at all court sessions, and chairs the state judicial conference. The Oklahoma Constitution vests general administrative authority over all courts in the state in the Supreme Court. The chief justice administers the judicial branch of state government in accordance with the rules of the Supreme Court and represents the court and judicial system in public appearances. The Vice Chief Justice's term of office is coextensive with that of the Chief Justice.

Positions for justices, judges of the Court of Civil Appeals, and appointees to district court judgeships that become vacant during a term of office are appointed by the Governor from the list of candidates presented by the Judicial Nominating Commission, as mandated by Article 7-B of the Oklahoma Constitution. Applicants for appointment to the Supreme Court are subjected to extensive investigation by the Oklahoma State Bureau of Investigation and to intensive interviews by the Judicial Nominating Commission. The justices stand for retention on a six-year rotating schedule. The retention ballot appears on general election ballots and is a nonpartisan, noncompetitive election process. If a justice resigns or dies during a term, vacancies are filled by gubernatorial appointment from the appropriate Supreme Court judicial district. Newly appointed justices who serve more than one year must stand for retention at the next regular election. The salary of a Supreme Court Justice is \$154,174 and the salary of the Chief Justice is \$164,640.

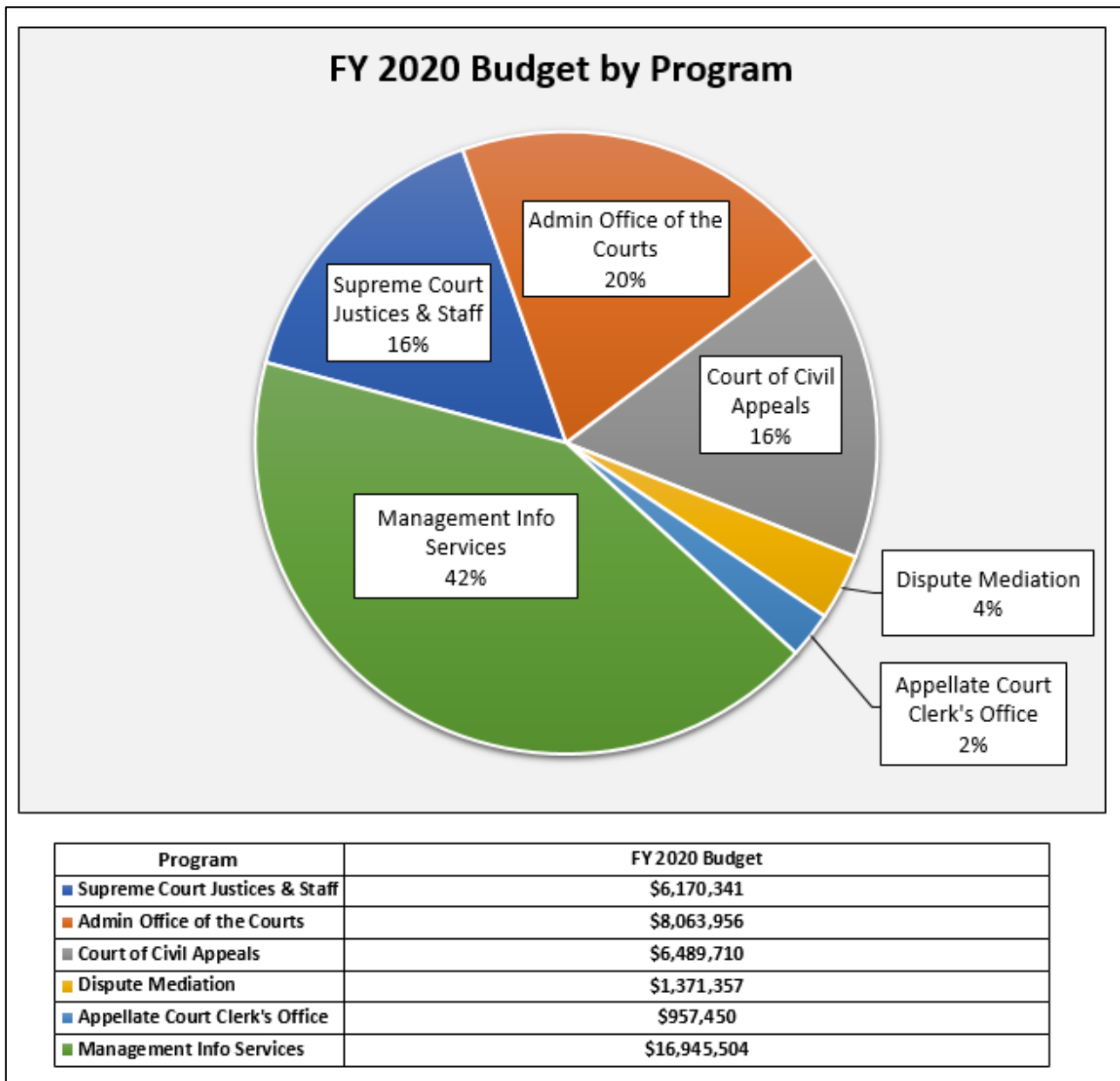
Administrative services for the court system are provided by the Administrative Office of the Courts, whose Director is appointed by the Supreme Court. The current Administrative Director is Jari Askins with a salary of \$146,059.

Justice	Judicial District	Appointed by	Appointed Date
M. John Kane IV	1	Governor J. Kevin Stitt	2019
Dustin P. Rowe	2	Governor J. Kevin Stitt	2019
Noma Gurich*	3	Governor Brad Henry	2011
Yvonne Kauger	4	Governor George Nigh	1984
James R. Winchester	5	Governor Frank Keating	2000
Tom Colbert	6	Governor Brad Henry	2004
James E. Edmondson	7	Governor Brad Henry	2003
Douglas L. Combs	8	Governor Brad Henry	2010
Richard Darby**	9	Governor Mary Fallin	2018

*Chief Justice

**Vice Chief Justice

Programs



Administrative office of the courts

The Supreme Court appoints an Administrative Director and staff who serve at its pleasure to assist the Chief Justice in administrative duties and to assist the judiciary. The Administrative Director of the courts and staff, under supervision of the Chief Justice and the court, coordinate judicial operations and personnel throughout the state handling payroll, training, data systems, research, and other responsibilities. Additionally, the Administrative Office of the Courts provides leadership and administrative support for the Judicial Nominating Commission, the Oklahoma Children’s Court Improvement Program, the State Board of Examiners of Certified Interpreters, and the recently established Oklahoma Access to Justice Commission.

Court clerk's office

The Supreme Court appoints the clerk of the Supreme Court who serves at the pleasure of the Supreme Court and who performs the duties mandated by law and by the rules of the Supreme Court. The clerk attends all sessions of the court held in the courtroom, calls the court into session, maintains official hearing records, operates recording and timing equipment, and ensures that proper courtroom procedures are observed. The clerk maintains operational contact with the parties and attorneys for all cases. The clerk's office is the repository for all filings made in connection with any case. The clerk also serves as the clerk of the Court of Criminal Appeals, the Court of Civil Appeals, the Court of the Judiciary, and the Court of Tax Review.

Court of civil appeals

The Court of Civil Appeals is responsible for the majority of appellate decisions. These opinions may be released for publication either by the Court of Civil Appeals or by the Supreme Court. When an opinion is released for publication by the Supreme Court, it has precedential value. The Court of Civil Appeals is comprised of four divisions, each composed of three judges. Divisions I and III of the Court of Civil Appeals are located in Oklahoma City at the Denver Davison Courts Building, and Divisions II and IV are housed in Tulsa at the Kerr-Edmondson Building.

Dispute mediation

The Alternative Dispute Resolution System in Oklahoma is currently made up of 12 community-based mediation centers (Early Settlement) and 11 programs developed by state agencies. This system is authorized (1983) and funded (1985) by the state Legislature through the Oklahoma Dispute Resolution Act. The system is administered and supervised by the administrative director of the courts through her designee, the ADR system director, with the ongoing input of the Alternative Dispute Resolution Advisory Board.

Management information services

The Oklahoma Supreme Court established the Oklahoma Supreme Court Network, an internet-based service designed to provide the public and the bar with access to the public legal documents of the State of Oklahoma.

OSCN is now one of the largest freely available repositories of legal information on the internet. OSCN is widely used as an information source. On average, over 700,000 pages are viewed daily by users from all walks of life. In addition to the legal community, the media, as well as business and private entities, benefit from information data provided by OSCN at no cost to the public. Thousands of published Oklahoma appellate cases are available on the website, as well as the Oklahoma statutes. Attorney General's opinions, certiorari dispositions, court rules, forms, and many other types of documents are also included.

OSCN provides a fielded search system for all of the documents within its databases, similar to that offered by such vendors as Westlaw or LexisNexis. OSCN also provides a service entitled The Citationizer for tracking and checking citations to case law, similar to services provided by Shepard's Citations. Finally, OSCN provides same day, new decision service for the Oklahoma Supreme Court and the Court of Criminal Appeals.

Supreme Court justices and staff

The historic and primary focus of the Supreme Court is to decide civil appellate cases. However, the court has additional duties of equal importance. Pursuant to Article 7, § 4 of the Oklahoma Constitution, the court has administrative responsibility for the entire Oklahoma judicial system. The court establishes the rules for all courts in Oklahoma. The Supreme Court is developing and implementing a statewide uniform case management system for the appellate and district courts of Oklahoma. Oklahoma has a unified bar.

Membership in the Oklahoma Bar Association is required in order to practice law in Oklahoma. The court sets the rules for admission to the bar and for the ethical practice of law and administers appropriate discipline in cases of attorney misconduct. In recent years, the Supreme Court has been vested with further responsibilities by the Legislature, including appeals of expungement orders, decisions of the Oklahoma Securities Commission, victim protective orders, original and exclusive jurisdiction over bond approvals, and final orders on the nonpayment of child support.

Accomplishments and goals

To view the accomplishments and goals of the Supreme Court, please see the Judicial Branch Annual Report available online at OSCN at <https://www.oscn.net/news/>.

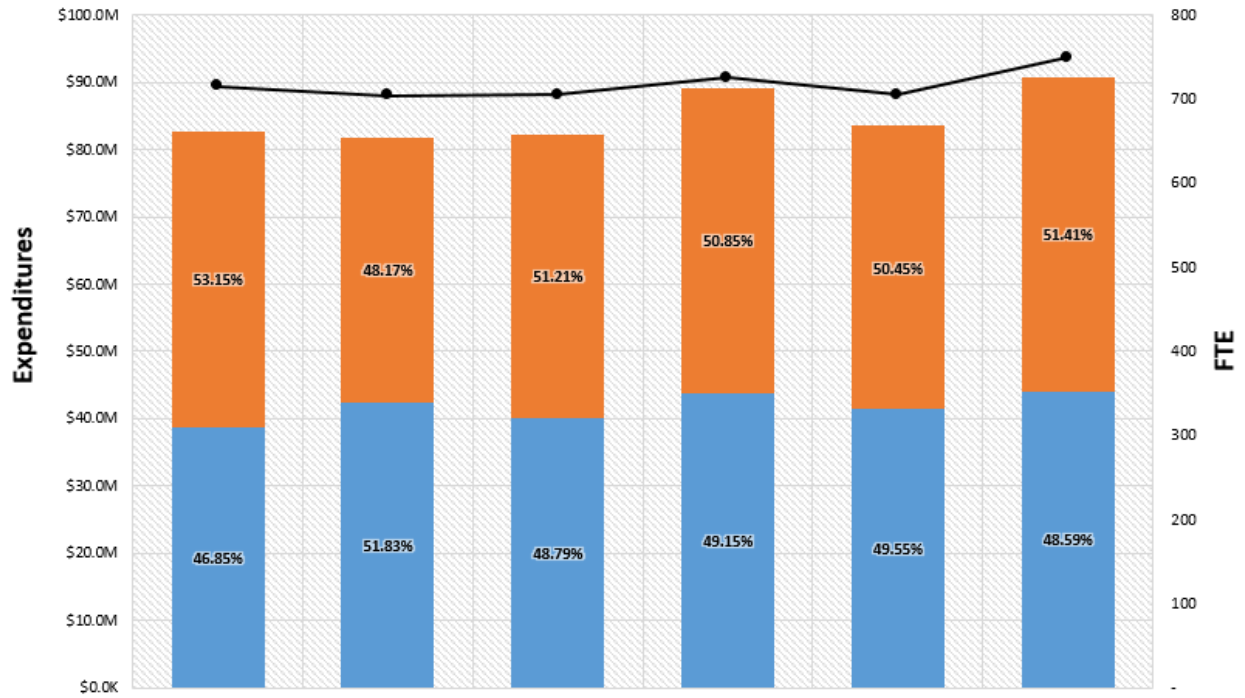
Oklahoma Tax Commission



Agency information

Oklahoma Tax Commission

Historical Actual Expenditures and Current Year Budget



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Budget
Appropriated	\$43.9M	\$39.4M	\$42.1M	\$45.4M	\$42.1M	\$46.7M
Revolving	\$38.7M	\$42.4M	\$40.1M	\$43.9M	\$41.4M	\$44.1M
Federal	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Agency Special Accounts	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Total	\$82.7M	\$81.8M	\$82.3M	\$89.2M	\$83.5M	\$90.8M
FTE	715	704	705	725	705	750

Data updated on 01/07/2020

Notes: Chart only includes the Oklahoma Tax Commission’s operating budget. Pass-throughs including the Film Rebate and Tire Recycling Programs have been removed from the budget. Reimbursements to counties from the Ad Valorem Reimbursement Fund also pass through and are not included in the operating budget.

Mission

The Oklahoma Tax Commission’s mission is to serve the people of Oklahoma by promoting tax compliance through quality service and fair administration.

Governance and administration

Each of the three members of the commission is appointed to a six-year term by the Governor and confirmed by the state Senate. The Governor will designate one member to serve as chairman, one member to serve as vice chairman, and one member to serve as secretary. No more than two members of the Tax Commission can be members of the same political party. The members of the Tax Commission are not subject to removal from

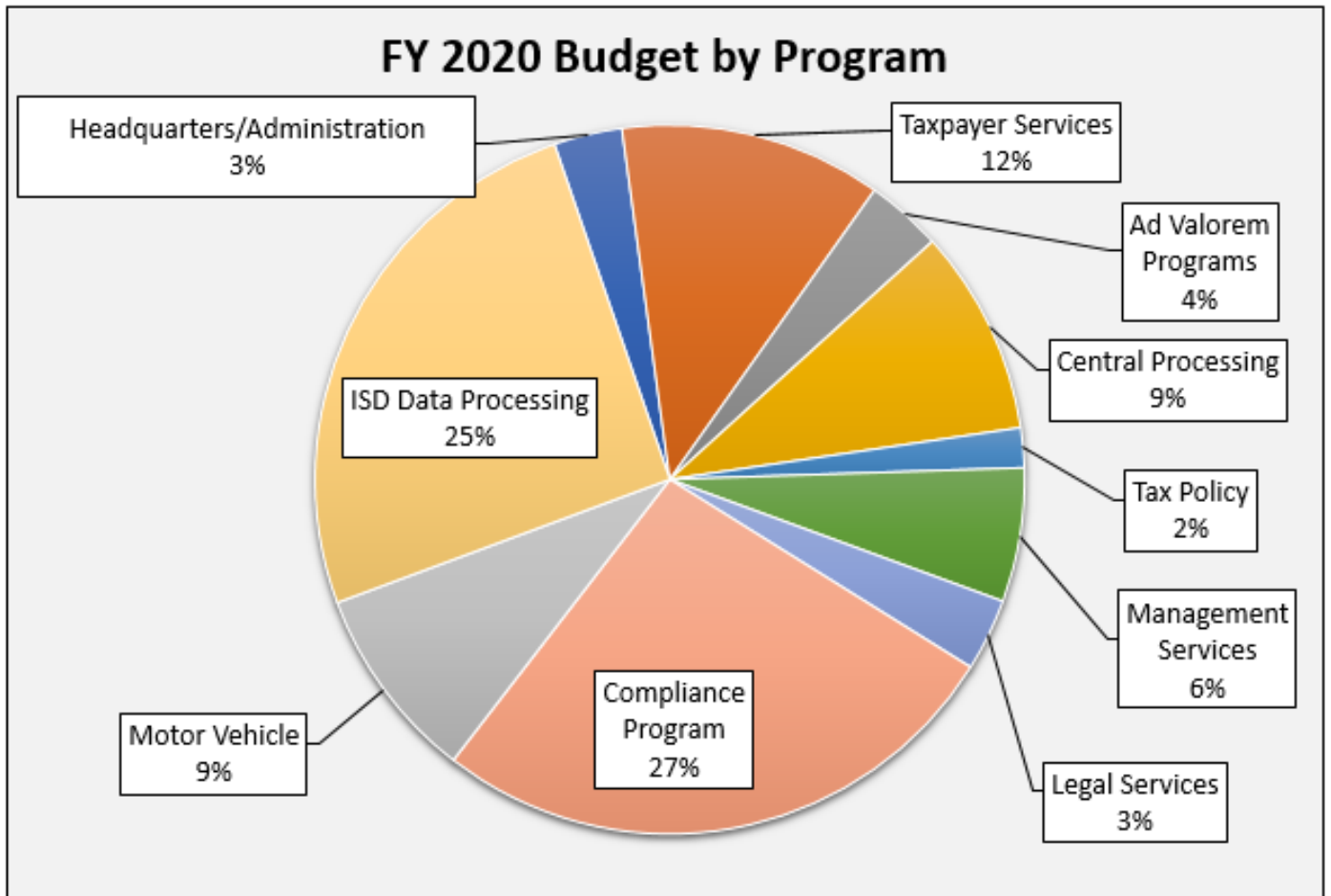
office at the will and pleasure of the Governor, but may be removed only for cause and in the manner provided by law for the removal of state officials not subject to impeachment. Currently, the commission is comprised of Chairman Charles Prater, Vice Chairman Clark Jolley, and Secretary-Member Steve Burrage. Their terms are outlined in the table below.

Member Name	Appointing Authority	Senate Confirmation Date	Term Ending Date
Charles Prater – Chairman	Governor	April 17, 2019	January 14, 2025
Clark Jolley – Vice Chairman	Governor	March 30, 2017	January 10, 2023
Steve Burrage – Secretary-Member	Governor	February 19, 2015	January 11, 2021

The commissioners are responsible for the supervision of the administration and enforcement of state tax laws and the collection of a majority of all state-levied taxes and fees. Commissioner salary is currently \$139,745.

By appointment of the commissioners, Executive Director Jay Doyle, oversees the general practices of the agency. He is assisted by a team of professionals who staff the administrative offices of the agency, as well as 12 division directors whose staffs encompass the three major arms of the agency’s organizational chart: customer service, revenue administration, and support services. The director salary is \$150,000.

Programs



Program	FY 2020 Budget
■ Headquarters/Administration	\$2,833,085
■ Taxpayer Services	\$10,860,597
■ Ad Valorem Programs	\$3,152,422
■ Central Processing	\$8,527,068
■ Tax Policy	\$1,644,504
■ Management Services	\$5,545,548
■ Legal Services	\$2,995,161
■ Compliance Program	\$24,123,264
■ Motor Vehicle	\$8,078,703
■ ISD Data Processing	\$23,038,889

Note: Film Rebate and Tire Recycling pass-through programs and Ad Valorem Reimbursement Fund reimbursements to counties not included.

Headquarters / administration

The headquarters activity includes the commissioners, administrative staff, law judges, executive director's office and internal audit. The commission is a full-time policy-making and judicial body responsible for the administration of tax laws of the state. The goal is to ensure that policies and rules promulgated by the commission are administered in the most fair and efficient manner. Voluntary compliance is promoted.

Taxpayers services

Taxpayer services include registration, taxpayer assistance, communications, account maintenance and problem research and resolution. Taxpayer services is a centralized point of contact for taxpayer inquiries. This activity issues licenses, permits and exemption certificates. It also ensures the accuracy and integrity of taxpayers' account data. A taxpayer assistance unit was formed consisting of a one-stop shop to serve walk-in customers, handle phone inquiries, distribute forms and provide problem resolution.

Central processing

The central processing activity receives and processes all tax documents and remittances. It has expanded to include all document editing activities. The purpose of this activity is to process all documents and remittances received by the Tax Commission and post them to taxpayer accounts in the most efficient and accurate manner possible. This program is critical to the efficiency of other areas/programs of the agency.

Tax policy and research

This activity is a centralized unit responsible for development and review of tax policy and procedures, promulgation of rules and legislation, research and economic forecasting, and legal and administrative decisions. Tax Policy is responsible for the preparation and development of policy for commission adoption. The activity also provides revenue impacts for executive and legislative tax proposals and prepares the annual tax expenditure report.

Support and management services

The Support Services unit includes management services, human resources, employee training, and computer-related functions. The purpose of this activity is to provide support to the entire agency relating to revenue accounting, apportionment, purchasing and all personnel functions.

Legal services

The legal activity includes managing litigation, handling protests, collection activity, bankruptcy and other legal proceedings. The purpose of this activity is to provide legal services to agency divisions involved in administration and collection of tax revenue.

Compliance

The compliance activity includes all audit processes for the agency. Individuals and corporations are encouraged to pay delinquent tax liabilities through telephone contacts, office and field visits, and notice to show cause hearings. The purpose of this activity is to review taxpayer books, records, accounts or other financial documents to ensure statutory compliance and collection of delinquent tax debts. Participation in administrative delinquency hearings, filing liens and establishing payout plans is also a function of this activity.

Motor vehicle

The motor vehicle activity issues tag, title and registration information for vehicles, boats and motors; and administers enforcement of laws pertaining to motor fuel. The purpose of this activity is the administration, enforcement, collection and reporting of motor vehicle and motor fuel taxes.

Ad valorem program

The ad valorem activity monitors the valuation of locally assessed property and the valuation of centrally assessed property in Oklahoma. The purpose of this activity is to encourage the development of a professional, fair and equitable ad valorem system serving the taxpayers of Oklahoma. This includes encouraging professional standards and providing resources and technical assistance to enable county assessors to carry out their statutory responsibilities. The balance of the Ad Valorem Reimbursement Fund, which is a pass-through managed by the ad valorem program, is not included in the operating budget.

IS data processing

The Information Services data processing function provides computer support to the agency.

Pass-through programs

Film rebate program

This program is established by the Legislature to attract film production in Oklahoma; the Tax Commission issues payment for all approved claims from funds in the Oklahoma Film Enhancement Rebate Program Revolving Fund created by the Compete with Canada Film Act. The provisions of the act terminate July 1, 2027.

Tire recycling program

Anyone who sells tires to a final consumer must obtain an Oklahoma tire recycling fee account through the Oklahoma Tax Commission. The intent of the program is to clean up existing dumps, prevent new dumps, and provide incentives for recycling tires so that they may be used as feedstock for various products and energy production.

Performance and projects

Key Performance Measures by program

Technology Initiatives Implementation					
Goal					
Achieve 90% business e-filing					
Key Performance Measure					
Number of business e-filing					
Key Performance Measure Description					
Number of business e-filing					
Unit of Measure					
Percentage of business e-filing					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
65%	68%	69%	71%	72%	73%

Central Processing					
Goal					
Process taxpayers' returns in under a week during peak season					
Key Performance Measure					
Average days for refund to be processed during peak season (March-May)					
Key Performance Measure Description					
Average days for refund to be processed during peak season (March-May)					
Unit of Measure					
Number of days					
Actuals - Overall		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
6	6	6	6	6	6

Taxpayer Compliance					
Goal					
Contain nonpaying individual income tax filings					
Key Performance Measure					
Percentage of delinquent tax accounts					
Key Performance Measure Description					
The average number of nonpaying individual income tax accounts compared to the total number of individual income tax returns					
Unit of Measure					
Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
7.11%	7.67%	7.1%	7%	6.9%	6.8%

Compliance Audit & Collections					
Goal					
ROI of \$2.00M investment into GenTax Discovery Program Software and Customer Support Services					
Key Performance Measure					
\$2.00M benchmark with year-over-year increase of collection dollars generated from discovery programs to justify GenTax capital expenditure					
Key Performance Measure Description					
Measuring cumulative four year fiscal year revenue increases, utilizing \$2.00M capital expenditure as (baseline) benchmark, resulting in a 15 to 1 revenue capital cost ratio					
Unit of Measure					
Collection dollars					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$0	\$0	\$1,669,167	\$8,584,066	\$10,403,976	\$9,663,778

Accomplishments

- Redesigned the entire OneLink Motor Vehicle system to accommodate the recent legislative plate to owner changes.
- Implemented e-Services as a part of the agency's OneLink Motor Vehicle system in order to allow taxpayers to conduct many motor vehicle-related functions via the internet.
- Acquired and incorporated new equipment and software for mailing correspondence, billings and returns in order to improve taxpayer service as well as minimize costs associated with bulk mail.
- Upgraded the agency's OkTAP system to be responsive, allowing taxpayers to use the system regardless of the device with which they are accessing it.
- Designed and implemented changes required for medical marijuana registration, reporting, payments, revenue and apportionment, including implementation of a banking solution for safe and efficient handling of increased cash collections.
- Incorporated videos and interactive tools on the agency website that provide information to the taxpayer on how to register, file and pay using online tools.

Savings and efficiencies

- OTC leverages statewide contracts to ensure the best value is attained in all acquisitions. Furthermore, OTC continues to realize savings due to a reduction in the number of temporary employees required during peak season as a result of process and equipment improvements.

Agency goals

- Implement an electronic check-in system, initially in OTC's main office building, to streamline and improve taxpayer experience when visiting OTC.
- Measure customer service experience of the taxpayer by utilizing customer satisfaction surveys from the electronic check-in system to determine how we can better improve their experience in the future.
- Redesign lobby space for efficient flow of taxpayers.
- Increase tax revenue through compliance initiative and discovery project focusing on federal match non-filers, capital gains deductions and W-2G nonresident gambling winnings.
- Extend document upload functionality that is currently available in the OkTAP system to improve the convenience to the taxpayer, streamline OTC processes and promote electronic submission and reduction of paper.
- Automate voluntary disclosure agreement process for taxpayers through OkTAP to ease the process of reporting and promote compliance.

Projects for implementation

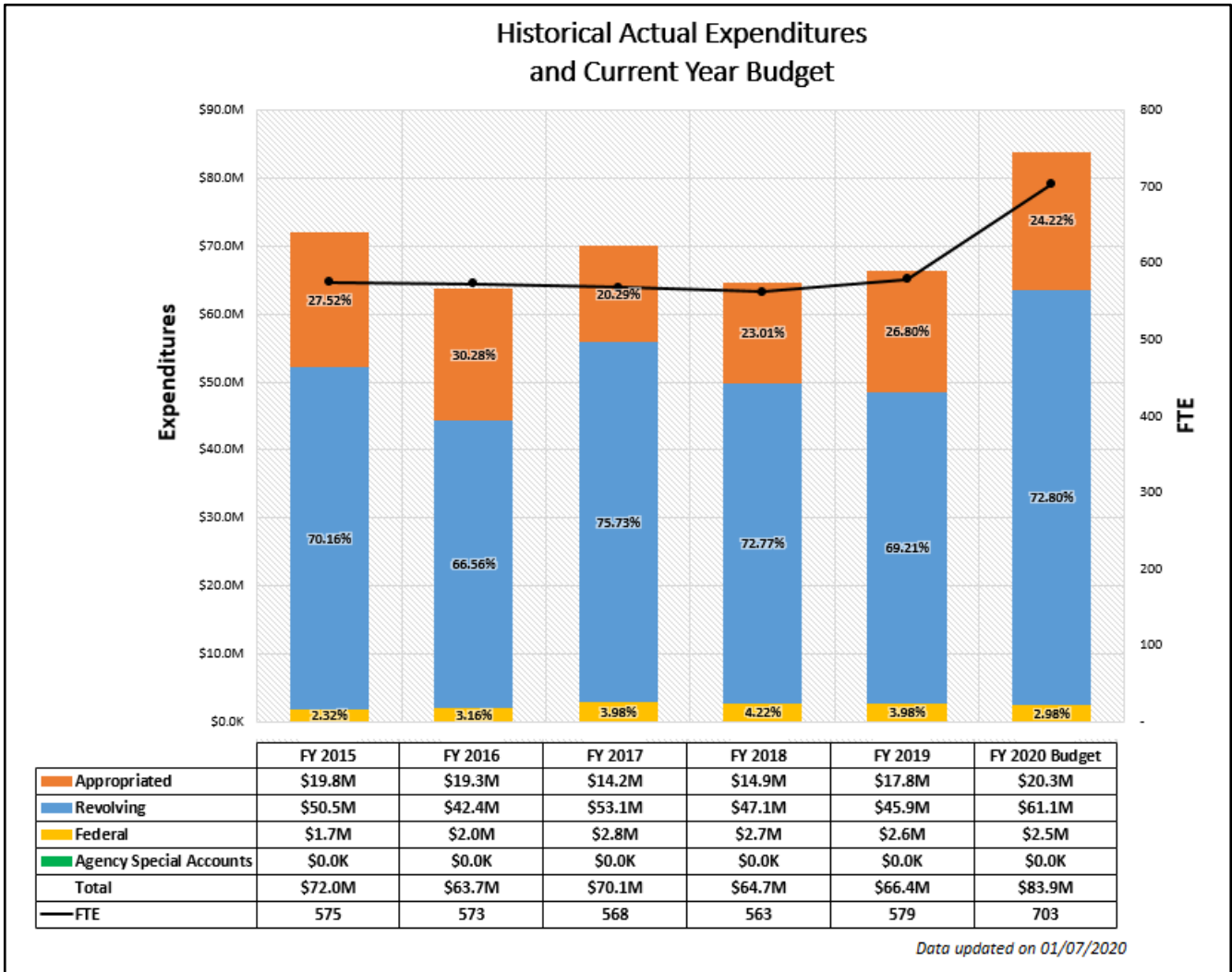
The OTC will continue to focus on enhancing the taxpayer experience both in person and via its web presence through convenient services and taxpayer-focused initiatives. OTC continues to work towards implementation of an e-check system to streamline and improve the customer service experience and increase efficiencies in OTC processes. A major discovery initiative will take place focusing on increased revenue and a more efficient use of audit resources.

Tourism and Recreation Department



Agency Information

Tourism and Recreation Department



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

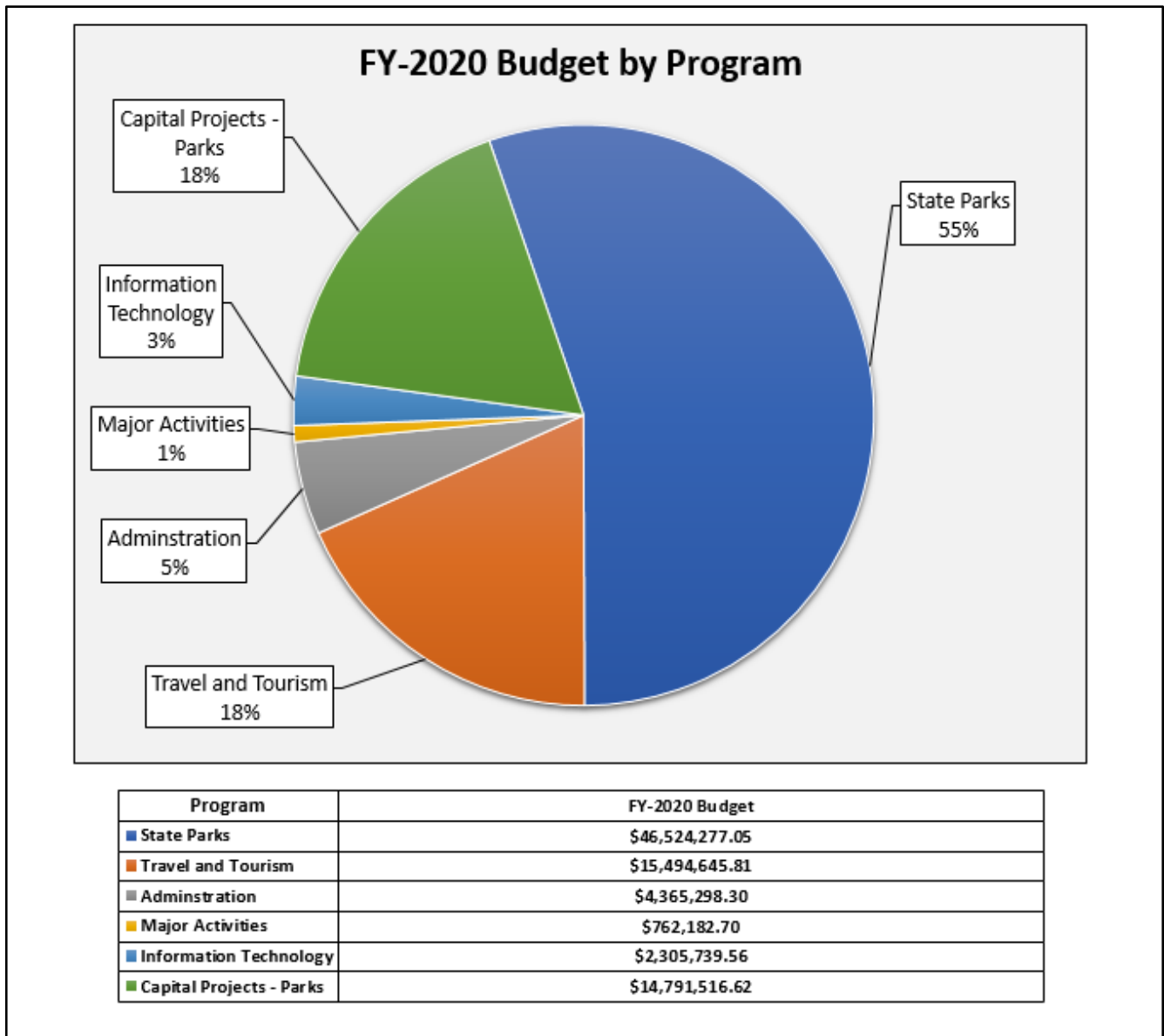
The mission of the Oklahoma Tourism and Recreation Department is to advance the exceptional quality of life in Oklahoma by preserving, maintaining and promoting the state’s natural assets and cultural richness.

Governance and administration

OTRD is administered by an executive director, under the guidance of a nine-member commission. Jerry Winchester was appointed by Governor J. Kevin Stitt and serves as the executive director for OTRD. His annual salary is \$135,000.

Oklahoma Tourism & Recreation Department				
Name	Confirmed by the Senate (date)	Term Ends	Other Statutory Requirements (ie. Congressional districts, specific positions)	Appointment Date
Matt Pinnell, Lt. Governor			Secretary of Tourism & Branding	
Mike Wilt	5/19/2015	7/1/2021	1st Congressional District	5/1/2015
Michelle Finch	5/7/2019	7/1/2022	2nd Congressional District	2/21/2019
Dr. Rick Henry	4/24/2014	7/1/2020	3rd Congressional District	1/29/2014
Sandra Kunz	5/3/2018	7/1/2023	4th Congressional District	4/16/2018
James Farris	4/21/2016	7/1/2022	5th Congressional District	2/2/2016
Hobie Higgins	5/13/2019	7/1/2020	At Large	4/29/2019
Andy Stewart	5/17/2019	7/1/2025	At Large	5/1/2019
Ricki Maslar	5/3/2018	7/1/2024	At Large	4/19/2018

Programs



State parks

The Division of State Parks is responsible for preserving, programming, improving, equipping, furnishing and managing the public land and public recreational facilities in 33 state parks. This responsibility includes 62,000 acres of natural resources, historic structures, cabins, campsites, scenic trails, boating opportunities, comfort stations and other public recreational facilities. The purpose of the Division of State Parks is to plan, acquire, construct, enlarge, erect, improve, equip, furnish, conserve and preserve public recreation facilities. This

division manages the federal Land and Water Conservation Fund Program, the Recreational Trails Program and the Boating Infrastructure Grants Program.

Number of clients served: Oklahoma State Parks had in excess of 9.9 million visits in FY 2018. Visitors to state parks, lodges, and golf courses are the primary clients.

Travel and tourism

The Division of Travel and Tourism disseminates information concerning the state's public and private attractions, events, restaurants, lodging opportunities, parks and recreational facilities around Oklahoma. The division oversees a total of 10 Tourism Information Centers. These centers are a frontline tourism marketing effort to encourage further travel and awareness to and within the State of Oklahoma.

Number of clients served: Per the CY 2017 Oklahoma Visitor Profile Report conducted by OmniTrak, 21,763,000 million visitors in 2017. Clients include the traveling public (local, domestic and international), as well as travel trade professionals and Oklahoma's tourism product suppliers and communities.

Major activities: Oklahoma film + music office / other

Major Activities houses The Oklahoma Film + Music Office which supports and promotes Oklahoma's film, television and music industries contributing to significant economic impact throughout Oklahoma. The office connects prospective film, television and music production companies to many statewide resources including community liaisons, location sites, permits, cast and crew personnel, support services and related vendors.

OF+MO seeks to accomplish and increase awareness of filmmaking in Oklahoma; increase film, television and music productions within the state; preserve the Oklahoma Film Enhancement Rebate Program; support Oklahoma talent, cast and crew personnel, and the development of new businesses; and cultivate community partnerships throughout the state.

Number of clients served: OF+MO has served 110,000+ clients.

Administration

Administration includes human resources, accounting, budgeting and finance, general administration, capital asset management and legal services.

Information technology

The Information Technology division is responsible for data management, network engineering, hardware, database and software design.

Capital projects – parks

The Division of Capital Projects – Parks is responsible for capital improvements to the 33 state parks. This responsibility includes 62,000 acres of natural resources, historic structures, cabins, campsites, scenic trails, boating opportunities, comfort stations and other public recreational facilities.

Number of clients served: Oklahoma State Parks had in excess of 9.9 million visits in FY 2018. Visitors to state parks, lodges, and golf courses are the primary clients.

Performance and projects

Key Performance Measures by program

State Parks					
Goal					
Provide safe, high quality recreation opportunities for citizens and visitors.					
Key Performance Measure					
Park attendance					
Key Performance Measure Description					
Number of park visitors					
Unit of Measure					
Number of park visitors (millions)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
9.9	9.2	9.6	9.85	9.9	10.0

FY 2019 experienced flooding statewide which made many park areas inaccessible during the primary visitor season. This flooding extended into the early part of FY 2020 at some properties in the northeastern part of the state. In FY 2021, an entrance fee may be in place which is expected to impact visits to parks during the early stages of implementation. This will be offset by the addition of upgraded facilities in model parks and other properties which will attract new and returning guests.

State Parks					
Goal					
Provide safe, high quality recreation opportunities for citizens and visitors.					
Key Performance Measure					
Lodge occupancy					
Key Performance Measure Description					
Percentage of available units that are occupied by the public (this performance measure looks at the five parks with lodges and cabins to calculate the occupancy percentage for the fiscal year.)					
Unit of Measure					
Percentage of rooms					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
45%	42%	44% YTD 45% Projected	46%	46%	46%

FY 2019 was a down year for occupancy based on the removal of units from availability for Beavers Bend cabins, Lakeview Lodge rooms and Sequoyah cabins and lodge rooms due to renovation and infrastructure issues. FY 2020 has renovations continuing at Lakeview Lodge and a gas leak at Roman Nose has caused the closure of lodge room until the remedy is finalized.

State Parks					
Goal					
Increase earned revenue (excluding appropriation) and seek efficiencies.					
Key Performance Measure					
Non-appropriated revenue as percent of expenditures					
Key Performance Measure Description					
Net revenue per visitor					
Unit of Measure					
Dollars					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$2.30	\$2.70	\$2.66	\$2.74	\$2.76	\$2.80

Net revenue per visit is the total earned revenue from state parks, lodges and golf courses minus taxes collected. Fees and charges are earned for all persons who stay overnight at a state park property. With the implementation of entrance fees, a charge will accrue to guests who visit a park for picnicking and other uses. This will recoup the cost of infrastructure – water and sewer, trash disposal and supplies.

State Parks					
Goal					
Increase earned revenue (excluding appropriation) and seek efficiencies.					
Key Performance Measure					
Increase in revenue from lease concession operations					
Key Performance Measure Description					
Total earned revenue paid to park properties by concession operations					
Unit of Measure					
Dollars (thousands)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$0.91	\$1,283	\$1,290	\$1,300	\$1,320	\$1,350

There are approximately 40 concession operations in state parks which provide activities and services to our visitors. These small businesses are crucial private partners.

Travel Promotion					
Goal					
Expand the economy of the state by effectively promoting Oklahoma as a tourism destination.					
Key Performance Measure					
Spring marketing campaign					
Key Performance Measure Description					
The bottom-line return on Oklahoma's investment in the spring marketing campaign in terms of incremental state and local taxes generated.					
Unit of Measure					
Return on investment (every \$1 spent, returns \$ in generated taxes)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
7:1	6:1	6:1	6:1	6:1	6:1

1. Rising media costs, which have increased at an average rate of 5.9% a year since 2011 in the media we utilize, can affect these numbers.
2. Increased advertising expenditures by competing markets can affect these numbers.

Travel Promotion					
Goal					
Expand the economy of the state by effectively promoting Oklahoma as a tourism destination.					
Key Performance Measure					
Increase combined annual reach (number of contacts exposed to travel promotion advertising) of the Travel Promotion programs.					
Key Performance Measure Description					
Annual travel promotion reach is defined as a combination of all of the divisions' print/digital/television/social media/consumer show audiences.					
Unit of Measure					
Contacts					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1+ billion	1+ billion	1.2 billion	1.3 billion	1.4 billion	1.5 billion

1. Rising media costs, which have increased at an average rate of 5.9% a year since 2011 in the media we utilize, can affect these numbers.
2. Rising paper costs, which increased over 25% from February of 2017 to March of 2018, can affect these numbers.

Travel Promotion					
Goal					
Expand the economy of the state by effectively promoting Oklahoma as a tourism destination.					
Key Performance Measure					
Direct visitor spending from tourism					
Key Performance Measure Description					
Dollar spend per visitor to Oklahoma					
Unit of Measure					
Dollars					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$ 8.94	\$ 9.59	\$ 10.17	\$ 10.24	\$ 10.77	\$ 11.40

Travel Promotion					
Goal					
Expand the economy of the state by effectively promoting Oklahoma as a tourism destination.					
Key Performance Measure					
Increase travel promotion self-sufficiency/sustainability.					
Key Performance Measure Description					
Expand advertising offerings and program sponsorship opportunities within the travel promotion products (Discover Oklahoma, TravelOK.com, Oklahoma Today, consumer and trade marketing, brochure fulfillment, and annual publications), while also focusing on decreased operational and production expenditures, with goal of increasing program self-sufficiency/sustainability.					
Unit of Measure					
Dollars (billions)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$ 2.29	\$ 2.40	\$ 2.52	\$ 2.64	\$ 2.76	\$ 2.89

Travel Promotion					
Goal					
Expand the economy of the state by effectively promoting Oklahoma as a tourism destination.					
Key Performance Measure					
Tourism jobs supported by visitor spending					
Key Performance Measure Description					
Tourism jobs supported by visitor spending					
Unit of Measure					
Supported jobs					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100,900	103,600	105,433	107,299	109,199	111,131

Travel Promotion					
Goal					
Expand the economy of the state by effectively promoting Oklahoma as a tourism destination.					
Key Performance Measure					
U.S. domestic visitors to Oklahoma					
Key Performance Measure Description					
U.S. domestic visitors to Oklahoma					
Unit of Measure					
People (millions)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
21.14	21.49	21.91	21.49	21.42	21.57

OK Film & Music					
Goal					
Increase awareness.					
Key Performance Measure					
Film rebate spend					
Key Performance Measure Description					
Total OK qualified spending by film rebate productions					
Unit of Measure (Local Labor and Goods & Services Qualified Spend in OK)					
Dollars in millions					
Actuals		Targets			
FY 2018	FY 2019	*FY 2020	*FY 2021	FY 2022	FY 2023
\$15.00	\$9.90	\$48.90	\$85.00	\$15.00	\$15.00

**The Oklahoma Film + Music Office (OF+MO) is currently processing new applications, including a high-impact production, which will greatly impact spending in FY 2020 and FY 2021. To date, OF+MO has pre-qualified all of FY 2021 and FY 2022 rebate funds and pending pre-qualifications may include committing partial rebate monies from FY 2023 through FY 2027 until the program is scheduled to sunset. High-impact production spend estimated at 25% in FY 2020 and 75% in FY 2021.*

OK Film & Music					
Goal					
Increase awareness					
Key Performance Measure					
Industry hires					
Key Performance Measure Description					
Total Oklahoma industry professionals working on film and TV rebate projects					
Unit of Measure					
Number of hires including FTEs and PTEs					
Actuals		Targets			
FY 2018	FY 2019	*FY 2020	*FY 2021	FY 2022	FY 2023
2,132	1,756	4,371	4,829	2,000	2,000

**Note: OF+MO estimated for the number of jobs to increase through FY 2021 from the pending rebate applications, including a high-impact production, which will greatly impact job growth. FTE and PTE calculated from the final pay application. High-impact production included in FY 2020 and FY 2021 estimates.*

OK Film & Music					
Goal					
Increase awareness					
Key Performance Measure					
Number of industry registrants.					
Key Performance Measure Description					
Number of registrants (crew members in OK) in Film Production Directory					
Unit of Measure					
Number of current registrants in production directory					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3,681	3,597	3,650	3,700	3,800	3,950

Regional benchmarks and comparisons

Parks Division

Oklahoma State Park visitation for FY 2018 was 9.903 million. In comparison, Missouri had 22.1 million, Texas had 8.7 million, and Arkansas had 7.1 million.

Oklahoma State Park Cabin rentals have the highest occupancy rating at 75% in comparison to Texas at 60%, Missouri 55%, and Arkansas 51%.

Oklahoma State Park Lodges rank second highest regionally at 38% occupancy in comparison to Arkansas 51% and Texas 20%.

Travel Promotion

The TravelOK.com website is consistently in the top five state tourism websites since FY 2016.

TravelOK.com has ranked No. 1 among state tourism websites for pages viewed per visit for 35 consecutive months as of January 2020.

The bottom-line return on Oklahoma’s investment in marketing campaigns in terms of incremental state and local taxes generated in comparison to other states in comparable studies was ranked third for FY 2018 totaling \$7 in returned money for every \$1 spent. Other states included Wyoming (\$10), Michigan (\$8.99), New Mexico (\$7), and Missouri (\$3.47).

Film & Music

The Oklahoma Film & Music Industry has fewer regional metrics to compare. The comparable states include Georgia, Louisiana, and New Mexico. States with more high impact productions have higher returns on industry spend and higher total hires. For example, Georgia had over 5,000 industry hires in 2017.

Accomplishments

- Comprehensive park strategy;
- Asset management;
- Tourism trails;
- Modernization;
- Oklahoma Film & Music 40th year;
- Oklahoma fishing trail;
- Oklahoma road trip; and
- Downloadable travel promotion guides.

Savings and efficiencies

- Capital projects (shut down warehouse/print shop).
- Paperless initiative for online park reservations and all agency operations.
- Continue to use the Oklahoma Department of Commerce and Office of Management and Enterprise Services for all practical purposes for shared services.
- Increase use of Office 365 and modernization project for all operations including online reservations, cashless facility operations, and paper free initiatives.

Agency goals

- Capital projects including lodge renovations;
- RV camping improvements, and other facility renovations;
- Park entrance fees at specific locations; and
- Continue modernization projects of all operations including online reservations, cashless facility operations, and paper free initiatives.

Projects for implementation

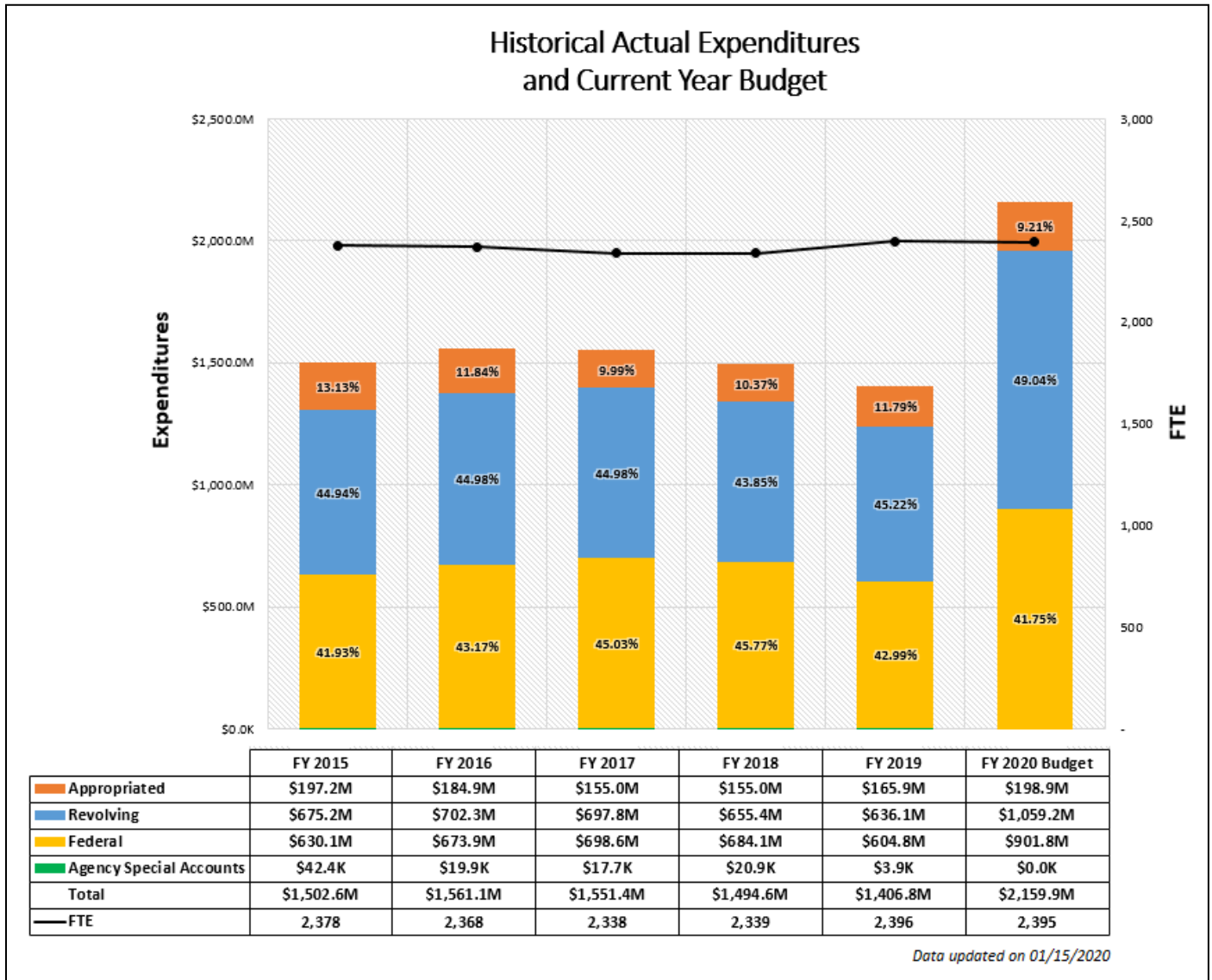
- Move to cyclical maintenance of parks assets;
- Establish park entrance fees; and
- Modernize and standardize park guest relations and facility operations.

Oklahoma Department of Transportation



Agency information

Oklahoma Department of Transportation



Note: The data above was submitted by the Department of Transportation. Due to the nature of the disbursing funds used by the agency, the data could not be independently verified by OMEs. Appropriated actual expenditures and budget in each year do not necessarily equal the agency's legislated appropriation. FY 2020 budgeted appropriations include budgeted carryover.

Mission

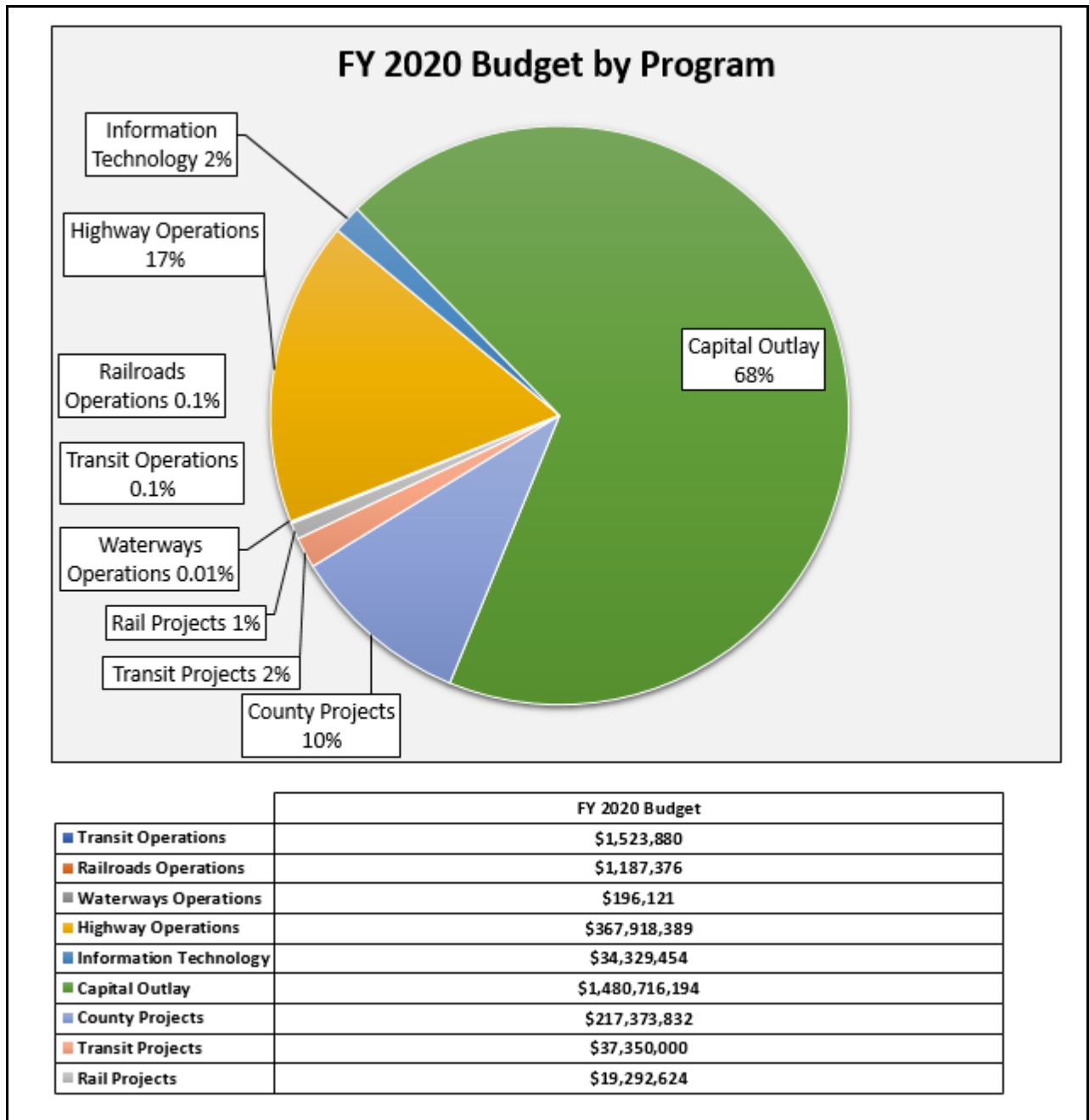
To provide a safe, economical and effective transportation network for the people, commerce and communities of Oklahoma.

Governance and administration

The Oklahoma Transportation Commission consists of nine members. The nine-member body consists of eight members from each of the eight ODOT regions and one at-large. The commission members are appointed by the Governor, the President Pro Tempore of the Senate and the Speaker of the House as an at-will appointment duration. The Governor appoints five members from Division 5 through Division 8 and the at-large ninth member. The President Pro Tempore of the Senate appoints two members from Division 1 and Division 4. The Speaker of the House appoints two members from Division 2 and Division 3. Tim Gatz was appointed cabinet Secretary of Transportation on January 1, 2019 and as ODOT Executive Director on April 1, 2019. His annual salary is \$185,000.

Transportation Commission				
Name	Division	Appointing Authority	Appointment (date)	Term Ends
Bob Coburn	Division 1	Senate Pro Tem	April 2019	At Will
James L. Grimsley	Division 2	Speaker of House	May 2019	At Will
T.W. Shannon	Division 3	Speaker of House	March 2019	At Will
Don Freymiller	Division 4	Senate Pro Tem	April 2019	At Will
David Dyson	Division 5	Governor	April 2019	At Will
Bobby J. Alexander	Division 6	Governor	April 2019	At Will
Stephen LaForge	Division 7	Governor	April 2019	At Will
Robert Peterson	Division 8	Governor	April 2019	At Will
Gene McKown	At-large	Governor	April 2019	At Will

Programs



Transit, Railroads, Waterways and Highway programs are operational expenses. Capital Outlay and County Projects are highway capital projects. Transit and Rail Projects are capital projects related to public transit and railroads.

Transit

ODOT's Office of Mobility and Public Transit (OMPT) is the Governor's designee for receiving and administering funds from the Federal Transit Administration's (FTA) Sections 5311, 5339, 5303, 5310 and 5329. OMPT's responsibilities under these programs include but are not limited to; planning, programming, policy development, funding allocation/distribution, transit sub-recipient monitoring, technical assistance, rail fixed

guideway system oversight and the accounting/reporting of all these federal transportation assistance program funds.

These programs are designed to assist with transportation planning; enhance access for the elderly and disabled; and assist populations in nonurbanized areas to gaining access to health care, education, employment, public services, shopping and recreation through the maintenance, development, improvement and use of safe public transportation systems in rural and small urban areas, as well as ensuring the safety of the state's rail fixed guideway systems.

ODOT works closely with approximately 20 rural transit agencies (providing approximately 9,984,284 trips during FY 2019) and 129 nonprofit entities throughout 75 of the state's 77 counties. The program goals are to encourage and facilitate the most efficient use of federal funds to provide safe public transportation through the coordination of transit agencies and services; to assist in the development and support of intercity bus transportation; and to encourage the participation of private transportation providers in nonurbanized transportation areas to the maximum extent feasible.

Clients served: Disabled, elderly and other citizens needing travel via a public transit system, with 9,984,284 served in FY 2019.

Rail

The Rail Department has developed partnerships with private sector interests on Class I and Class III railroads in order to continue rail service for many Oklahoma communities and businesses. Today, the department owns 150 miles of track and partners with five rail companies with 143 miles under lease. ODOT also assists with coordinating with railroads impacted by ODOT highway projects.

ODOT is responsible for improving safety at Oklahoma's rail crossings. The department administers the Federal Highway Administration's grade crossing safety program to make safety improvements to Oklahoma's 3,650 public at-grade railway/road intersections.

Since kicking off the safety initiative in October of 2015, the Transportation Commission has approved more than 252 crossing improvement projects statewide, improving 278 total crossings. Federal funding, funds provided by railroad companies and local entities, and proceeds from the Sooner Sub rail line sale in 2014 are also being used in the initiative, which has enabled ODOT to advance nearly six years of projects in little more than two years.

The department coordinates and administers the Heartland Flyer, an AMTRAK passenger rail service between Oklahoma City and Ft. Worth, Texas. The Texas Department of Transportation has helped support the service financially since 2006. Ridership in 2018 was 68,075. The department is exploring opportunities to increase trip frequency and add a stop in Thackerville, OK, which would increase ridership significantly.

Clients served: Rail-traveling citizens and small rail freight operators.

Waterways

The Waterways Department promotes the use of barge transportation traffic on the McClellan-Kerr Arkansas River Navigation System (MKARNS), recently designated as Marine Highway 40. The focus of the waterways program is to educate the public on the benefits of the MKARNS and to work with elected officials, port operators, and shippers to promote and market waterway transportation usage and facilities. There are five publically developed ports on the MKARNS, two of which are in Oklahoma – the Port of Catoosa (northeast of Tulsa) and the Port of Muskogee, along with other private operations, such as Port 33 that is east of Tulsa. The

MKARNS has a 12-state service area shipping fertilizer, steel, minerals and grains and is an important component for Oklahoma's network for transporting goods.

Clients served: Oklahoma manufacturers, farmers and shippers; producers of chemical fertilizers, food and food products, petroleum products, primary metal products, chemical products, coal-lignite and coal product.

Highway operations / routine maintenance

Highway operations include the core functions that provide construction and maintenance activities for the highway infrastructure through the central office and eight field divisions. These activities include bid letting and construction contract administration, materials testing and certification, construction standards and specifications development and implementation, and highway and bridge infrastructure maintenance.

Clients served: Traveling public, commuters, and transporters of goods. According to the 2015 Census, there were 3,055,173 Oklahomans at or above the minimum driving age; 2.4 million of these are licensed drivers. Motor vehicle registrations total approximately 3.5 million.

Information technology

The transportation industry has many ongoing technological innovations in infrastructure management and improvement. ODOT continues to implement these technological advances a modern geographic information system (GIS) based highway inventory, Pavement Management System, Oracle Applications, Agile Assets and Transport Construction Management System. The Information Technology and Telecommunications (ITT) program includes content management systems, imaging, wireless and mobile applications and electronic filing. The department uses Intelligent Transportation Systems and a Commercial Vehicle Information System to help facilitate a more efficient movement of traffic and freight.

Clients served: ODOT employees, general public.

Capital outlay

ODOT oversees design, construction and special maintenance projects totaling approximately \$1 billion on an ongoing basis. Construction activities from the Eight-Year Construction Work Plan and Asset Preservation Plan are administered through 25 construction residencies while maintenance activities are administered throughout all 77 counties. The Field Division headquarters coordinates these activities at the local level and provides support through equipment maintenance, communications and special traffic and maintenance units. The Legislature authorizes ODOT'S budgetary expenditures from historically available transportation funding sources. These sources are primarily comprised of federal and revolving funds including federal and state motor fuel taxes directed to the Highway Trust Fund and the State Transportation Fund, respectively, along with the Rebuilding Oklahoma Access and Driver Safety Fund (ROADS Fund) as initiated by HB 1078 in 2005. The ROADS Fund attained its annual, maximum statutory authority of \$575 million in fiscal year 2019.

The transportation network in Oklahoma falls into two categories – On System and Off System. On System represents the responsibility of the department – interstate, U.S. numbered routes, and state routes. ODOT is responsible for 32,883 lane miles of highway pavements and approximately 6,800 bridges across the state. ODOT also assists with planning, coordination, and other support for the non-jurisdictional Off System – city streets and county roads.

ODOT monitors, measures, and reports the pavement surface conditions of the highway system annually. The federal system of performance measures of pavement conditions was established by the Federal Highway Administration (FHWA) in 2017 for initial reporting beginning in 2018. Prior to this rule, there was no standard

process for evaluating the condition of pavements across different states. This performance measure for pavement surface conditions has three ratings – good, fair and poor. The measure is composed of a smoothness measure; International Roughness Index (IRI); and accounts for cracking, rutting and faulting, which are indicators of structural health of the pavement. Prior to 2018, only IRI was available for peer comparison of pavement condition, which is an incomplete and inadequate measure.

The bridge condition performance measures established by FHWA for state departments of transportation requires that bridges on the National Highway System (NHS) be rated according to the National Bridge Inventory condition ratings for deck, superstructure, substructure, and culverts. Based on the lowest rating of these items, a bridge receives a rating of good, fair, or poor. If the lowest rating is greater than or equal to seven, the bridge is classified as good; if it is less than or equal to four, the bridge is classified as poor. Bridges rated below seven but above four are classified as fair. Poor bridges are considered structurally deficient.

For the 2019 reporting period, the number of highway lane miles in good condition are 10,780 miles. The remaining 20,976 lane miles are in fair condition, and 1,136 in are considered to be poor condition, according to the federal measures. The department’s performance measure focuses on increasing the number of lane miles in good condition, as asset preservation is the most cost-effective means of preserving pavements and bridges to maximize their service life.

As of 2019, ODOT has reduced the number of structurally deficient or poor bridges from 1,168 in 2004 down to 132. If pavements and bridge structures are neglected, deterioration will increase at a rapid rate, while the expense to rehabilitate these structures will increase exponentially with time. However, if asset preservation is performed at the right time in a proactive manner, the life of the pavement or bridge structure is extended before it deteriorates to the point of needing costly rehabilitation or reconstruction. ODOT's asset preservation effort is provided, in part, by the department's Special Maintenance Program and a portion of the Federal Aid Construction Program.

To improve safety of the travelling public, ODOT is focusing on reducing the miles of two lane highways with deficient shoulders. Deficient shoulders are defined as any roadway that has less than four foot of pavement outside of the edge-line traffic stripe. As of September 30, 2019, there are 5,303 centerline miles of rural two lane highways with deficient shoulders.

Clients served: Traveling public, commuters, and transporters of goods. According to the 2015 Census, there were 3,055,173 Oklahomans at or above the minimum driving age; 2.4 million of these are licensed drivers. Motor vehicle registrations total approximately 3.5 million.

County projects

ODOT administers the federal aid funding for County Roads and Bridges as well as the state funding, County Improvement for Roads and Bridges (CIRB fund), program for reconstruction of county roads and bridges. The CIRB Fund, as administered by the department, was incrementally increased over time to 20% of the motor vehicle registration fees and is capped at \$120 million. The first session of the 57th Legislature passed HB 2676 to provide for additional funding of \$30 million from the general revenue fund for FY 2020. During FY 2019, disbursements of \$107 million were paid out of the available cash balance. As of December 31, 2019, the cash balance was \$200 million. ODOT also assists the counties by administering a purchase and lease back program of machinery and equipment to be utilized for county road maintenance.

Clients served: Traveling public, commuters, and transporters of goods.

Performance and projects

Key Performance Measures by program

Highway Design and Construction					
Goal					
Decrease traffic fatalities by 5% in four years.					
Key Performance Measure					
Reduce traffic fatalities by 5%.					
Key Performance Measure Description					
Number of fatalities on all roadways					
Unit of Measure					
Fatalities					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
612	581	572	563	555	546

Highway Design and Construction					
Goal					
To achieve and sustain less than 1% structurally deficient bridges (68 of 6,800).					
Key Performance Measure					
Percentage of structurally deficient bridges					
Key Performance Measure Description					
Percentage of on system bridges rated as structurally deficient.					
Unit of Measure					
Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2.72%	1.94%	1%	1%	1%	1%

Highway Design and Construction					
Goal					
Decrease miles of rural two lanes with deficient shoulders by 10% in four years.					
Key Performance Measure					
Deficient shoulders					
Key Performance Measure Description					
Miles of two lane rural highways with deficient shoulders					
Unit of Measure					
Number of miles with deficient shoulders					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
**4396	5,303	5,170	5,037	4,904	4,771

***2018 Actuals reflect a different definition of inadequate shoulders. 2019 reflects a re-benchmarked measure to address safety concerns and defines deficient shoulders as four feet or less.*

Highway Design and Construction					
Goal					
Increase total lane miles in good condition by 10% (from 32% to 42%) in four years.					
Key Performance Measure					
Pavement condition					
Key Performance Measure Description					
Percentage increase of lane miles in good condition					
Unit of Measure					
Percent of lane miles in good condition					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
***30.03% approximately	32.78%	35.33%	37.89%	40.44%	42.99%

**** New benchmark to align with a federal measure allowing for comparability with other states. 2018 was the first year any state reported this measurement and this replaces IRI. IRI alone is considered an insufficient measure of pavement condition.*

Highway Operations and Maintenance					
Goal					
To develop and maintain a safe and effective multimodal transportation network.					
Key Performance Measure					
Contract awards versus estimates					
Key Performance Measure Description					
Percentage of awarded projects that were within 10% of the engineer's estimated project cost					
Unit of Measure					
Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
38.80%	49.8%	50%	50%	50%	50%

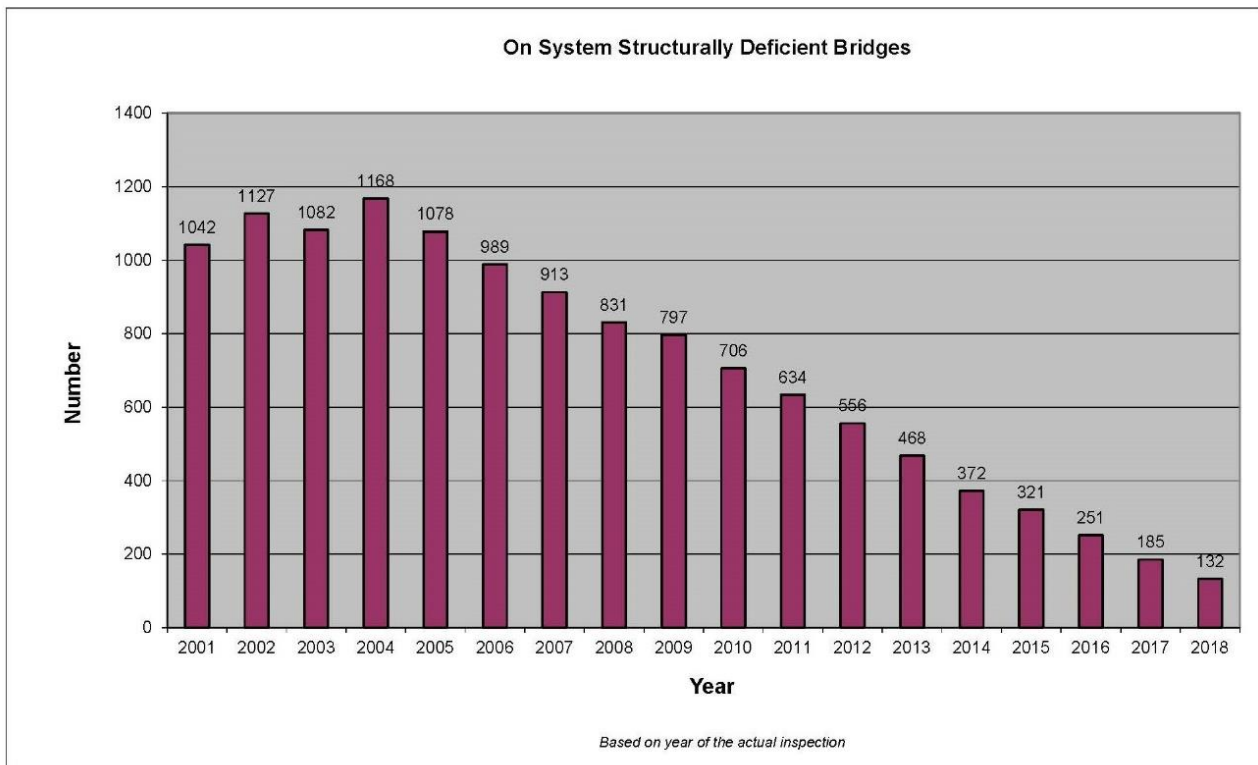
Highway Operations and Maintenance					
Goal					
To maintain contract growth below the national average 4.5%.					
Key Performance Measure					
Contract growth					
Key Performance Measure Description					
Percentage of contract growth (growth of project costs) less than 4.5%					
Unit of Measure					
Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
-0.81%	-0.78%	<4.5%	<4.5%	<4.5%	<4.5%

County					
Goal					
To develop and maintain a safe and effective multimodal transportation network.					
Key Performance Measure					
Percentage of structurally deficient bridges					
Key Performance Measure Description					
Reduce the number of structurally deficient bridges on county highway system by 10% over four years.					
Unit of Measure					
Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
17.50%	17.24%	13.00%	11.00%	9.00%	7.00%

Waterways					
Goal					
To develop and maintain a safe and effective multimodal transportation network.					
Key Performance Measure					
Freight tonnage shipped via waterways					
Key Performance Measure Description					
Total tonnage shipped on the McClellan-Kerr Arkansas River Navigation System segment					
Unit of Measure					
Tonnage shipped					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
6,356,212	4,291,738	6 million	6 million	6 million	6 million

Regional benchmarks and comparisons

- According to the 2018 Federal Highway Administration Bridge Condition by Owner Report, Oklahoma ranked 13th among the states in percentage of structurally deficient bridges at 1.9%. The department has been aggressively replacing these bridges and Oklahoma is on target to be in the Top 10 in the ranking by 2020, with a 1% or less of structural deficiency of Oklahoma’s 6,800 bridges on the state highway system.
- A comparative ranking of the percentage of smooth pavement conditions on National Highway System. State departments of transportation annually measure and report all interstate and non-interstate NHS pavement based on an IRI and other pavement distresses. The data is reported to FHWA, and ultimately is compiled by the Bureau of Transportation Statistics who produces reports on the nation’s transportation system. Based on the 2017 report, Oklahoma ranks 29th in Interstate IRI and 28th for the remaining NHS system, slightly ahead of some surrounding states including Texas, Arkansas and Louisiana. More current data on rankings is not available from BTS at this time. Additionally, this performance measure is being replaced by the Federal Highway Administration required good, fair, poor pavement performance measurement. The new measurement includes the component of IRI, with additional data measuring the pavement distresses of cracking, rutting, and faulting to provide a more accurate representation of pavement condition. State comparisons for condition data in the new metrics are not yet available from FHWA.
- Oklahoma has a comparatively low debt ranking, in the bottom 12 among states, in both debt per capita and debt per mile, as last reported in 2016 by FHWA. Debt financing for highway projects is currently being utilized by many states as interest rates are at all-time lows, which makes the cost of borrowing less than the cost of inflation for construction.



Accomplishments

The department continues to streamline business practices utilizing technology, innovations, and by relying on private sector experience and partnerships.

- Reported in 2019 for 2018, structurally deficient bridges were reduced by 1.94% or 53 from previous year. ODOT is ranked 13th in the nation.
- Improved number of two-lane rural highways with deficient shoulders by 39.79 miles in 2019.
- Reduced total number of statewide fatalities, by 40 with a statewide goal to reduce fatalities by 5% in four years.
- In 2019, improved number of lane miles in good condition by 904.48. State ranking is currently not available.
- In 2019, American Road and Transportation Builders Association rated Oklahoma No. 2 in the nation for reducing our structurally deficient bridges by 900 for the period of 2014 through 2018.
- ODOT continues to receive federal grant funding awards for innovative, safety-focused and freight corridor projects.
- Using proceeds from the sale of the Sooner Sub rail line in 2014, the department committed approximately \$48.4 million of state funds on safety for at-grade rail crossing. This cooperative effort with private rail companies will result in the replacement or upgrade of 231 at-grade crossings in Oklahoma. This effort will significantly enhance safety of the crossings and save lives.
- The Off Broadway railroad bridge project on I-235 received the best highway/bridge project award for 2018 in the south region, which includes Arkansas, Louisiana, Mississippi, Oklahoma and Texas. The award is judged by independent industry leaders in design and construction based on criteria such as safety, innovation and teamwork. The project was nominated for the top award nationally.
- Implemented a new ODOT smartphone app developed for ease of access to traffic and road condition information.

Savings and efficiencies

- Installation of school zones signage by in house staff has saved approximately \$250,000 of federal funds, allowing more improvements in safety.
- Use of project bundling resulted in a savings of approximately \$17 million of federal and state funding.
- Received four federal grants for a total of \$73.7 million.
- Utilized accelerated bridge construction techniques to save hundreds of thousands of dollars in road user costs by reducing road closures from months to days. Detours around road closures costs drivers' additional fuel and vehicle maintenance.
- Using technology including Lidar and GPS has allowed the department to downsize staff by 40 and reduce the time needed to accomplish tasks.
- Modernizing the bidding process to include electronic submittals and modifications, has saved money and time for contracting firms and ODOT staff.
- Deployment of conservation-based vegetation management, including modification of mowing practices, has resulted in significant annual savings of fuel, equipment maintenance and time. The average annual cost saved per year was \$1.3 million for a total savings of \$6.6 million since 2014.
- Established extensive tribal partnerships across the state leveraging resources on projects of mutual interest.
- Implemented virtual technology on ports of entry facilities to protect the state's infrastructure from overweight vehicles, saving significant operational costs and providing more effective enforcement.

Agency goals

- Develop and maintain a safe and effective transportation system. Specific goals include:
 1. Achieve and sustain less than 1% structurally deficient bridges (68 of 6,800).
 2. Decrease traffic fatalities by 5% in four years.
 3. Decrease miles of rural two-lanes without shoulders by 10% in four years.
 4. Increase total lane miles in good condition by 10% (from 32% to 42%) in four years.
- Encourage the use of project management systems, new techniques and technology that improve productivity and quality of all ODOT processes.
 1. Limit construction contract growth to less than 2% in 2020 and going forward.
 2. Continue to deliver at least 85% of Eight-Year Construction Work Plan projects on time or ahead of the federal fiscal year they are scheduled.

Projects for implementation

ODOT has several major projects occurring across the state as part of the Eight-Year Construction Work Plan.

Ongoing projects

- U.S. 377/Highway 99 Willis Bridge – Marshall County;
- Interstate 40 interchange and bridge reconstruction in Sallisaw;
- Westbound I-44 bridge rehabilitation at May Avenue;
- I-35 corridor projects;
- I-40 corridor projects;
- I-40 widening and Choctaw Road interchange reconstruction;
- I-35 and I-240 crossroads interchange reconstruction in Oklahoma City;
- Reconstruction of the IDL in Tulsa;
- Southwest 34th Street Bridge over I-35 in Moore;
- U.S. 69/75 reconstruction in Bryan County – FASTLANE grant; and
- I-235/I-44 interchange project in Oklahoma City.

Upcoming projects

- I-35 and Waterloo Road interchange near Edmond;
- I-44 east of Tulsa at 165th Street interchange;
- Highway 20 realignment project west of Claremore;
- U.S. 270 four-lane construction in Dewey County;
- I-40 widening to six lanes between Midwest City and Shawnee;
- Widening I-35 north of the Red River to six lanes;
- U.S. 81 realignment west of Chickasha;
- I-44/U.S. 75 improvements in Tulsa – INFRA grant; and
- Continuing safety improvements adding shoulders to two-lane highways and improving site distance.

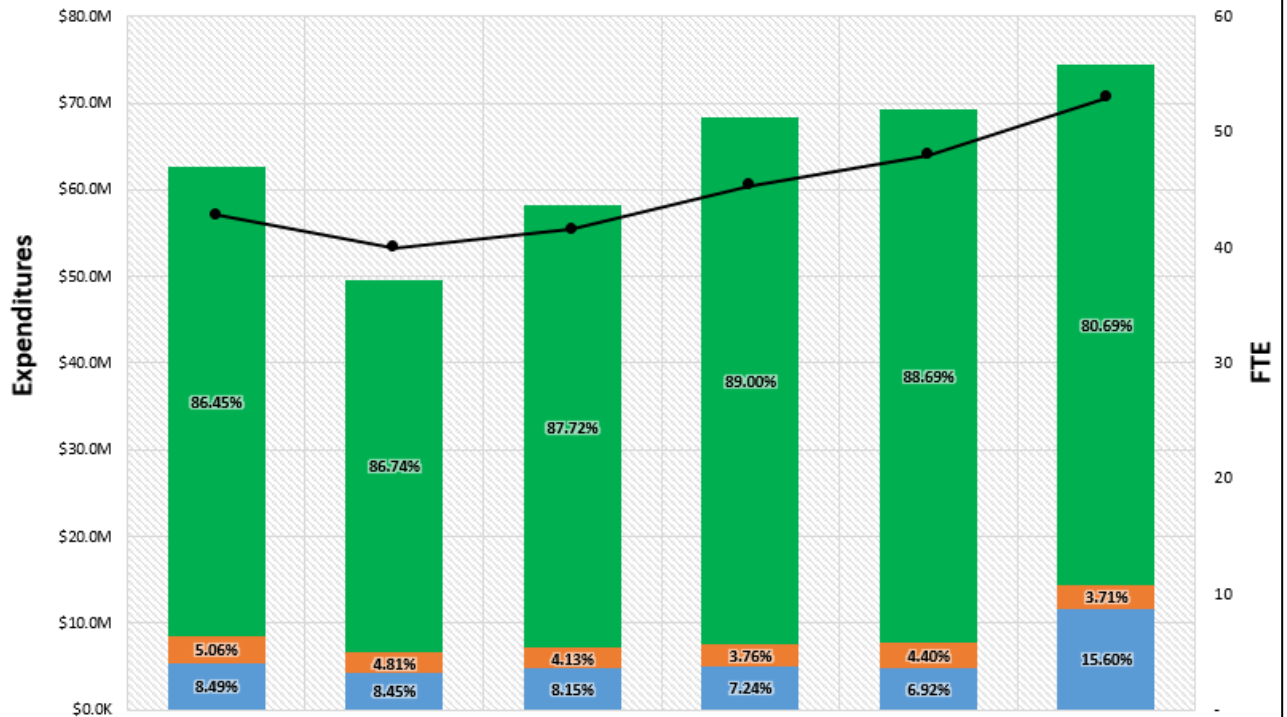
Oklahoma State Treasurer



Agency information

Oklahoma State Treasurer

Historical Actual Expenditures and Current Year Budget



Data updated on 01/07/2020

Notes: Excludes coupon and bond payments and statewide circuit engineering board and land reimbursement pass-throughs. The Agency Special Accounts represent the Unclaimed Property Fund, from which unclaimed property is returned to its rightful owners. In FY 2019, \$51.7 million dollars were paid to property owners. For FY 2020, the Treasurer is working to restore at least \$45 million in unclaimed property to rightful owners.

Mission

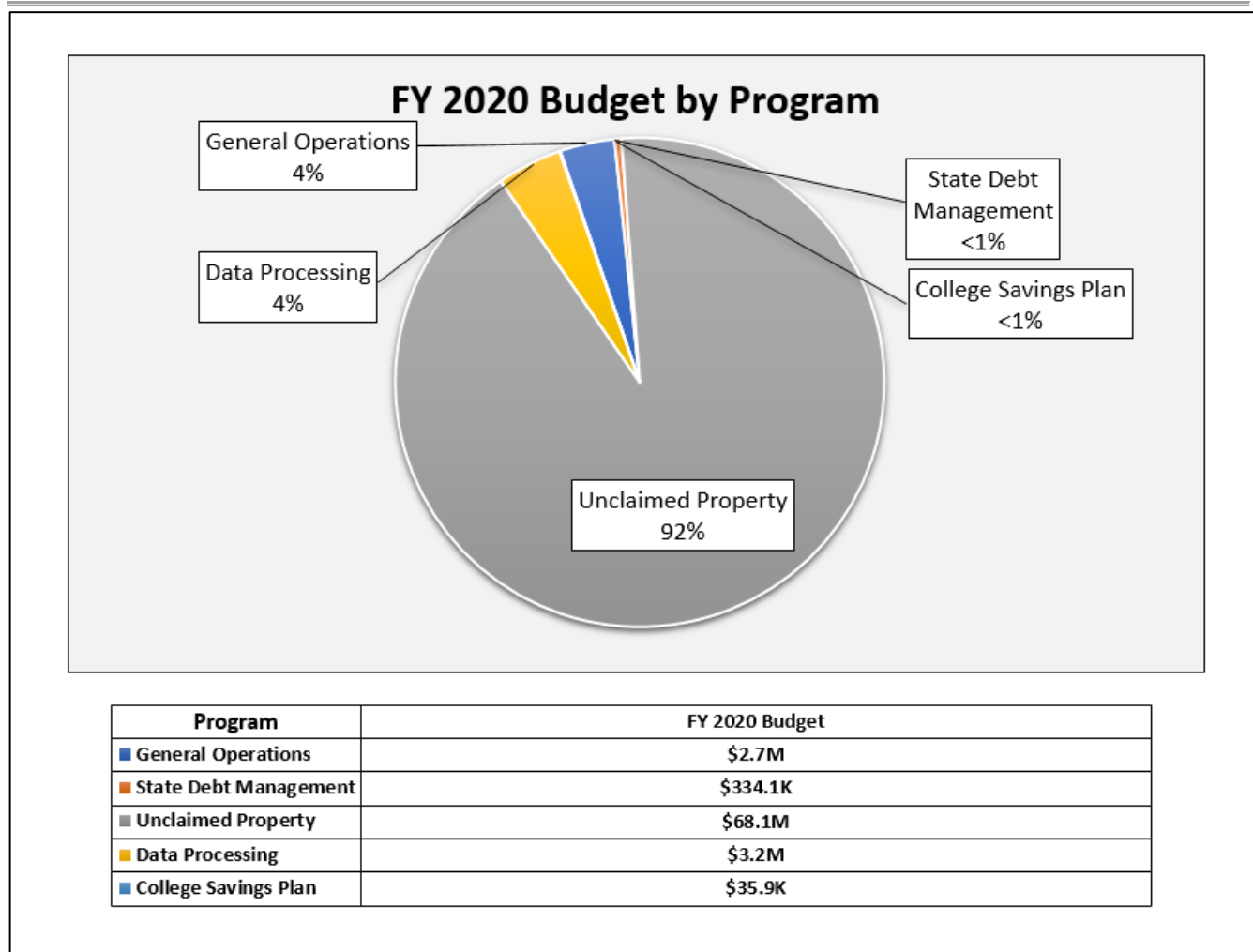
The mission of the Office of State Treasurer is to serve the people of Oklahoma by providing sound banking and investment services, reuniting individuals and businesses with their unclaimed property, and promoting economic opportunities in a fiscally responsible and efficient manner while adhering to the highest professional and ethical standards.

Governance and administration

The Office of State Treasurer is led by Treasurer Randy McDaniel, who is elected to a four-year term. In 2017, the State Bond Advisor's Office was absorbed into the Office of State Treasurer. The Deputy Treasurer for Debt Management, Andrew Messer, is appointed by the Treasurer and serves as staff to the Council of Bond Oversight, listed below.

Name	Appointed by Governor	Confirmed by Senate	Speaker Appointment	Pro Tempore Appointment	Term Ends
Randy McDaniel (Ex Officio Member)	(Ex Officio Member)				
Mark Beffort	9/27/2016	3/26/2013			9/26/2020
Cathy O'Connor	9/27/2018	4/18/2018			9/26/2022
Blaine Peterson	1/12/2016	3/8/2016	10/20/2016		1/31/2021
Steve Whitworth				6/25/2019	6/4/2023

Programs



General operations

Banking and treasury services

Banking and Treasury Services provides basic banking services, such as receiving deposits, check cashing, change orders, and safekeeping for agencies near the state Capitol. Banking and Treasury Services also provides agencies the ability to create debits and credits through the Automated Clearinghouse (ACH) and accept payment through a centralized credit card program. Banking and Treasury Services serves as the bank of record for all state agencies.

Investment office

The services provided allow for the General Revenue Fund to be invested and to earn a competitive rate return within statutory regulations, thus assisting with additional revenue for the Legislature to appropriate for operations of the state. In addition, the OK Invest program provides various state agencies a safe and easy way to increase interest earnings on funds.

Linked deposit programs

These programs enable participants to receive a lower interest rate loan, which in turn may allow a business to save or create jobs, farms to continue operations and homes to be constructed in underserved rural areas of the state.

Portfolio accounting and reporting

All state agencies benefit from our essential services of cash management, reconciliation, collateralization, wire transfer, investment accounting and many other related functions. Over 300 agencies also utilize the OK Invest program which we administer and through which they earn good and safe returns on cash. We paid \$55 million to participants in fiscal year 2019

State Debt Management Assistance is provided to state governmental entities in the planning, structuring and sale of debt in the capital markets. Policymakers and the public are served throughout the compilation and dissemination of information related to state debt and debt management.

Achieving a better life experience program

This program provides eligible persons with disabilities with investment options to save for qualified expenses without jeopardizing their eligibility for means tested benefit programs.

Accounting and finance

Accounting and Finance supports the Treasurer's mission through providing accounts payable/receiver, procurement, budgeting, and grant administration.

General administration and legal

General Administration and Legal supports the Treasurer's mission through providing general administration, office management, mail, communications, legislative liaisons, and general counsel.

Human resources management

Human Resources Management supports the Treasurer's mission through providing human resources, payroll, training and development and recruiting and hiring.

State debt management

Assistance is provided to state governmental entities in the planning, structuring and sale of debt in the capital markets. Policymakers and the public are served through the compilation and dissemination of information related to state debt and debt management

Unclaimed property

This program examines reports and remittances submitted by holder companies on an annual basis. The program enters owner, property, and holder information into database for reports with less than 15 items (all other reports are submitted online by holders); publishes owner names at least twice annually, in addition to the existence of the unclaimed property website; promotes public awareness of the Unclaimed Property Program; and receives inquiries from claimants, reviews claim supporting documents, recommends approval or denial of claims, performs security transfers, authorizes sale of securities, auctions safe deposit contents, keeps valuable items in safekeeping, and returns property to rightful owners.

Data processing - information services (IS)

IS supports the Treasurer’s mission through providing information technology, telecommunications, system security, application development, and technical support.

College savings plan

Clients receive tax-advantaged investment options to save for higher education expenses.

Performance and projects

Key Performance Measures by program

Banking and Treasury Services					
Goal					
Overall greater efficiency for OST and other state agencies and improved secure payment methods.					
Key Performance Measure					
The number of credit ACH transactions as a percentage of total state payments.					
Key Performance Measure Description					
Percentage of ACH credit volumes should steadily increase to correspond with the reduction in warrants processed. This measure does not currently consider payments for unemployment benefits, TANF, child support and DHS state supplemental payments that are delivered to recipients electronically via direct deposit and prepaid debit cards by third party vendors which would substantially increase these percentages.					
Unit of Measure					
Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
88%	88%	90%	90%	90%	90%

College Saving Plan					
Goal					
To increase the number of gross new accounts by 10% per year.					
Key Performance Measure					
Account growth					
Key Performance Measure Description					
Annual growth of new college saving plan opened					
Unit of Measure					
Number of new college savings accounts					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
5,409	5,349	5,884	6,472	7,120	7,831

Unclaimed Property					
Goal					
To reunite as many missing rightful owners as possible with their unclaimed property.					
Key Performance Measure					
Number of claims paid					
Key Performance Measure Description					
Number of claims paid during the fiscal year					
Unit of Measure					
Claims paid to owners or heirs of unclaimed property					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
15,222	13,452	14,000	14,500	15,000	15,500
Key Performance Measure					
Amount of claims paid					
Key Performance Measure Description					
Amount of claims paid during fiscal year					
Unit of Measure					
Dollar amount of funds paid to claimants of unclaimed property					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$42,769,653	\$51,685,045	\$45 million	\$45.5 million	\$46 million	\$46.5 million

Accomplishments

- Continued pay-for-performance program, increasing the return of unclaimed property to rightful owners. Since its start in July 2013, the incentive program, coupled with enhanced marketing efforts, has reunited more than 83,000 Oklahomans with \$229.1 million including a record high of almost \$52 million reached during FY 2019. Average annual incentive costs of less than \$83,000 equate to less than 22 cents for every \$100 in unclaimed property returned.
- Completed the migration of data to a new web-based investment management application.
- Improved mentoring and on-the-job training to ensure first-rate operations and services.
- The unclaimed property program continued an aggressive marketing and advertising program that has resulted in increased use of the program's searchable owner database. As a result of enhanced advertising, to meet the needs of modern consumers, claims submitted online have increased by more than 400%.
- Developed and launched an investor relations platform utilizing technology to increase transparency and access to financial information for investors and the public. Investinoklahomabonds.com provides a centralized site for state credit information and the issuance of tax-supported debt.
- Promoted the Oklahoma STABLE Program to give people with disabilities an efficient and effective way to save for qualified expenses in order to improve participants' quality of life.
- Launched checkbook.ok.gov, providing all Oklahomans with greater access to financial data about state government, enhancing transparency and accountability.

Savings and efficiencies

- Reduction of \$1.04 million (26%) in appropriations from FY 2010 to FY 2020, reduction of 15% during the last five years.
- Utilization of shared services for legal counsel, information systems, purchasing, payables and payroll processing.
- Provide banking and treasury services statewide, minimizing costs and leveraging economies of scale.
- Invest \$7.4 billion including funds in more than 330 accounts on behalf of participating state agencies.
- Provide administrative, investment and accounting support services to the board of investors of the Tobacco Settlement Endowment Trust Fund.
- Almost tripled the return of unclaimed property to its rightful owner from \$18.8 in 2013 to \$51.7 million in 2019.
- The State Bond Advisor's Office was consolidated into the Treasurer's Office, reducing appropriation from in excess of \$100,000 annually to zero, and reducing FTE count from three to 1 1/2.

Agency goals

- Continue systems development efforts to replace unsupported disbursement and reconciliation applications.
- Continue succession efforts to address prospect of continued turnover, maintaining key positions and developing support through enhanced cross-training.
- Improve merchant banking services to facilitate digital transformation in the state's payment systems.

Projects for implementation

- Migrate collateral securities portfolio to new web-based investment portfolio application to replace outdated and unsupported collateral pricing application.
- Work with state agencies, the Office of Management and Enterprise Services Information Services and consultants to support and maintain compliance with payment card industry data security standards.
- Maintain consumer protections afforded by Uniform Unclaimed Property Act.
- Develop private sector partnerships and identify and coordinate the use of financial education tools to equip more Oklahomans with the personal financial decision-making skills to become knowledgeable and responsible consumers, savers, investors and users of credit.
- Improve resources provided to policymakers and state entities pertaining to debt management.

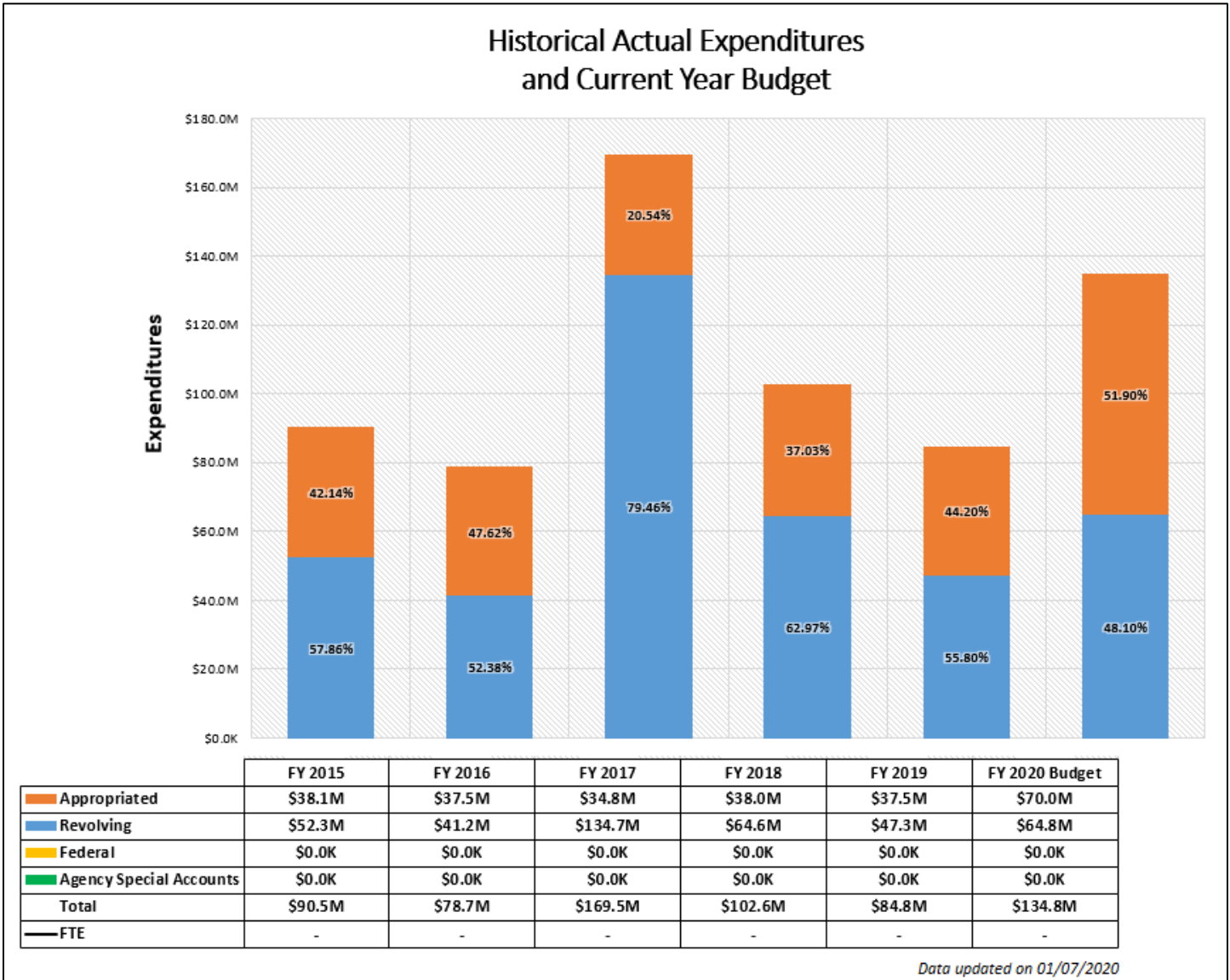
University Hospitals Authority and Trust

The logo for University Hospitals Authority & Trust is displayed within a dark blue rectangular box. The text "UNIVERSITY HOSPITALS" is in a white, serif font on the top line. The second line features "AUTHORITY & TRUST" in a white, serif font, with a stylized gold ampersand symbol between the words "AUTHORITY" and "TRUST".

UNIVERSITY HOSPITALS
AUTHORITY & TRUST

Agency information

University Hospitals Authority and Trust



Note: UHAT employees' salaries are paid by the trust, not University Hospitals Authority. FY 2020 budgeted appropriations include budgeted carryover.

Mission

The mission of the University Hospitals Authority and Trust is to be a catalyst for medical excellence, to support medical education and clinical research, and to assure the best care available to all Oklahoma citizens while growing essential alliances and maximizing utilization of state and federal resources.

Governance and administration

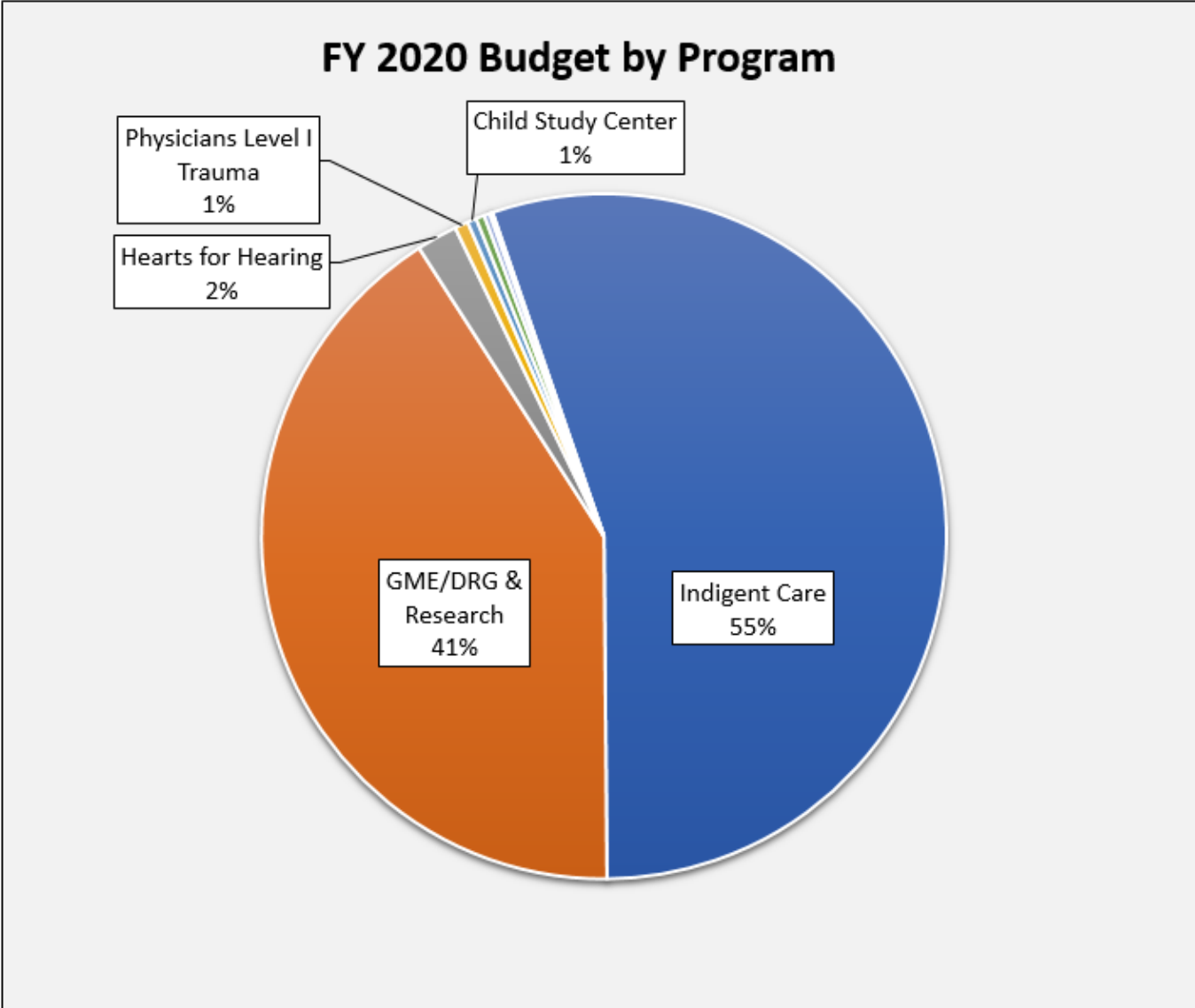
In 1998, the University Hospitals Trust (UHT) was created to privatize the management and operations of the University Hospitals. At the same time, UHT entered a joint operating agreement (JOA) with HCA Health Services of Oklahoma Inc. HCA was a national company based out of Nashville that had brought financial discipline and operational expertise to the universities. It was a successful joint venture until recently. HCA was unwilling to commit to more significant support of UHAT’s mission and capital outlay. The profits generated from Oklahoma were used to support HCA’s facilities in other states. With the help of the Governor, Legislature, Attorney General and Supreme Court, the Trust entered into a new JOA with OU Medicine, Inc. in February 2018. OU Medicine, Inc. is a 501(C)(3) entity who is eligible for tax deductibility of donations. This ensures that profits generated in Oklahoma stay and are reinvested in Oklahoma. OU Medicine Inc. is comprised of 15 members. It consists of five members from the UHT board, five members from the University of Oklahoma and five community members.

The University Hospitals Authority Board consists of six members: one appointed by the Governor with the advice and consent of the state Senate, one appointed by the President Pro Tempore of the state Senate, one appointed by the Speaker of the House of Representatives, the Provost of the University of Oklahoma Health Sciences Center, the Director of the Oklahoma Health Care Authority, and the Chief Executive Officer of the University Hospitals Authority, who is an ex officio member. Randy Dowell was appointed by the board to be the Chief Executive Officer. He has been with the agency since 2017. Mr. Dowell’s salary is zero dollars as he is not an employee of the agency. The CEO of the Authority is an uncompensated officer of the board.

The functions of the agency were mostly privatized in 1998 under the JOA with HCA Health Services of Oklahoma and the University Hospitals Trust. Prior to that effort, the authority had approximately 3,500 state employees. Approximately eight state employees remained at UHA for a number of years. Eventually, those employees were transitioned to the University Hospitals Trust. UHA is still assessed by the Oklahoma Public Employees Retirement System occasionally for a portion of the 3,500 employees’ pension costs. It occurs when someone who worked as a state employee prior to 1998 retires and OPERS determines their start date was not calculated correctly. That totals approximately \$30,000 to \$40,000 per year and is paid for using revolving funds. The staff of the University Hospitals Trust perform the administrative functions of the UHA under the direction of the authority’s board. This ensures all appropriated dollars are spent on mission support services.

Member Name	Appointing Authority	Confirmation Date	Term Ending Date	Congressional District
Rainey Williams	Governor	2018	At Will	At Large
Jim Everest	Speaker	2005	At Will	At Large
Anthony Keating	Pro Tempore	2018	At Will	At Large
Kevin Corbett	OHCA/ Governor	2019	At Will	At Large
Jason Sanders	OUHSC/ Regents	2015	At Will	At Large
Randy Dowell	UHA Board	2019	At Will	At Large

Programs



Program	FY 2020 Budget
■ Indigent Care	\$74,319,377
■ GME/DRG & Research	\$55,347,747
■ Hearts for Hearing	\$2,595,867
■ Physicians Level I Trauma	\$857,535
■ Child Study Center	\$574,245
■ Dental Programs	\$537,902
■ Child Abuse Assessment	\$371,161
■ Ok Primary Healthcare Extension	\$148,465
■ Administration	\$35,000

Indigent care

The agency uses the Teaching Hospital Reimbursement Payment Program to subsidize these activities. THRP is a Medicaid Upper Payment Limit supplement from the Oklahoma Health Care Authority. It is only available to Level I trauma centers. UHA provides the state share for the payment from its appropriations and Level I trauma receipts from the Oklahoma State Department of Health. UHA is required by statute to provide indigent care, defined as Medicaid, self-pay and Department of Corrections inmate care. UHA provides all complex DOC inmate care including surgery, oncology and deliveries at no cost to DOC. The THRP program is used to subsidize these services. \$7.5 million in appropriated funds will be combined with approximately \$13 million of revolving funds to generate over \$50 million for this purpose once Medicaid matching funds are received. 101,472 indigent inpatient days were recorded in FY 2018.

Hospital GME/DRG/Medicaid rates

UHA provides the state share to OHCA for various purposes. Every teaching hospital in the state benefits from the Hospital Graduate Medical Education (GME) program and every hospital and Medicaid physician provider benefits from the diagnosis-related group (DRG) match that UHA provides. It is the equivalent of a 1% across-the-board rate increase. In addition, UHA provides state share to increase Medicaid reimbursement rates for Medi-Flight and Level I trauma services. \$15.8 million of UHA's appropriation was used for this purpose in FY 2019.

Hearts for hearing

The Hearts for Hearing program provides hearing and educational services in 77 counties. It provides services for diagnosis and management of Oklahoma Children with significant hearing loss from birth through age 18. It also provides the first appropriately fit hearing aids, including remote microphone technology for every newly identified child with significant hearing loss under the age of 10 years 11 months. Auditory-verbal therapy is provided by speech-language pathologists with specialized skills, to babies and children with significant hearing loss at sites in Oklahoma City, Tulsa, and other counties through tele-intervention. In FY 2020, the UHA received an additional \$2 million appropriation for the Tulsa expansion of this program.

University support

UHAT provides funding to the University of Oklahoma for a variety of programs as directed by the Legislature. Those programs include:

Physician's Level I trauma: This program helps support a small portion of the additional staffing required to maintain Level I trauma status at OU Medical Center. Funds totaling \$857,535 were provided to OU in FY 2019 and helped support over 400 trauma providers. Over 2,200 unique trauma admissions were logged in FY 2018.

Child study center: UHA provided \$974,245 for support of the Department of Pediatrics' behavioral health and research studies related to children's issues in FY 2019. \$574,245 of this amount was for the CSC specifically. CSC served over 5,500 children and adolescents in FY 2018 with 25 licensed clinicians at the master's, Ph.D. and M.D. level along with 21 supervised students, interns, postdoctoral residents and research associates.

Child abuse assessment program at Children's Hospital: UHA provided \$371,161 of salary support in FY 2019 for a pediatrician and two social workers at Children's Hospital who are dedicated to working with abused children. Over 1,000 children were served by this program last year.

Oklahoma primary healthcare extension service: This research and care coordination program at OUHSC serves health facilities and agencies statewide by assisting in the development and implementation of best practices and assisting in grant funding proposals. Over \$20 million in grants have been awarded with OPHEs assistance. The program received \$148,465 in FY 2019.

Other programs

Dental foundation: The Dental Foundation operates two mobile dental units which provide dental services for the medically indigent. \$74,232 was appropriated for this purpose in FY 2019. The units serve numerous locations around the state every month and serve approximately 200 patients per month. The majority of clients served report household incomes below \$10,000.

Dental loan repayment: The Legislature appropriated \$463,670 to fund this OSDH program in FY 2019. OSDH was able to place 20 dentists in underserved areas using this incentive in FY 2018.

Performance and projects

Key Performance Measures by program

Administration					
Goal					
The agency will spend less than 1% of total budget on administrative expenses.					
Key Performance Measure					
Administrative expense					
Key Performance Measure Description					
The agency will measure administrative expense and ensure that it is less than 1% of total budget.					
Unit of Measure					
Percent of budget					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0.05%	0.02%	0.07%	0.07%	0.07%	0.07%

Graduate Medical Education and Research					
Goal					
Support UHA's indigent care, education and research mission through interagency collaboration.					
Key Performance Measure					
Graduate medical education support					
Key Performance Measure Description					
Support the medical residency training mission of OUHSC by providing funding support for residency positions.					
Unit of Measure					
Number of resident/fellows supported					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
758	760	765	769	775	780

Graduate Medical Education and Research					
Goal					
Support UHA's indigent care, education and research mission through interagency collaboration.					
Key Performance Measure					
Specialty provider support					
Key Performance Measure Description					
Support OUHSC in order to increase the number of specialty providers in Oklahoma.					
Unit of Measure					
Number of specialty providers at OUHSC					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
405	415	420	425	430	435
Key Performance Measure					
Specialty provider support					
Key Performance Measure Description					
Support OUHSC in order to increase the number of specialty providers in Oklahoma by reducing the number of unfilled residency positions.					
Unit of Measure					
Number of unfilled but accredited resident positions at OUHSC					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
96	96	94	92	90	89

General, Medical-Surgical, Hospitals					
Goal					
Ensure appropriate patient care is provided.					
Key Performance Measure					
Increase inpatient capacity.					
Key Performance Measure Description					
Total inpatient days provided will increase after completion of the new bed tower.					
Unit of Measure					
Inpatient days					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
213,625	212,011	218,839	233,104	249,212	254,901

General, Medical-Surgical, Hospitals					
Goal					
Ensure appropriate patient care is provided.					
Key Performance Measure					
Increase outpatient capacity.					
Key Performance Measure Description					
Total outpatient visits will increase as departments continue to improve efficiency.					
Unit of Measure					
Outpatient encounters					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
248,006	264,257	269,542	274,933	280,432	286,040
Key Performance Measure					
Increase indigent care capacity.					
Key Performance Measure Description					
Total indigent care days provided will increase after completion of the new bed tower.					
Unit of Measure					
Indigent care encounters					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
101,472	99,438	101,427	103,455	105,524	107,635
Key Performance Measure					
Provide Level I trauma services.					
Key Performance Measure Description					
Maintain sufficient physician/provider coverage for Level I status.					
Unit of Measure					
Number of trauma providers					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
410	410	415	415	415	415
Key Performance Measure					
Provide Level I trauma services.					
Key Performance Measure Description					
Number of trauma patients treated					
Unit of Measure					
Number of trauma patients treated					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2,233	2,250	2,250	2,300	2,300	2,300

General, Medical-Surgical, Hospitals					
Goal					
Ensure appropriate Department of Correction (DOC) patient care is provided.					
Key Performance Measure					
Provide appropriate DOC services.					
Key Performance Measure Description					
Maintain sufficient physician/provider coverage for DOC patients.					
Unit of Measure					
DOC inpatient days					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,800	2,083	2,125	2,167	2,210	2,255

Child Abuse Assessment					
Goal					
Adequately assess patients referred for suspected abuse or neglect.					
Key Performance Measure					
Increase the number of assessments provided.					
Key Performance Measure Description					
The team will have an appropriate number of pediatricians and social workers to assess all suspected cases of child abuse or neglect that present at Children's Hospital.					
Unit of Measure					
Number of assessments					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,207	1,328	1,399	1,539	1,614	1,694
Key Performance Measure					
Increase the number of assessments provided.					
Key Performance Measure Description					
The team will have an appropriate number of pediatricians and social workers to assess all suspected cases of child abuse or neglect that present at Children's Hospital.					
Unit of Measure					
Number of assessments for patients from outside Oklahoma County					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
474	521	523	575	603	633

Oklahoma Primary Healthcare Extension System					
Goal					
Improve the overall health of Oklahoma's population through efforts of the Oklahoma Primary Healthcare Extension System to strengthen the state's primary health care delivery system by supporting continuous quality improvement in primary care practices using cooperative extension principles and to mobilize collaborations with a network of community health partners.					
Key Performance Measure					
Serve primary care clinicians/researchers by increasing number of quality improvement projects.					
Key Performance Measure Description					
Research to Practice and Research Exchange is an interactive website and electronic communication system that facilitates the bidirectional flow of information between community-based practitioners and researchers, its operation being supported by team that includes a medical librarian, a clinician/educator, and a web developer. Essential components of the exchange include a searchable website, several rich site summary feeds, and email channels through which practitioners can communicate observations, suggestions, and queries to both OSCTR and OPHIC faculty and staff.					
Unit of Measure					
Number of quality improvement projects					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
31,733	30,465	30,465	30,465	30,465	30,465
Key Performance Measure					
Guide and advance OPHE mission through strategic deliberations among members of the Partner Advisory Council.					
Key Performance Measure Description					
The Partner Advisory Council is a nonpartisan, publicly-supported advisory body of Oklahoma clinicians and patients whose members are nominated by their peers and supported by a small cadre of clinical and non-clinical faculty at the OUHSC. It brings together the valued perspectives and guidance of primary health care users – clinicians and patients – working in partnership with academic researchers to raise awareness and adoption of clinical practice guidelines and research advancements in care delivery, prevention, emerging technologies and big data, which in turn will help ensure that Oklahoma continue to lead in ushering in new innovations in primary care.					
Unit of Measure					
Number of Partner Advisory Council participants					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
40,000	40,000	40,000	40,000	40,000	40,000

Oklahoma Primary Healthcare Extension System					
Goal					
Improve the overall health of Oklahoma's population through efforts of the Oklahoma Primary Healthcare Extension System to strengthen the state's primary health care delivery system by supporting continuous quality improvement in primary care practices using cooperative extension principles and to mobilize collaborations with a network of community health partners.					
Key Performance Measure					
Strategically develop and manage the size and capacity-building dimensions of a learning network.					
Key Performance Measure Description					
County Health Improvement Organizations (CHIO)s serve as neutral convener organizations, making it possible for public health, mental health, primary care, hospitals, and community-based organizations to coordinate and to develop, attract, and manage resources. Support for new and existing CHIOs is provided through these funds by the Public Health Institute of Oklahoma and the Institute for Health Care Delivery Sciences at University of Tulsa.					
Unit of Measure					
Number of individuals attending CHIO workshops					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
78,000	78,000	78,000	78,000	78,000	78,000

Child Study Center					
Goal					
Access to care – increase access to CSC clinical services for Oklahoma families by 20%.					
Key Performance Measure					
Increase number of patients seen as reflected through clinical revenue.					
Key Performance Measure Description					
We are engaging clinicians/staff to review and adapt clinical operation strategies, visit models, and wait times/contact procedures for each program. We continue to monitor/revise provider performance, no-show rates, wait times, and waitlist policies. Given these efforts in FY 2019, clinical revenue increased to \$504,218 from \$414,910 in FY 2018. Number of patients/families served are also tracked.					
Unit of Measure					
Clinical revenue					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$414,910	\$504,218	\$529,428	\$554,640	\$579,850	\$605,062

Child Study Center					
Goal					
Increase the number of CSC providers available to see clients/patients across clinical programs.					
Key Performance Measure					
Number of providers available to see clients					
Key Performance Measure Description					
Increasing FTE of providers will help increase number of patient slots available to schedule and the access to care for children. Based on analysis of patient/client demand, we anticipate needing to add 12 FTE positions over the next four years, including two DBP physicians, three psychologists, one psychometric, five LPCs/LCSWs, one 0.5 FTE PT, and one 0.5 FTE SLP.					
Unit of Measure					
Clinical provider/staff FTE					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
25	25.5	28.5	31.5	34.5	37.5

Sooner SUCCESS					
Goal					
Increase space for CSC clinical, Sooner SUCCESS operations, OAC, and other DBP services.					
Key Performance Measure					
Increase number of therapy/assessment/exam rooms and faculty/staff offices.					
Key Performance Measure Description					
CSC/DBP plans to work collaboratively with OUHSC Pediatrics and UHAT to identify appropriate options to better accommodate all program needs and subsequently increase the access of clinical care for children. Plans for small expansions of existing space are being considered for the next two years.					
Unit of Measure					
Square footage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
50,959	50,959	51,459	53,959	53,959	96,277

Sooner SUCCESS					
Goal					
Continue to increase the number of children with special health care needs and their families served.					
Key Performance Measure					
Increase number of children served through Sooner SUCCESS resource navigation by 20%.					
Key Performance Measure Description					
In FY 2019, the total number of children assisted was 1,034 through 1,201 navigation instances. There were total of 250 clients who received Medicaid. This was a decrease from FY 2018, likely due to SS county coordinator vacancies. These are now filled; thus we have a goal of increasing by 10%/year.					
Unit of Measure					
Number of children served through Sooner SUCCESS resource navigation					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,260	1,034	1,137	1,240	1,344	1,448

Early Foundation					
Goal					
Increase OAC's capacity for treating autism by 15% at community Early Foundations sites.					
Key Performance Measure					
Increase number of children served at OAC Early Foundations sites.					
Key Performance Measure Description					
OAC has added a fifth community Early Foundations site in Pottawatomie County, which will open access to additional children with or at risk for autism spectrum disorder. With additional funding, other sites could be added, but numbers below reflect plans for growth in five current sites.					
Unit of Measure					
Number of children served at community sites					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
32	32	36	37	38	38

Regional benchmarks and comparisons

OU Medical Center, under management of University Hospitals Trust and OU Medicine Inc., realized earnings before interest, depreciation and amortization (EBIDA) margin in the top 20% of all academic medical centers nationwide in 2018 according to the most recent Council of Teaching Hospitals report. The system received National Cancer Institute (NCI) designation in 2019, placing it in the top 1% of hospitals nationwide. OU Medical Center was named the No. 1 hospital in Oklahoma by U.S. News and World Report in 2019 and was the only hospital in Oklahoma to receive a national ranking for cancer related treatment (48 out of 4,650).

Accomplishments

- University Hospitals Authority and Trust has competed one year of hospital operations under its new joint operating agreement. Over 500 new full-time private sector positions were created in the first 18 months of the merger. The average salary of those positions is \$34 an hour. Another 300 to 400 positions will be created when all 144 beds of the new patient tower are completed.
- The most recent Council of Teaching Hospitals report places OU Medical Center in the top 20% of academic medical centers nationally based off of EBIDA margin.
- The hospital received NCI designation, placing it in the top 1% of all hospitals nationally.
- The Proton Therapy Center at Stephenson Cancer Center treated its first patients. The proton system at Stephenson is one of only two machines in the United States with pencil beam technology.
- The agency completed a comprehensive rewrite of its internal policies and procedures complete with adoption of new administrative rules and updated statutes in FY 2019.
- The 34-bed Pediatric Intensive Care Unit expansion was completed in August 2019.

Savings and efficiencies

- UHA has reduced its number of full-time state employees from over 4,000 to zero through JOA. University Hospitals Authority has no administrative costs other than liability for OPERS-related costs of pre-JOA state employees, audit expenses, OMES Risk Management and processing fees. No state appropriations are used for administrative costs. Administrative function is managed by University Hospitals Trust. IT is managed by OUHSC.

Agency goals

- UHA will continue to support the University of Oklahoma's research and teaching mission on campus.
- Funds received in FY 2020 and budgeted for FY 2021 will complete renovations to the Biomedical Sciences Building on the OUHSC campus which will generate over \$13 million per year in National Institutes of Health grants.
- The hospital is now pursuing next steps for Stephenson Cancer Center. Of the 71 NCI designated cancer centers, only 51 have received Comprehensive Cancer Center status. Stephenson Cancer Center will be eligible to apply in 2027. To qualify, the hospital will need to double its extramural research funding.
- The agency is focusing on capital reinvestment in FY 2020 and FY 2021.
- A facility needs assessment is underway.

Projects for implementation

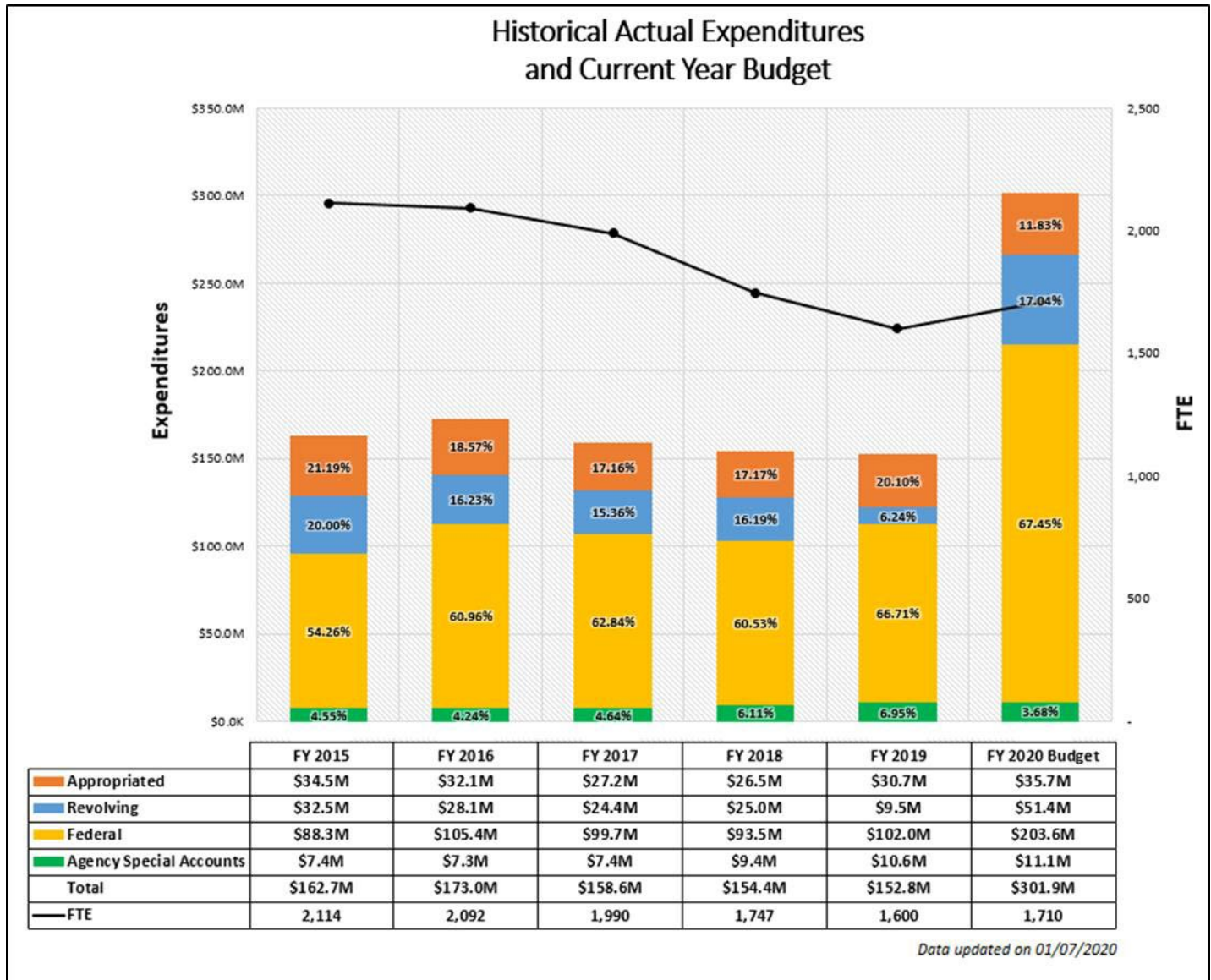
- A performance audit that will be completed in the fall of 2019.
- A capital asset assessment is also underway and is expected to be complete by year's end.
- A three-year \$5 million modernization of the OU Physician's Tower is underway.
- Construction of a new \$363 million bed tower is continuing.
- The bed tower is scheduled to open in October 2020.
- The joint operator and university are pursuing a new \$100 million electronic medical records system. This is a two- to three-year project to implement.
- \$10 million in renovations to the Biomedical Sciences Building are ongoing. This is a two- to three-year project to implement.
- Addition of 24 new beds for the Ronald McDonald House servicing Children's Hospital patient families is scheduled for completion in April 2020.

Oklahoma Department of Veterans Affairs



Agency information

Oklahoma Department of Veterans Affairs



Notes: The agency has budgeted FY 2020 funds according to Senate Bill 1060. FY 2020 budgeted appropriations include budgeted carryover.

Agency special accounts are held by the Oklahoma Department of Veterans Affairs as a fiduciary for veterans and are not expended for operations.

The FTE count for FY 2020 in the chart above does not include GALT employees. In FY 2020, 1,710 budgeted FTE and 337 GALT employees together totaled 2,047 employees.

Mission

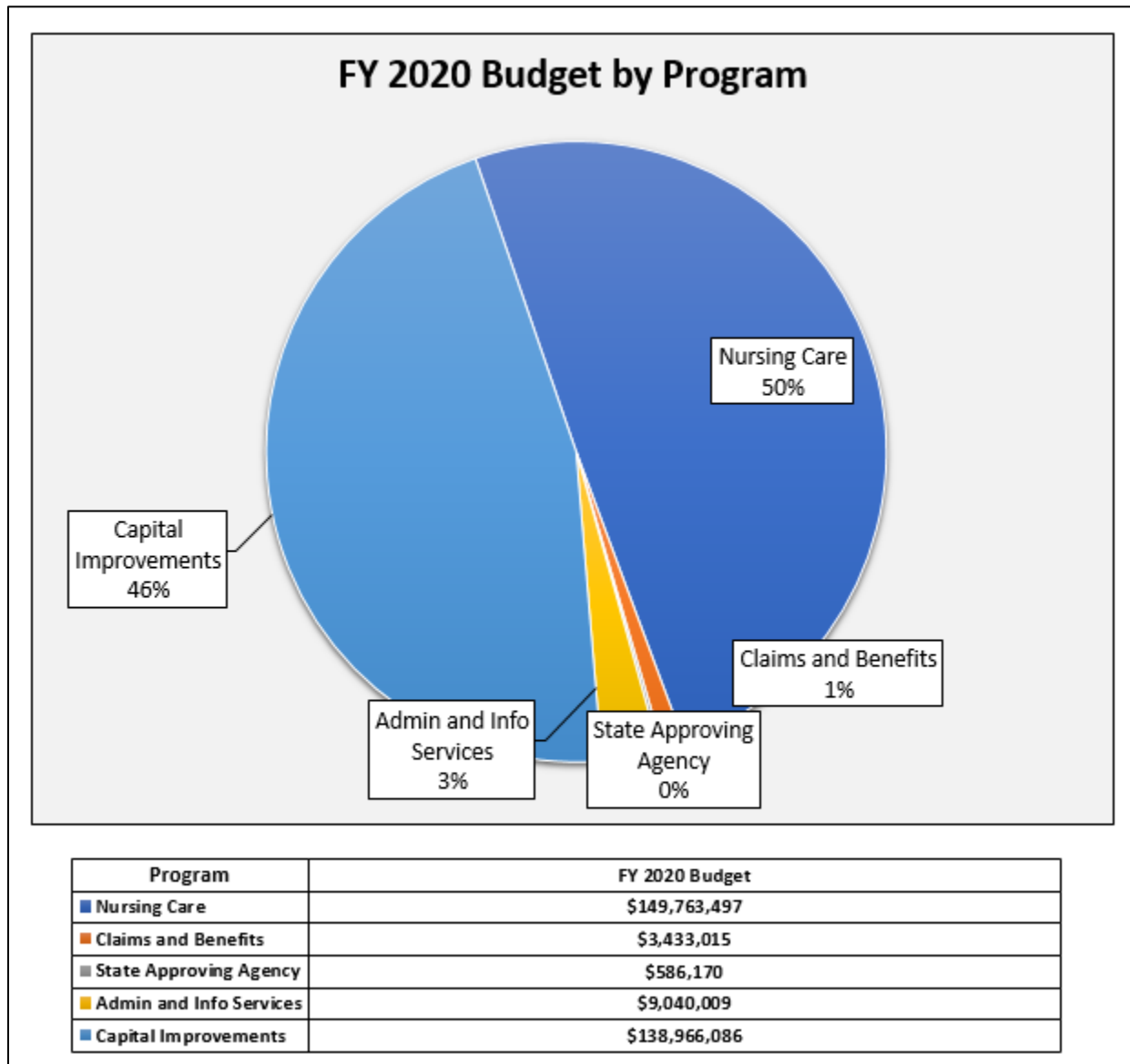
The Oklahoma Department of Veterans Affairs strives to provide the highest quality support and care available anywhere in the nation to Oklahoma veterans and their families residing in the State of Oklahoma.

Governance and administration

The Oklahoma Veterans Commission is the controlling board of the Oklahoma Department of Veterans Affairs. The commission is composed of nine members, all appointed by the Governor. The Veterans Affairs cabinet secretary position, currently filled by Brig. Gen. Ben Robinson (retired), is statutorily required pursuant to 74 O.S. § 10.3 and is appointed by the Governor. The Executive Director is appointed by the commission and currently receives a salary of \$155,000. Major Joel Kintsel is the current Executive Director and was appointed in 2019.

Oklahoma Veterans Commission				
Name	Branch of Services	Organization Represented	Confirmation Date	Term End Date
Larry Van Schuyver, Chairman	Navy	Military Order of the Purple Heart	5/8/2017	7/1/2020
Paul Costilow, Vice Chairman	Army	Member at Large	4/10/2017	7/1/2020
Gary Secor, Secretary	Army	Veterans of Foreign Wars	5/3/2018	7/1/2021
Michael Jackson	Army	Member at Large	5/13/2019	7/1/2022
Ivenhoe Tom Richey, Chairman	Navy	Paralyzed American Veterans	5/12/2017	7/1/2020
Jerry Ball, Commissioner	Army	American Legion	5/3/2018	7/1/2021
Merline LeDay-Mauney	Army	Disabled American Veterans	5/13/2019	7/1/2022
Everett Lloyd Smithson, Commissioner	Air Force	National Guard Association	5/3/2018	7/1/2021
Dr. Andrew Lasser	Army	Member at Large	5/13/2019	7/1/2022

Programs



Nursing care

ODVA operates seven long-term care facilities located at Claremore, Ardmore, Clinton, Norman, Sulphur, Talihina, and Lawton. The veterans centers provide extended care services to eligible Oklahoma veterans.

On October 26, 2018, the Veterans Commission approved the construction of a new veterans center in Sallisaw to replace the Talihina Veterans Center. In 2019, the Oklahoma Legislature approved SB 1070, which authorized ODVA to replace or repair the Ardmore Veterans Center.

Clients served: ODVA currently has authorization to provide 1,423 long-term nursing care beds. During FY 2019, ODVA served 1,910 honorably discharged veteran clients.

Claims and benefits

The Claims and Benefits program helps eligible veterans and their dependents obtain the federal and state benefits they are eligible to receive. Thirty-one national accredited service officers and eight administrative personnel serve as advocates for all Oklahoma veterans and family members who file for federal or state veterans benefits. The program informs veterans of their benefits through the State of Oklahoma and assists in receiving emergency grants.

Veterans Services assists Oklahoma's veteran community in finding sustainable employment across Oklahoma, assists Oklahoma's military-connected students in gaining affordable access to high-quality, post-secondary education and training programs, promotes equitable access to federal and state veteran services for 29,000 women veterans, and strives to assist current and former veterans and their families with behavioral health needs through a collaboration with the Oklahoma Department of Mental Health and Substance Abuse Services.

Clients served: In FY 2019, Claims and Benefits provided 77,000 veteran contacts through office, phone, and email, with 120,372 U.S. Department of Veterans Affairs claim actions processed.

State approving agency

The State Approving Agency (SAA) approves education and training establishments for veterans training in the State of Oklahoma and approves veterans for on-the-job training and apprenticeship programs. SAA administers the seven federal GI Bills and is 100% federally funded. The ODVA assumed operations of the functions of the SAA effective July 1, 2019.

Clients served: In FY 2019, SAA completed 378 total program approvals, with 277 new program approvals, and an additional 484 approval actions related to new facilities, change of ownership, etc.

From July 1, 2019-January 1, 2020, ODVA SAA supported 1,298 technical assistance inquiries and approved 896 programs for initial or continued participation in the USDVA VA education programs, including 292 new program approvals, 511 reapproval of existing programs, and 93 modifications to existing program approvals at 53 institutions. Institutions include technical, business, vocational, and real estate schools, beauty and barber colleges, hospitals operating professional courses, and apprenticeships.

Central administration and information services

The ODVA Central Administration, under the control of the Veterans Commission, is responsible for the administration and coordination of all state veterans' benefits. Central Administration also provides support, oversight, and management of all ODVA programs. Office of Management and Enterprise Services Information Services provides support for the information technology needs of all agency programs.

Capital improvements

The agency performs a yearly evaluation of each of the seven veterans facilities and prioritizes maintenance, improvements, and renovations according to need and funds. In 2018, the Oklahoma Legislature approved HB 3042, which authorized the agency to issue up to \$35 million in bonds for construction of a new veterans center. The agency plans to relocate the current facility in Talihina to Sallisaw. To date, it has not been necessary to utilize the \$35 million bond issue to fund construction of the new veterans center. In 2019, the Oklahoma Legislature approved SB 1070, which authorized ODVA to replace the Ardmore Veterans Center and

authorized ODVA to utilize the \$35 million bond issue if needed to fund construction of a new veterans center in Ardmore.

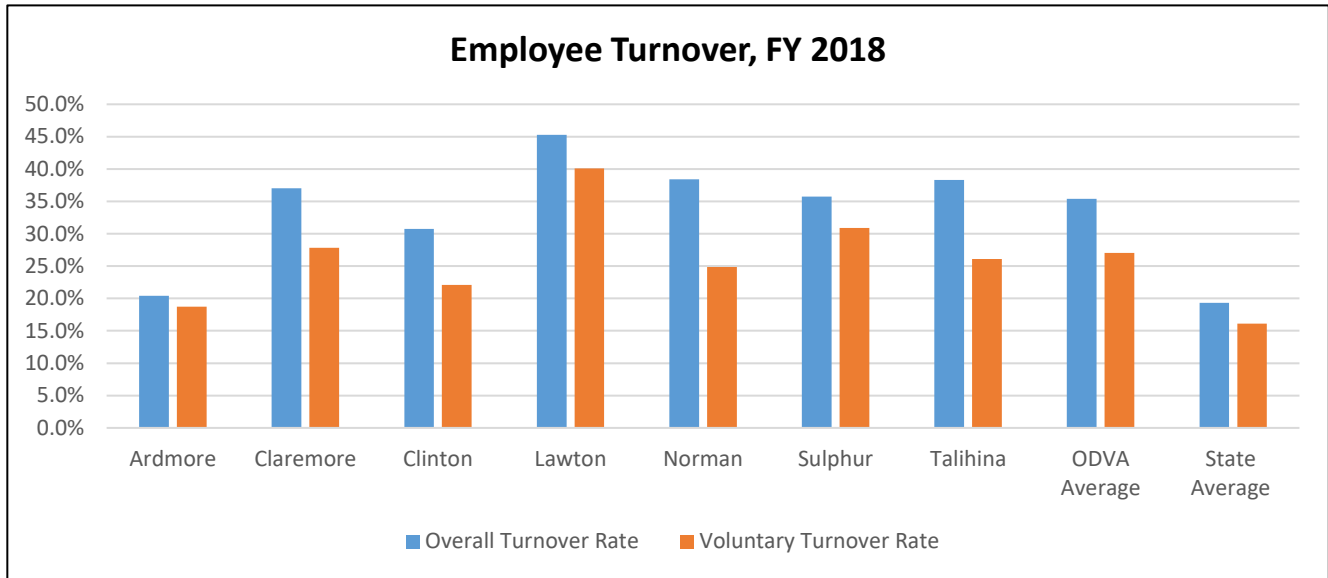
Performance and projects

Key Performance Measures by program

Veterans Centers					
Goal					
Increase resident and family satisfaction with the operation of the veterans centers.					
Key Performance Measure					
Improve satisfaction with the veterans centers.					
Key Performance Measure Description					
Rating of family and resident satisfaction with the veterans centers related to food, staff, and maintenance of veterans centers.					
Unit of Measure					
Percentage of satisfaction rating					
Actuals – Overall		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not available	85.8%	88%	90%	92%	94%

Veterans Centers					
Goal					
Attract and retain a quality workforce to provide services and care to Oklahoma veterans.					
Key Performance Measure					
Reduce direct care employee turnover rate which will increase continuity of care.					
Key Performance Measure Description					
Tracking of employee turnover to include voluntary separations (resignations, retirements, and deaths) and involuntary terminations. Comparison of turnover rates to the average Oklahoma long-term care centers turnover rates of all state classified employees.					
Unit of Measure					
Direct care employee turnover rates					
Actuals – Voluntary Separation		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
27%	22.6%	22%	19%	16%	15%
Actuals – Overall Turnover		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
35.4%	28.6%	27.4%	23.3%	19.3%	18.4%

Maintaining a stable workforce is paramount to the successful operation of the veterans centers, as well as other veterans services provided by ODVA. ODVA has a higher than average turnover rate in the entry-level position in the Nursing Department. To counter this turnover rate, ODVA offers tuition assistance for personnel assisting them in maintaining their certifications and qualifying for higher-level certifications.



Claims and Benefits					
Goal					
Generate income for Oklahoma veterans and positively impact Oklahoma’s economy.					
Key Performance Measure					
Continue to increase the amount of service connected compensation and/or nonservice-related pension for veterans in Oklahoma.					
Key Performance Measure Description					
Dollar value of federal disability and pension benefits received by Oklahoma veterans as published by the USDVA Summary of Expenditures report					
Unit of Measure					
Dollars					
Actuals		Targets			
FY 2018	FY 2019*	FY 2020	FY 2021	FY 2022	FY 2023
\$1.9157 billion	\$1.92 billion	\$1.95 billion	\$1.98 billion	\$2.01 billion	\$2.04 billion

**Note: FY 2019 actuals are not yet finalized.*

Claims and Benefits					
Goal					
Assist Oklahoma veterans in obtaining federal benefits.					
Key Performance Measure					
Veteran representation by ODVA					
Key Performance Measure Description					
Increase total number of veterans who have signed power of attorney forms allowing ODVA Claims and Benefits representation by 5% each year. New power of attorney forms represent initial filings by the agency on behalf of a veteran or family member. An increase in power of attorney forms evidences growth in representation of Oklahoma veterans by the agency before the federal VA.					
Unit of Measure					
Total number of veterans in the state who ODVA Claims and Benefits officially represent					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3,351	2,933	3,080	3,234	3,396	3,566

Regional benchmarks and comparisons

The State of Oklahoma ranked second in the percentage of veteran population receiving veteran benefits and fourth in the average amount of monthly compensation received in FY 2018. The average monthly compensation received was \$1,550.

State	Veteran Population	Veterans Receiving Benefits	Percentage
Nebraska	127,255	43,854	34.46%
Oklahoma	300,100	100,660	33.54%
Alaska	68,847	21,661	31.46%
Minnesota	318,062	95,518	30.03%
Georgia	694,168	207,982	29.96%
Texas	1,574,021	470,060	29.79%
Alabama	365,895	106,683	29.16%
Virginia	719,916	206,115	28.63%
North Carolina	728,178	206,221	28.32%
California	1,629,238	456,423	28.01%

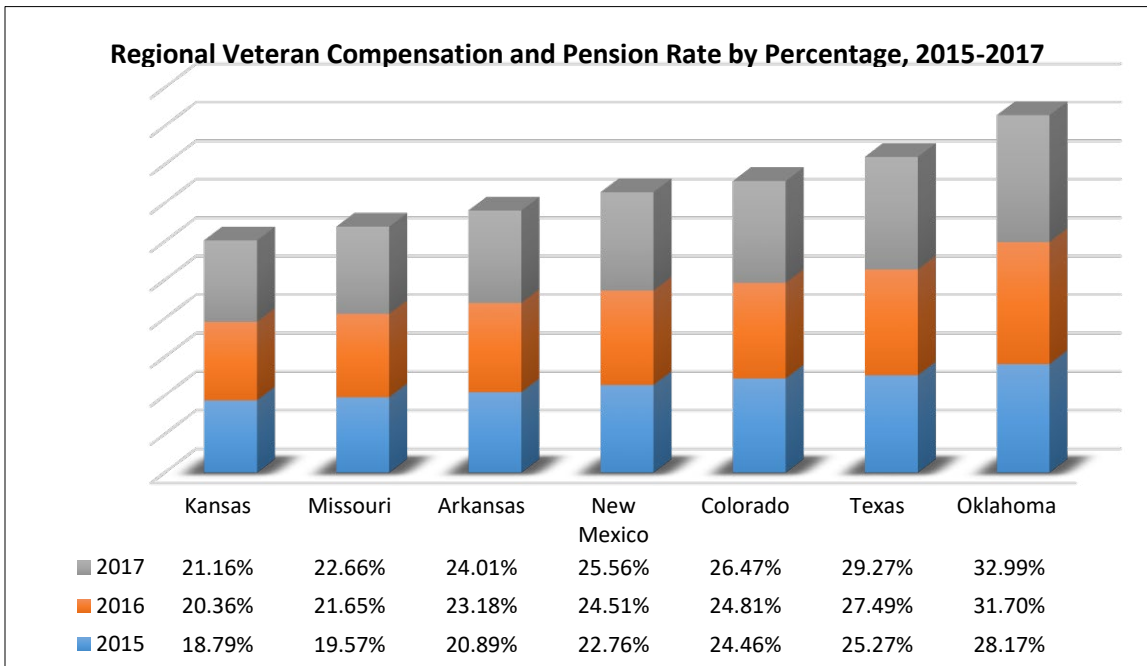
Source Documents:

FY 2018 VA Disability Compensation and Pension Recipients by County of Residence,

"Source: Department of Veterans Affairs, Office of Enterprise Integration, United States Veterans Eligibility Trends & Statistics (USVETS) 2018

Prepared by National Center for Veterans Analysis & Statistics, October 2019, www.va.gov/vetdata"

GEOGRAPHIC DISTRIBUTION OF VA EXPENDITURES (GDX) FY 2018, Prepared by the National Center for Veterans Analysis and Statistics, May 2019. Please direct any questions to vancvas@va.gov.



Oklahoma outperformed Arkansas, Colorado, Kansas, Missouri, New Mexico and Texas with 1 in 3 (33.54%) eligible veterans receiving veteran service-connected compensation or nonservice-related pension in 2018.

Education and training

The State of Oklahoma ranked fourth in GI Bill revenue, fourth in GI Bill student enrollment and sixth in percentage of veterans using education benefits in FY 2018.

FY 2018 GI Bill Revenue Comparison

State	Revenue
Texas	\$1,433,569,000
Colorado	\$432,114,000
Missouri	\$173,311,000
Oklahoma	\$144,157,000
Kansas	\$100,997,000
Arkansas	\$73,589,000
Nebraska	\$56,841,000
New Mexico	\$66,098,000

FY 2018 Total GI Bill Student Enrollment

State	GI Bill Students Enrolled
Texas	95,608
Colorado	28,762
Missouri	15,902
Oklahoma	12,182
Kansas	10,632
Arkansas	7,028
Nebraska	6,343
New Mexico	5,509

FY 2018 Veteran Population using GI Bill Benefits

State	GI Bill Students	State Veteran Population	Percentage using GI Bill Benefits
Colorado	28,762	398,783	7%
Texas	95,608	1,574,021	6%
Kansas	10,632	191,353	6%
Nebraska	6,343	127,255	5%
Missouri	15,902	434,373	4%
Oklahoma	12,182	300,100	4%
Arkansas	7,028	219,337	3%
New Mexico	5,509	156,595	3%

Employment

The State of Oklahoma ranked fourth within the region for unemployment rates among veterans aged 18 to 64 years old in FY 2018 (Bureau of Labor, March 21, 2019).

Veteran Unemployment (18 to 64 years old)

State	Unemployment Rate
Nebraska	2.6%
Arkansas	3.0%
Texas	3.3%
Oklahoma	3.4%
Missouri	4.0%
New Mexico	4.5%
Kansas	4.8%

Veterans Behavioral Health

Oklahoma, Southern Region, and National Veteran Suicide Deaths by Age Group, 2017^c

Age Group	Oklahoma Veteran Suicides	Southern Region Veteran Suicides	National Veteran Suicides	Oklahoma Veteran Suicide Rate	Southern Region Veteran Suicide Rate	National Veteran Suicide Rate
Total	85	2,570	6,139	28.1	30.5	31.0
18–34	17	376	864	50.0*	42.8	44.5
35–54	24	751	1,708	30.8	33.1	35.1
55–74	28	955	2,319	21.7	26.6	27.1
75+	16	486	1,242	25.8*	28.6	27.9

Oklahoma Veteran and Total Oklahoma, Southern Region, and National Suicide Deaths by Age Group, 2017^c

Age Group	Oklahoma Veteran Suicides	Oklahoma Total Suicides	Southern Region Total Suicides	National Total Suicides	Oklahoma Veteran Suicide Rate	Oklahoma Suicide Rate	Southern Region Suicide Rate	National Suicide Rate
Total	85	729	17,833	45,390	28.1	24.7	18.9	18.1
18–34	17	257	4,996	12,944	50.0*	28.3	17.8	17.3
35–54	24	236	6,266	15,896	30.8	24.8	19.7	19.1
55–74	28	190	5,032	12,602	21.7	22.5	18.7	17.6
75+	16	46	1,539	3,948	25.8*	18.4	19.7	18.7

Source: U.S. Department of Veterans Affairs,

https://www.mentalhealth.va.gov/docs/data-sheets/2017/Oklahoma_Veteran_Suicide_Data_Sheet_2017.pdf.

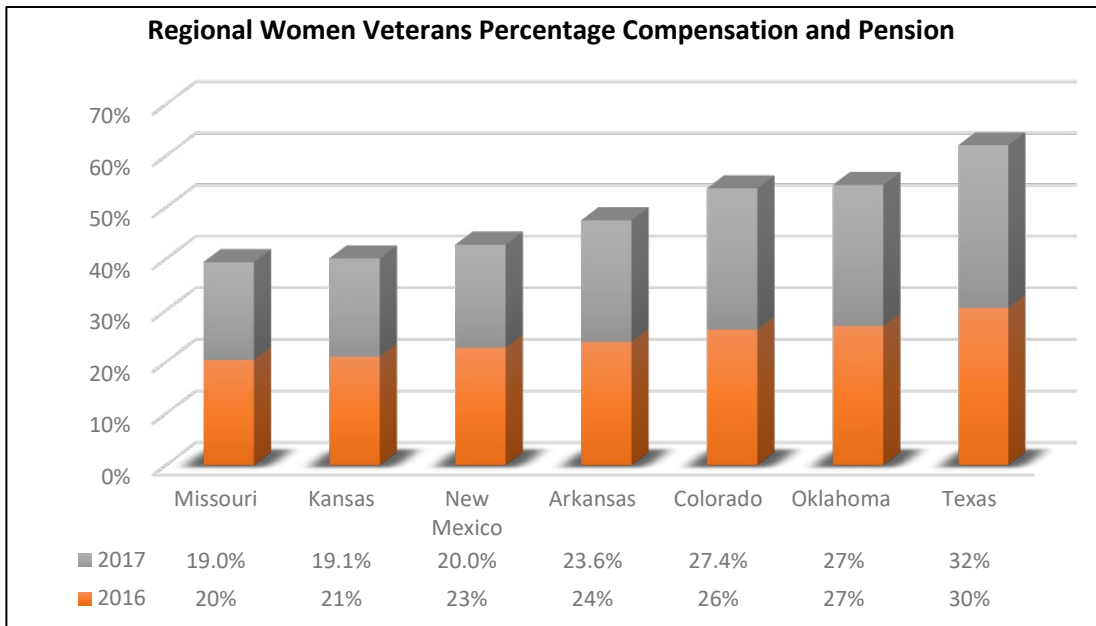
As of 2017, the State of Oklahoma has a veteran suicide rate of 28.1, which is significantly higher than the national overall rate of 18.1, the overall Southern region suicide rate of 18.9, and Oklahoma’s overall suicide rate of 24.7.

However, the Oklahoma veteran suicide rate of 28.1 compares favorably to the Southern region veteran suicide rate (30.5) and national veteran suicide rate (31).

The Oklahoma veteran suicide rate for 2017 also decreased from the 2016 rate, down from 35.9 to 28.1.

Women Veterans Program

The Women Veterans Program was established in 2018 with the enactment of SB 922. State and federal reporting of women veterans began in 2016. The State of Oklahoma ranked second, along with Colorado, in women veterans percentage in receipt of compensation and pension in FY 2017. In 2018, 8,472 women veterans in Oklahoma received compensation and pension.



Accomplishments

- Completed the early launch of the Veterans Registry to identify all Oklahoma veterans. The registry includes a cross-checking feature designed to verify eligibility criteria and ensure integrity in state benefits.
- Legislation passed in SB 135 authorizing ODVA to grant preference to veteran-owned vendors.
- Increased services focused on women veterans, veteran education, and behavioral health access including a dedicated, confidential communication pathway for women veterans.

Savings and efficiencies

- Utilized GALT employees to achieve payroll savings of \$2.9 million.
- Completed lighting project to realize energy, bulb and ballast savings of \$154,507.

Agency goals

- Complete the design phase of the 175-bed veteran center replacement for Tali hina at Sallisaw.
- Obtain Centers for Medicare and Medicaid Services certification in one or more veteran centers.
- Resolve weekend staffing shortage at the veterans centers.
- Register 5% of veterans and/or surviving spouses in the Veterans Registry by November 2020 and achieve 5% registration each subsequent quarter.

Projects for implementation

- Implement energy savings projects at the Claremore, Norman, and Lawton veterans centers.
- Continue participation in community outreach. ODVA team members are active in many local veterans groups including the Oklahoma Veterans Family Wellness Alliance, Oklahoma County Homeless Veterans Task Force, Tulsa Mayor's Veterans Council, Warrior Partnerships of Eastern Oklahoma, the Comanche County Veterans Council, Oklahoma City and Tulsa Mayor's Veteran Advisory Council, Warrior Partnerships of Eastern Oklahoma, and the Comanche County Veterans Council.
- Partner with Oklahoma State Regents for Higher Education to standardize applications software to identify military-connected students enrolling in public institutions across Oklahoma.

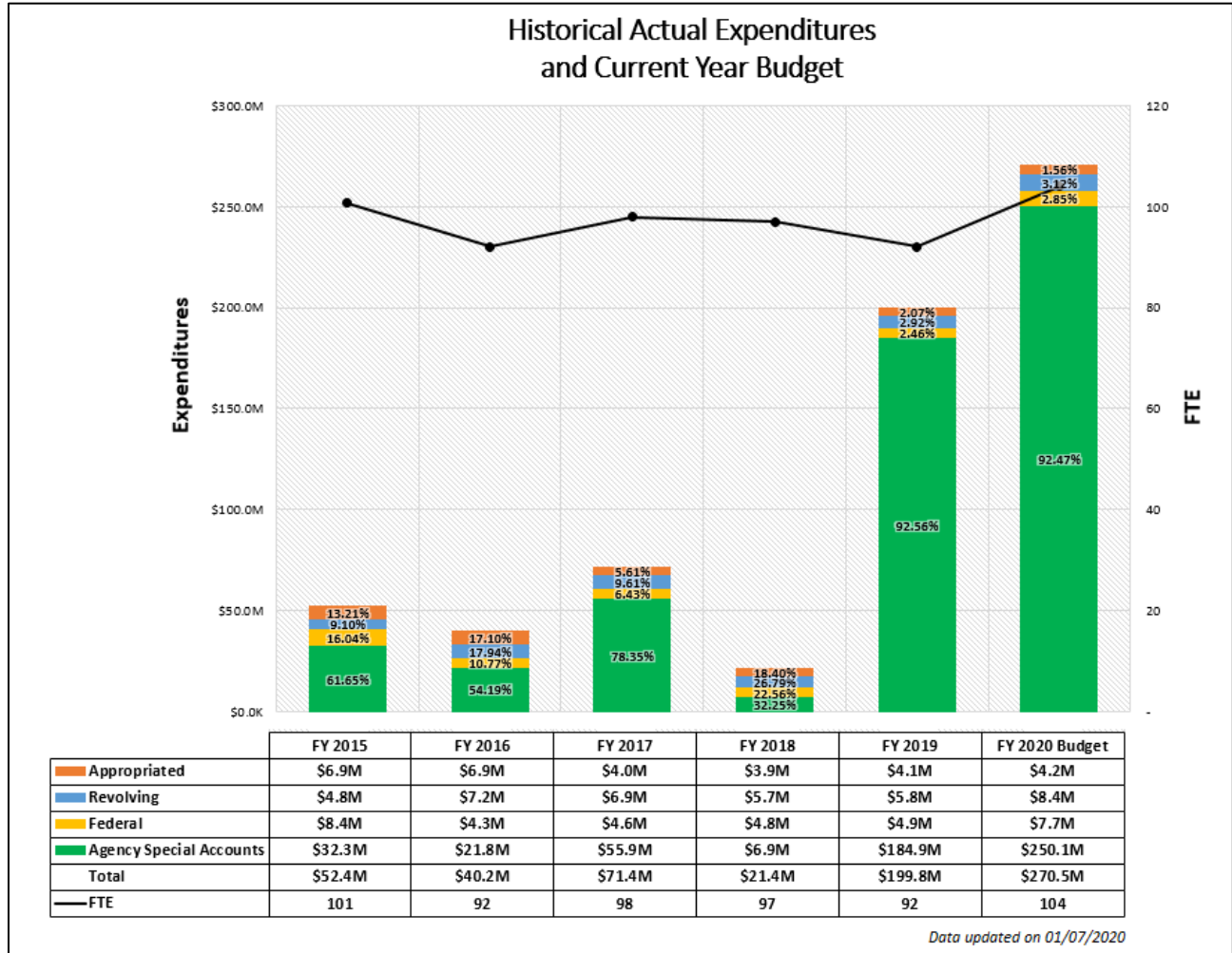
- Work with OSRHE to grant priority enrollment for all military-connected students using VA education benefits.
- Work with the State Approving Agency to improve accreditation process, helping ensure that military-connected students can access VA education benefits at Oklahoma career and technology centers.
- Complete initial planning for Ardmore Veterans Cemetery by July 1, 2020, and achieve ground-breaking by December 31, 2020.

Water Resources Board



Agency information

Water Resources Board



Note: Current year budget numbers reflect OWRB’s current Financial Assistance Program Bond Issue, which will not reflect final budgetary expenditures. FY 2020 budget variance is due to the timing of bond issuances. FY 2020 budgeted appropriations include budgeted carryover.

Mission

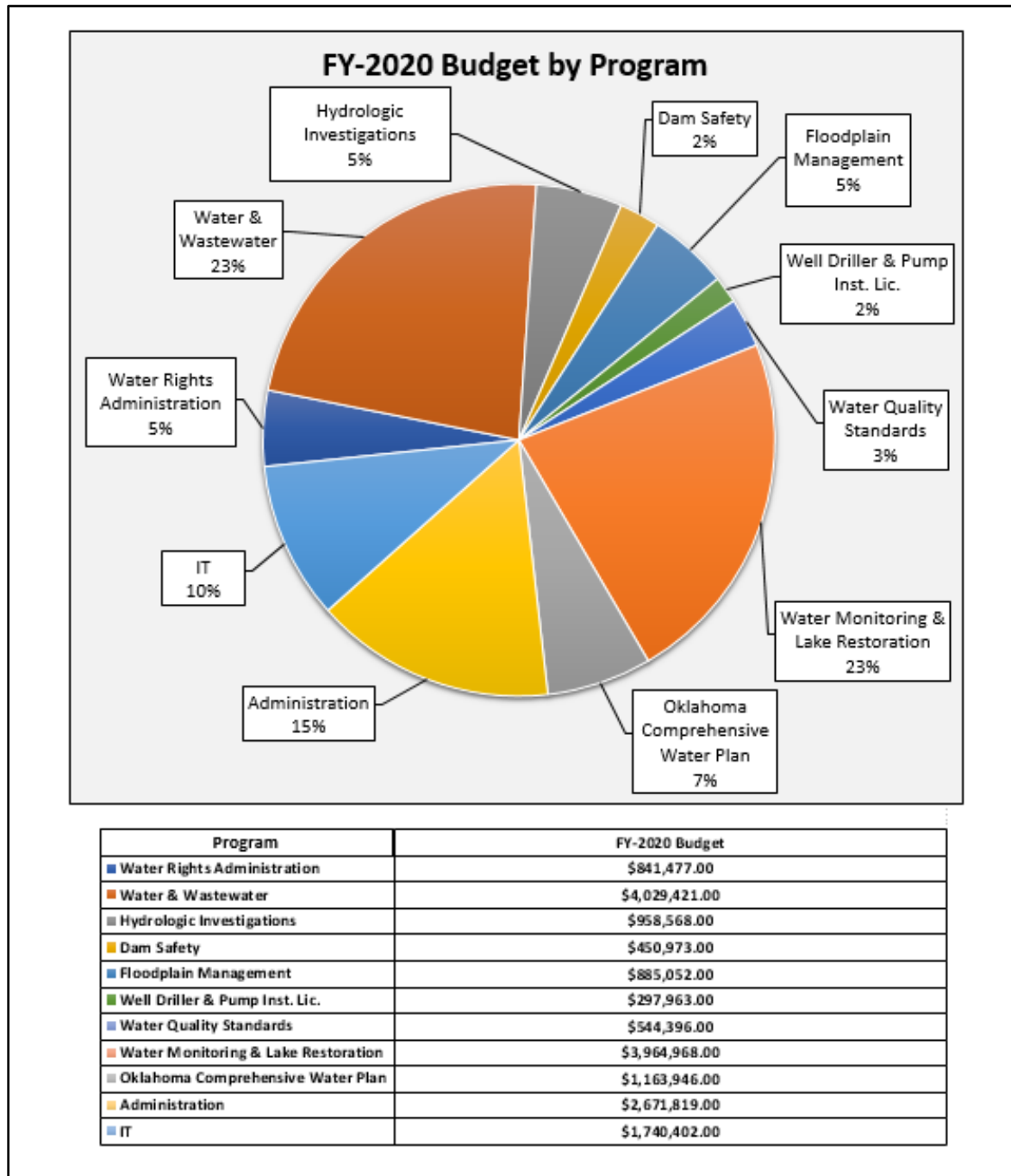
The mission of the Oklahoma Water Resources Board (OWRB) is to protect and enhance the quality of life for Oklahomans by managing and improving the state’s water resources to ensure clean and reliable water supplies, a strong economy and a healthy environment.

Governance and administration

The Water Resources Board consists of nine members appointed by the Governor for a term of seven years with the advice and consent of the Oklahoma Senate. Each member is a qualified elector of the state and at least one member is well versed in each of the following major types of water use: recreational, industrial, irrigation, municipal, rural residential, agricultural and soil conservation work; with no more than two representing any one of the major water types. Julie Cunningham serves as director of the Water Resources Board and was appointed by Governor Mary Fallin in March 2017. Her annual salary as executive director is \$120,000.

Name	Appointed by Governor	Term Ends	Congressional District
Stephen Allen	5/8/2015	5/14/2021	Region 7
Bob Drake	5/15/2014	5/14/2021	Region 4
F. Ford Drummond	4/27/2015	5/14/2020	Region 6
Suzanne Landess	5/1/2019	4/30/2026	Region 1
Charles Darby	1/27/2017	5/14/2023	Region 9
Robert L. Melton, Sr.	5/15/2015	5/14/2022	Region 8
Robert L. Stallings	5/15/2017	5/14/2024	Region 2
Phillip M. Muller	5/15/2018	5/14/2025	Region 3
Jennifer Castillo	5/15/2018	5/14/2025	Region 5

Programs



***The Oklahoma Water Resource Board's FY 2020 budget is \$432 million dollars. Of those monies, \$17,548,985 is for operational budget and \$415 million is pass-through monies for loans and grants to governmental entities.*

Water rights administration

Appropriation of Oklahoma's fresh water resources is administered by OWRB as directed by Oklahoma statutes. Currently, there are more than 13,000 active permits for over 6,100 million gallons per day. Approximately 1,500 provisional temporary permits are also issued each year for oil and gas producers and others in need of a temporary source of water. Additionally, the agency conducts surface water allocation modeling and availability analyses, coordinates statewide water use reporting, and responds to public complaints.

Water and wastewater

As the state's primary water and wastewater infrastructure financing agency, OWRB has provided over \$4.4 billion in financing to Oklahoma communities, rural water districts, schools, and other authorities at an estimated savings of \$1.4 billion over conventional bond financing. This is due, in part, to the continued achievement of AAA bond ratings, an extremely strong loss coverage score, management and oversight of the program, and a long history of borrower repayment. The programs protect the health and safety of Oklahomans by providing funding to meet the critical need for safe drinking water supplies and adequate wastewater treatment.

Hydrologic investigations

Oklahoma statutes direct OWRB to conduct hydrologic investigations to determine the amount of fresh groundwater available for appropriation. Staff hydrogeologists, modelers, and federal agencies assist in characterizing hydrologic properties of aquifers such as recharge, effects of pumping, and water demand.

Dam safety

The Oklahoma Dam Safety Act directs OWRB to ensure the safety of more than 4,700 dams across the state. OWRB staff maintain Oklahoma's portion of the National Inventory of Dams, oversee approval for construction or modification of structures, coordinate breach inundation mapping, inspect low hazard-potential dams, and provide public outreach and training.

Floodplain management

Through the Oklahoma Floodplain Management Act, OWRB is directed to act as the State Floodplain Board and the National Flood Insurance Program coordinating agency. The agency assists communities in reducing costly flooding risks to life and property by updating flood maps through Federal Emergency Management Agency programs and providing opportunities for training and accreditation of local floodplain administrators.

Well driller and pump installer licensing

OWRB administers the licensing and continuing education of water well drillers and pump installers (water supply, geothermal, observation and monitoring wells) to ensure the integrity of water well

construction and prevention of potential groundwater pollution. OWRB also assists drillers with required well log reporting. More than 190,000 well logs are available to the public on OWRB's website.

Water quality standards

OWRB is designated by Oklahoma statute as the agency responsible for promulgating Oklahoma's Water Quality Standards, which have been developed in accordance with the federal Clean Water Act. The division monitors ground, lake, and stream water quality and quantity. OWRB is also charged with assisting in the implementation of the WQS in other state agencies and conducts technical studies on our state's water as required or contracted.

This division includes the Water Monitoring and Lake Restoration program which is responsible for assessing, monitoring, studying, and restoring Oklahoma lakes.

Clients served: All citizens of the state.

Water monitoring and lake restoration

Oklahoma statutes direct OWRB to implement a statewide beneficial use monitoring program for waters of the state and designate OWRB as the lead agency for administering a statewide program for assessing, monitoring, studying, and restoring Oklahoma lakes. OWRB is further directed to submit a biennial report to the Oklahoma Legislature discussing the status of water quality monitoring in Oklahoma. Monitoring is currently conducted on 40 Oklahoma lakes, 84 stream sites, and more than 1,000 groundwater wells across the state. OWRB partners with the U.S. Geological Survey to manage Oklahoma's Cooperative Stream Gaging program; these data are used to meet compliance with four federal interstate stream compact agreements and to guide the management of local and regional public water suppliers, including flood and drought planning, early warnings, and emergency operations.

Oklahoma Comprehensive Water Plan (OCWP)

Oklahoma statutes direct OWRB to forecast long-term water needs through decennial updates to the Oklahoma Comprehensive Water Plan, providing local planners and lawmakers with the data critical to ensure safe and reliable water for all Oklahomans. With public input this program works to identify the most pressing needs, provide supply and demand projections and associated tools, conduct studies, and facilitate workshops to find innovative solutions to Oklahoma's water challenges for the next 50 years.

OWRB has begun scoping the work required to complete the next update of the OCWP. In light of the prevailing trend toward more frequent weather extremes, in addition to water resiliency planning for times of extended drought, more emphasis will be placed on the flood control infrastructure status and needs of the state. In 2019, following this historic flooding that endangered life, destroyed property, and tested some of the state's largest flood control infrastructure, OWRB joined several local, state, and federal officials for a legislative interim study to assess proactive solutions for improving long-term flood hazard mitigation. Resulting proposed legislation would establish a new statewide flood plan and financing options to support local and regional comprehensive planning and infrastructure investments.

Loans to governmental entities

Clean Water State Revolving Fund Loan Program (CWSRF)

Funding opportunity for qualifying entities to receive below-market interest rate loans on eligible projects, to include: the rehab or construction of wastewater treatment and collection systems; wastewater system improvements; water reuse and conservation; dam rehabilitation; land acquisitions necessary for treatment; green infrastructure; or wastewater system improvements in order to come into compliance with the federal Clean Water Act. This program establishes a revolving loan fund to address the continuance of lendable monies remaining available in the future and is able to share below-market interest rate funding with borrowers based on OWRB's AAA credit rating.

Drinking Water State Revolving Fund Loan Program (DWSRF)

OWRB, in conjunction with the Oklahoma Department of Environmental Quality (ODEQ), provides a funding opportunity for qualifying entities to receive below-market interest rate loans on eligible projects for drinking water treatment, transmission or storage projects under the Safe Drinking Water Act, or the refinance of existing debt for these purposes. OWRB's below-market interest rate funding is based on its AAA credit rating for this program while ODEQ addresses the engineering and technical services. This program establishes a revolving loan fund to address the continuance of lendable monies remaining available in the future.

Financial Assistance Loan Program

Loan funding for eligible projects related to water and wastewater system needs or for the refinance of existing debt obligations incurred by qualifying entities for these purposes. Borrowers receive low-interest rates on monies borrowed based on OWRB's AAA credit rating. This state-funded program has no federal requirements and provides the ability to fund water and wastewater projects in one loan transaction for borrowing convenience.

OWRB's loans and grants approved total over \$4.4 billion, with Oklahoma communities saving an estimated \$1.4 billion through the use of these funding opportunities.

Grants to governmental entities

Emergency Grants

This program is point-based, designed to assist communities facing crises which threaten life, health, or property. These grants are available to counties, towns and municipalities, public works authorities, school districts, and rural water/sewer districts.

Rural Economic Action Plan Grants (REAP)

The REAP Grant Program is a point-based program designed to assist smaller communities that lack sufficient fiscal capacity. This program is available to cities and towns; municipalities with a population less than 1,750 are given priority. Rural water and/or sewer districts with less than 525 non-pasture customers are also given priority.

Performance and projects

Key Performance Measures by program

Water Quality Division – Monitoring and Technical Studies					
Goal					
Implement Oklahoma Comprehensive Water Plan					
Key Performance Measure					
Sites visited for water quality data collections.					
Key Performance Measure Description					
Increase the number of site visits to bodies of water made annually as part of OWRB monitoring and technical studies programs by 15% from 2015 to 2023, as budget allows.					
Unit of Measure					
Number of sites					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
70,000	71,500	72,500	73,500	74,500	75,500

Water Quality Division – Monitoring and Technical Studies					
Goal					
2025 update of Oklahoma Comprehensive Water Plan					
Key Performance Measure					
Sites visited for water quality data collections.					
Key Performance Measure Description					
Increase the number of site visits to bodies of water made annually as part of OWRB monitoring and technical studies programs by 15% from 2015 to 2023, as budget allows.					
Unit of Measure					
Number of sites					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
70,000	71,500	72,500	73,500	74,500	75,500

Water Quality Division – Monitoring and Technical Studies					
Goal					
Modernization					
Key Performance Measure					
Number of gauges and cooperative agreements added					
Key Performance Measure Description					
Increase the number of gauges or other monitoring platforms for water quality/quantity-related projects by 10% by 2020. Number of gauges or continuous water monitoring platforms and cooperators added on an annual basis.					
Unit of Measure					
Number of gauges					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
68	70	72	74	76	78

Technical Studies Program					
Goal					
Implement Oklahoma Comprehensive Water Plan					
Key Performance Measure					
Hydrologic investigations and water allocation assessments					
Key Performance Measure Description					
Publish 12 groundwater hydrologic basin yield investigations by FY 2024.					
Unit of Measure					
Number of published reports by FY 2024					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0%	25%	58%	75%	83%	100%

Clean Water State Revolving Fund					
Goal					
Implement Oklahoma Comprehensive Water Plan					
Key Performance Measure					
To exceed the national average on the return on federal investment for infrastructure financing dollars loaned.					
Key Performance Measure Description					
Continue an effort to address Oklahoma's projected \$82 billion water and wastewater infrastructure needs. The goal is to disburse more than federal funds received which may require additional leveraging of the program as demand for the program grows.					
Unit of Measure					
Percent					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
314%	332%	335%	335%	340%	340%

Drinking Water State Revolving Fund					
Goal					
Implement Oklahoma Comprehensive Water Plan.					
Key Performance Measure					
To exceed the national average on the return on federal investment for infrastructure financing dollars loaned.					
Key Performance Measure Description					
Continue an effort to address Oklahoma's projected \$82 billion water and wastewater infrastructure needs. The goal is to disburse more than federal funds received which may require additional leveraging of the program as demand for the program grows. The current national average is 242.4%.					
Unit of Measure					
Percent					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
388%	435%	436%	440%	440%	442%

Regional benchmarks and comparisons

EPA collects data annually from the CWSRF and DWSRF programs to document program progress and account for use of federal funds. This information is stored in the National Incident Management System. Reports provide national, regional, and state-by-state information on the sources of funds available to the CWSRF and DWSRF programs and the way these funds are used for a range of water quality protection projects. Financial data includes, among other information: grants received, leveraged funds, loan funds provided, set-aside funds assistance, and financial assistance by water system size.

Accomplishments

- OWRB approved financing for 50 Oklahoma communities totaling over \$353 million for an estimated savings of \$31.7 million in FY 2019.
- The Floodplain Management section completed multiple community assistance visits and community assistance contacts to help communities meet FEMA eligibility requirements to access reduced-cost flood insurance.
- In addition to responding to multiple dam breach incidents alongside local emergency management officials, the Dam Safety Program conducted technical workshops, provided inspections of low-hazard dams, and has finalized emergency action plans for over 95% of Oklahoma's 370 high-hazard dams.
- Successfully migrated more than 95% of the state's historical water quality data collected since establishment of Oklahoma's water monitoring programs into a digital format.
- Conducted needed technical studies to support stakeholder initiatives while completing a multiyear hydrologic investigations of the Rush Springs groundwater basin to determine the amount of water that may be withdrawn by permitted water users in that basin. The agency also continued bathymetric mapping work of water supply lakes to determine the current supply capacity and to determine if the lake's capacity can meet future uses.
- Continued to serve as a water planning resource for Oklahoma communities, water and wastewater systems, economic development authorities, tribes, agricultural producers, power generators, and energy producers. In 2019, this included the continued development of a comprehensive water plan for the Grand River Dam Authority, and the facilitation of the Oklahoma Produced Water Working Group. This also includes enactment of the Strategic Alliance Agreement between OWRB, Oklahoma Department of Environmental Quality, Oklahoma Rural Water Association, Office of the Secretary of Energy and Environment, and the Governor of Oklahoma.
- Worked alongside the Oklahoma Legislature in 2019 on an extension of gross production tax funding that is used for significant long-term water planning initiatives and continued implementation of the OCWP recommendations.

Savings and efficiencies

- Document imaging initiatives greatly enhance staff productivity by providing quick access to critical information, improving accuracy, streamlining workflow, and saving time, money, and space.
- Customized Geographic Information Systems (GIS) desktop software has significantly streamlined OWRB's water use permitting process; GIS data is updated through the agency's website with a series of scripts and models that reduces staff time. OWRB offers the public more than a dozen interactive, user-friendly map viewers with water resources information.
- Applications available through the OWRB website improve efficiency and accuracy of data: the online provisional temporary permit application process provides convenience to Oklahoma water users and saves a considerable amount of staff time; online well log reporting provides convenience to water well drillers, saving staff time and increasing accuracy of data.
- Enhancements within OWRB's infrastructure financing software allow tracking of the agency's complex funding programs, which have provided more than \$4.1 billion in approved projects to date.
- Widespread adoption of tablet computers, tablet-based applications, and other technology has helped coordinate, refine, and reduce fieldwork activities, as well as reduce travel costs associated with dam and floodplain management inspections, complaint investigations, geo-location of dam sites and water wells, and other required tasks.

Agency goals

- Financial Assistance
 - Creation of a new master trust indenture for CWSRF and DWSRF to decrease complexity of managing multiple bond issues for trustee and OWRB.
 - Utilize newly created webpage in BondLink to market our bonds, price better, and improve transparency with stronger investor outreach with the ultimate goal of savings for our borrowers.
- Water Quality
 - Support Oklahoma's comprehensive stream, lake, and groundwater monitoring programs to improve our knowledge of the condition of these important water resources and provide much-needed water quality and quantity data for decision-makers.

- Work with stakeholders and the State of Arkansas to implement a memorandum of understanding between the states to protect and improve water quality, management, and monitoring in Illinois River watershed, designated as an Oklahoma Scenic River and conduct work to develop necessary amendments to Oklahoma Administrative Code Chapters 45 and 46.
- Complete bathymetric mapping of Oklahoma’s reservoirs and water supply lakes to provide accurate determinations of current storage capacities, total maximum daily loads, dam breach analyses, watershed monitoring, and other lake management information.
- Continue migrating historical data to newly updated databases and begin creating web services outputs for use by outside entities.
- Planning and Management
 - Publish reports for the following completed hydrologic investigations: Cimarron River Alluvium and Terrace aquifer, Gerty Sand aquifer, Elk City aquifer, Ogallala aquifer in Roger Mills County, Washita River Alluvium and Terrace Reach I aquifer.
 - Complete the following hydrologic investigations: Salt Fork of the Red River Alluvium and Terrace aquifer.
 - Complete the Garber-Wellington Maximum Annual Yield hearing, issue a final order, and convert temporary permits to regular permits.
 - Complete the Water Information System redesign of the Water Rights water-use database.
 - Complete the scope of work for the update of the 2012 Comprehensive Water Plan.
- Administrative Services
 - Plan, review, and begin implementation of an agencywide long-term plan for needed IT initiatives.

Projects for implementation

- Financial Assistance
 - Continue work with the Office of Management and Enterprise Services Information Services to improve processes for timely and successful completion of IT projects.
- Water Quality
 - Continue cooperative work with the Central Oklahoma Master Conservancy District to assess water quality at Lake Thunderbird and the effectiveness of in-lake nutrient-enrichment remediation and with ODEQ to collect data in support of modeling and development of pollutant load targets on Arcadia Lake.
 - Continue to support water management technical studies through cooperative efforts with municipalities, master conservancy districts, and other governmental entities.

- Work with stakeholders and the State of Arkansas to revise the total phosphorus criterion for Illinois River watershed scenic rivers.
- Planning and Management
 - Groundwater hydrologic investigations that will be used to establish the maximum annual yield/equal proportionate share for the state's aquifers.
 - Upper Red River and Upper Washita River WaterSMART projects in cooperation with the Bureau of Reclamation to help local communities manage surface water resources.
 - Water Information System Redesign of the Water Rights water-use database.
 - Update of the 2012 Comprehensive Water Plan.
- Administrative Services
 - Continue to review agency's workforce skill set and develop a functional workforce plan for staff. The agency will develop the mechanism to initiate an agencywide long-term IT plan while it continues to digitize permanent archival information.

Select Non-appropriated Agency Information

The following information has been provided by each agency, per the process of submissions to the Office of Management and Enterprise Services. The details included are meant to provide the Legislature and the public with descriptions of total spending, agency programs, performance metrics and goals.

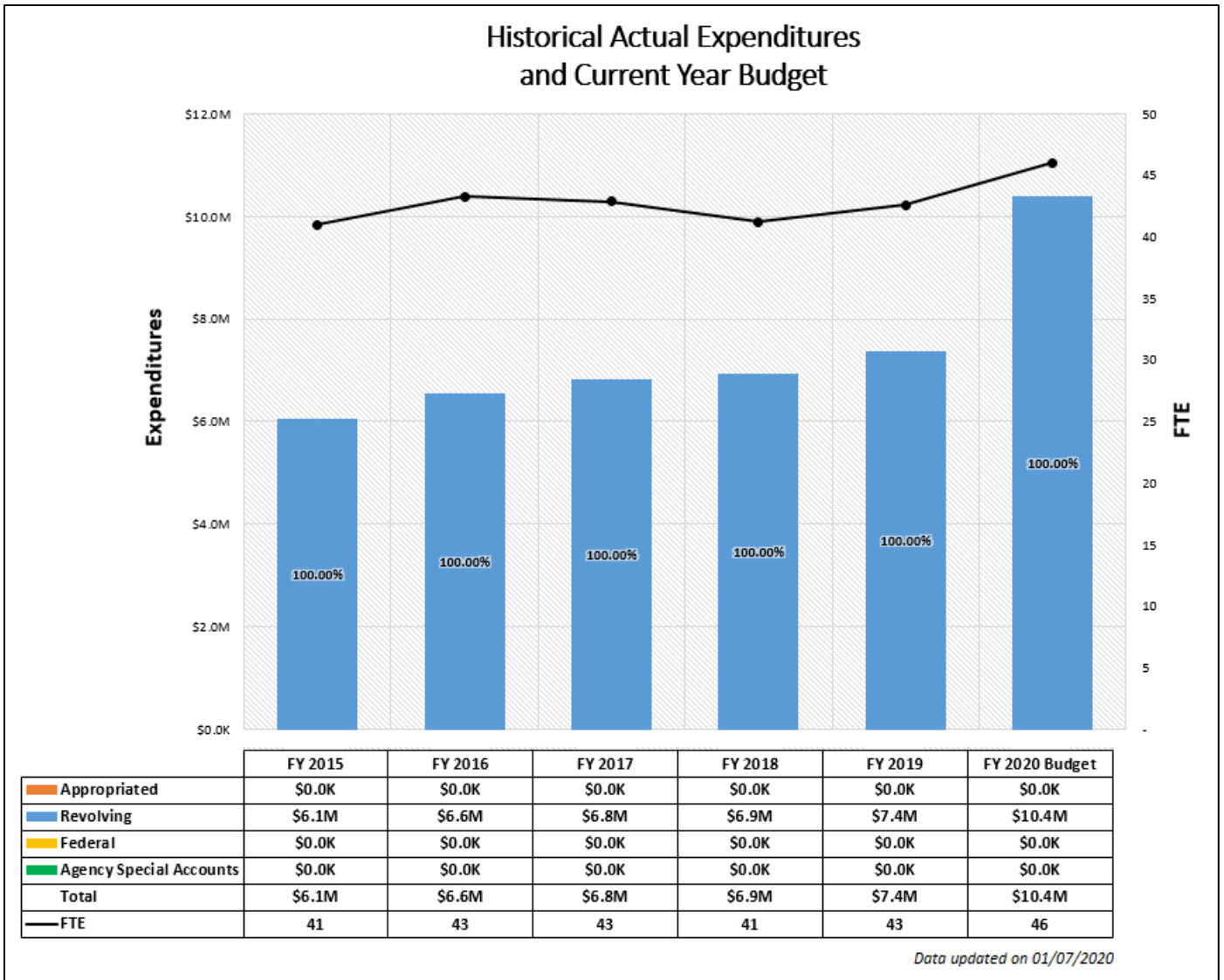
Oklahoma Banking Department



**OKLAHOMA
BANKING
DEPARTMENT**

Agency information

Oklahoma Banking Department



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

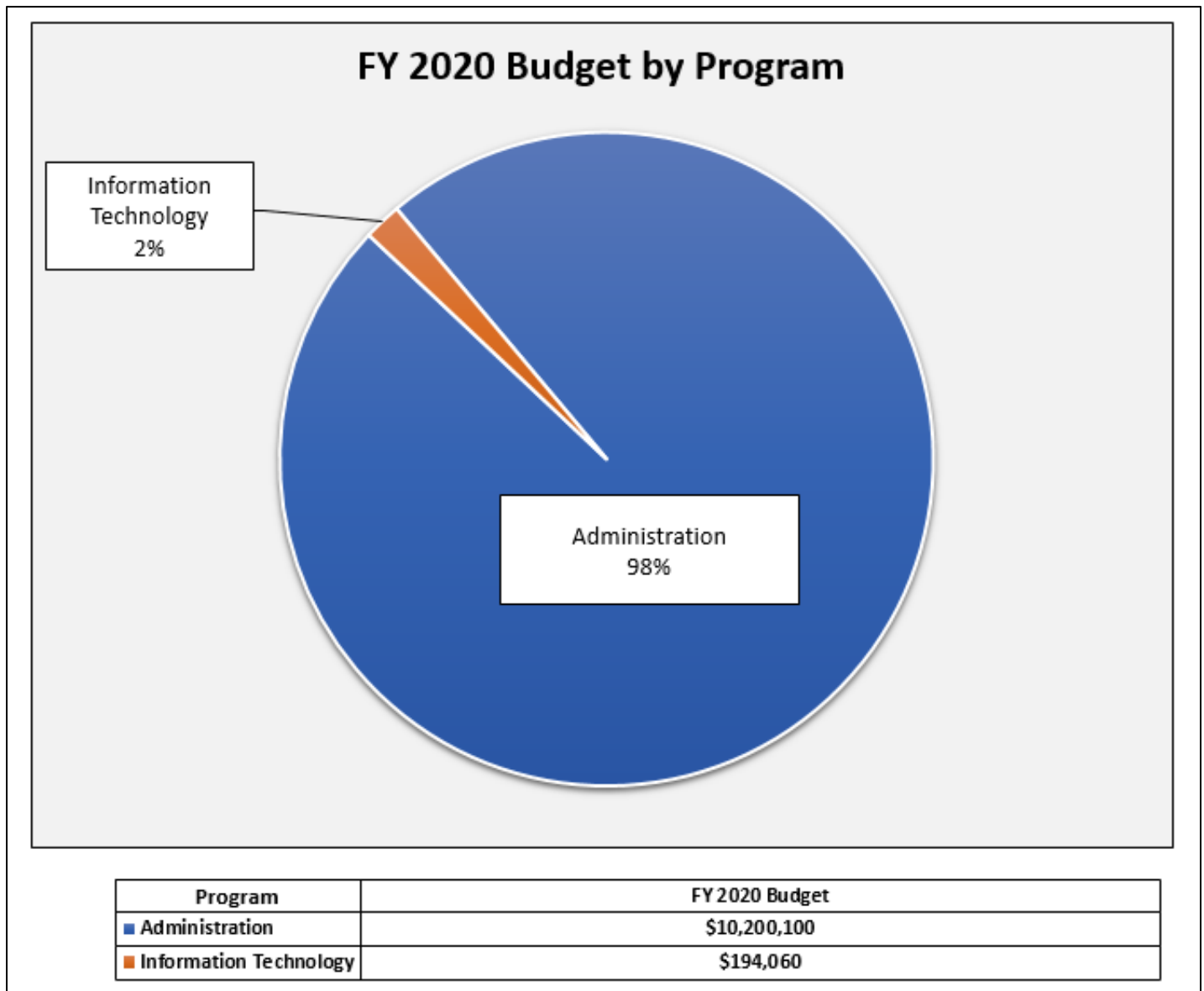
The mission of the Oklahoma Banking Department is to allocate human and other resources to implement an effective regulatory program for financial institutions. The department has been, and will continue to be, an advocate for financial institutions in the implementation of this program. However, our primary focus is to ensure the continuance of safe and sound financial practices in the state's financial institutions. It would follow that the financial services offered by these sound institutions would foster economic growth and meet the public demand for these services in their communities.

Governance and administration

The Banking Board consists of seven members, including the Commissioner, who are appointed by the Governor with consent of the Senate. The Commissioner serves as the chairman and only votes in case of a tie. Other than the commissioner, five members of the Board are active officers of state banks or trust companies, and one may be an officer or director of a national bank. One member shall be a citizen of Oklahoma who is not and has not been an officer or stockholder in any banking institution. The term of each Banking Board member, other than the Commissioner, is six years. The Credit Union Board consists of five members appointed by the Governor. The Commissioner is a member presiding as Chairman of the Credit Union Board. One of the other four members is a member of a credit union organized under the laws of this state and each of the other three members is an officer in charge of operations or a director of a credit union organized under the laws of this state; however, one of those three may be from a federal credit union. The term of each appointed Credit Union Board member is four years. Mick Thompson currently serves as the Commissioner of the Banking Department with a salary of \$196,721.

Name	Appointing Authority	Board	Term Ends
Mick Thompson	Governor	Commissioner	9/1/2020
Bob Newcomb	Governor	Banking Board	6/1/2025
Sandy Bracken	Governor	Banking Board	5/6/2024
Dennis Brand	Governor	Banking Board	6/1/2023
Wade Huckabay	Governor	Banking Board	6/1/2021
Brad Krieger	Governor	Banking Board	6/1/2020
Tom Thompson	Governor	Banking Board	6/1/2024
Jason Boesch	Governor	Credit Union Board	10/1/2021
Eddie Foreman	Governor	Credit Union Board	10/11/2020
Mark Kelly	Governor	Credit Union Board	10/1/2022
Johnny O'Hare	Governor	Credit Union Board	10/11/2023

Programs



Administration

Administration includes examination, accounting and finance, general administration and legal, and human resource management. As a nationally accredited regulatory agency for state chartered financial institutions, the department is dedicated to identifying and addressing existing and emerging risks to depositors' funds. This helps to promote and contribute to the public's confidence in both the state and the national financial systems. The public's confidence in the safety and soundness of the state's chartered financial institutions is of the utmost importance. It is enforced in a manner that encourages a competitive financial industry to meet each community's credit and financial service needs, thereby fostering diversity and stability in financial institutions' products and services.

Performance and projects

Key Performance Measures by program

Administration					
Goal					
Reduce the number of institutions requiring corrective action.					
Key Performance Measure					
Institutions requiring corrective action					
Key Performance Measure Description					
Through performed examinations, identify institutions that are the target of corrective action by the department.					
Unit of Measure					
Number of institutions requiring corrective action					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
12	10	8	8	7	7

Regional benchmarks and comparisons

- The Banking Department is nationally accredited by the Conference of State Bank Supervisors and is consistently ranked in the top 5% of accredited state banking departments in the United States.

Accomplishments

- Performed examinations at 56 commercial banks, six bank trust departments, three trust companies, and 11 credit unions.

Savings and efficiencies

- In the past 10 years, the Banking Department has increased the number of assets under supervision from 33 billion to 64 billion, but FTE counts have only increased by one in that same 10-year time period. The Banking Department also uses additional cost savings services provided by the Office of Management and Enterprise Services that include IT services and support, leasing services, shared financial services, interagency mail, fleet management, and insurance service.

Agency goals

- Complete 50 scheduled exams.

Projects for implementation

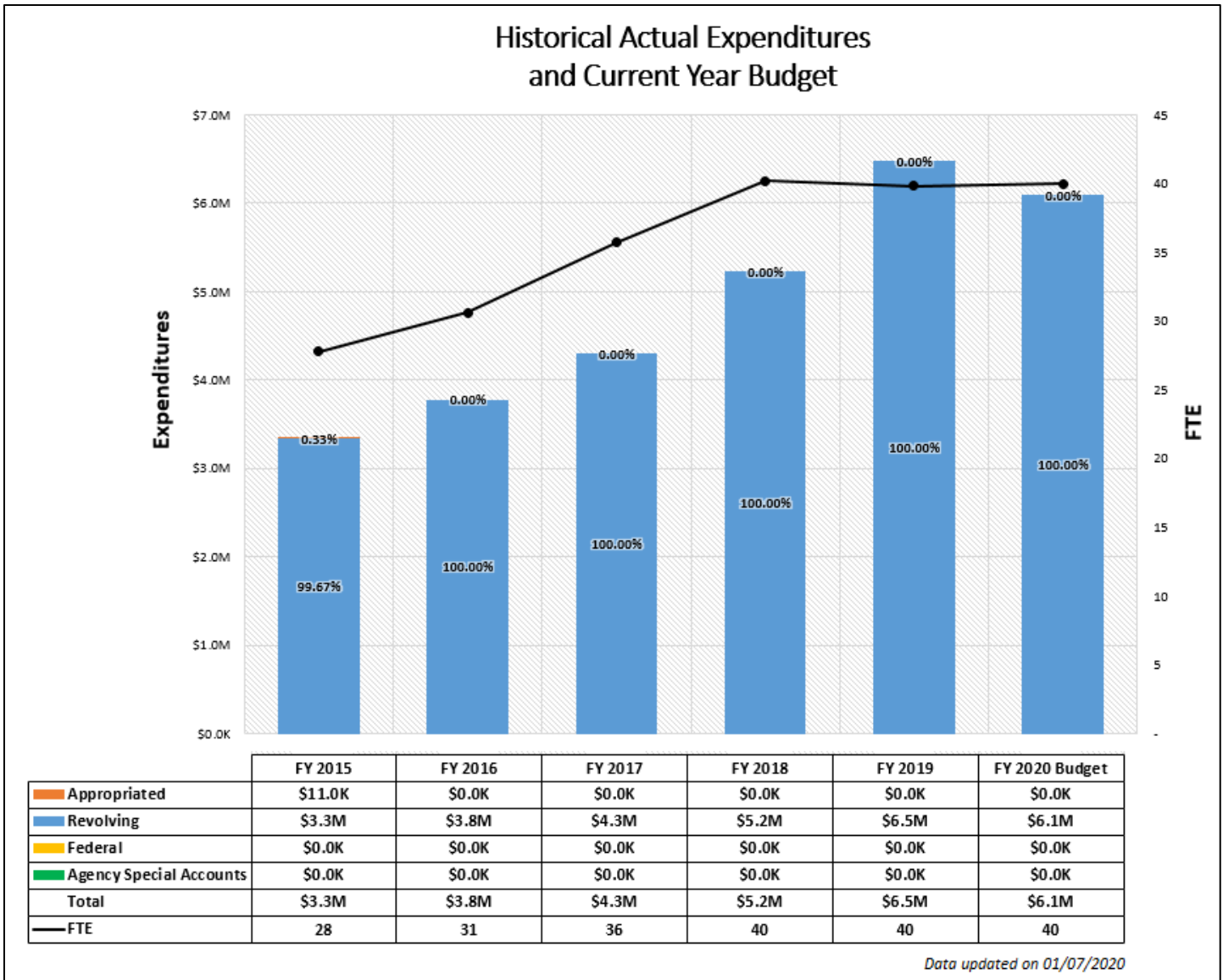
- Complete banking annex building.
- Convert national banks to state chartered banks to grow state assets under supervision.

Department of Consumer Credit



Agency information

Department of Consumer Credit



Note: Revolving fund expenditures in FY 2019 include \$1 million distributed to Oklahoma consumers from the CashCall Settlement.

Mission

The Department of Consumer Credit protects and educates consumer buyers, lessees, and borrowers against unfair practices, and are fair and impartial in the regulation of consumer credit transactions in Oklahoma.

Governance and administration

The Commission on Consumer Credit consists of nine members appointed by the Governor with the advice and consent of the Senate. The state Banking Commissioner serves as a 10th ex-officio member of the commission.

The term of each member is five years from the date of appointment and qualification. Five members of the commission are appointed at large. No more than three at-large members of the commission can be members of the same political party.

The commission’s other four members have the following requirements: two actively engaged in the business of making supervised loans, one actively engaged in the business of making pawn loans, and one who is a mortgage loan originator. These members are appointed in the following manner:

- One appointed by the Governor with the advice and consent of the Senate upon recommendation of the Oklahoma Consumer Finance Association;
- One appointed by the Governor with the advice and consent of the Senate upon recommendation of the Independent Finance Institute of Oklahoma;
- One appointed by the Governor with the advice and consent of the Senate upon recommendation of the Oklahoma Pawnbrokers Association; and
- One appointed by the Governor with the advice and consent of the Senate upon recommendation of the Oklahoma Association of Mortgage Professionals.

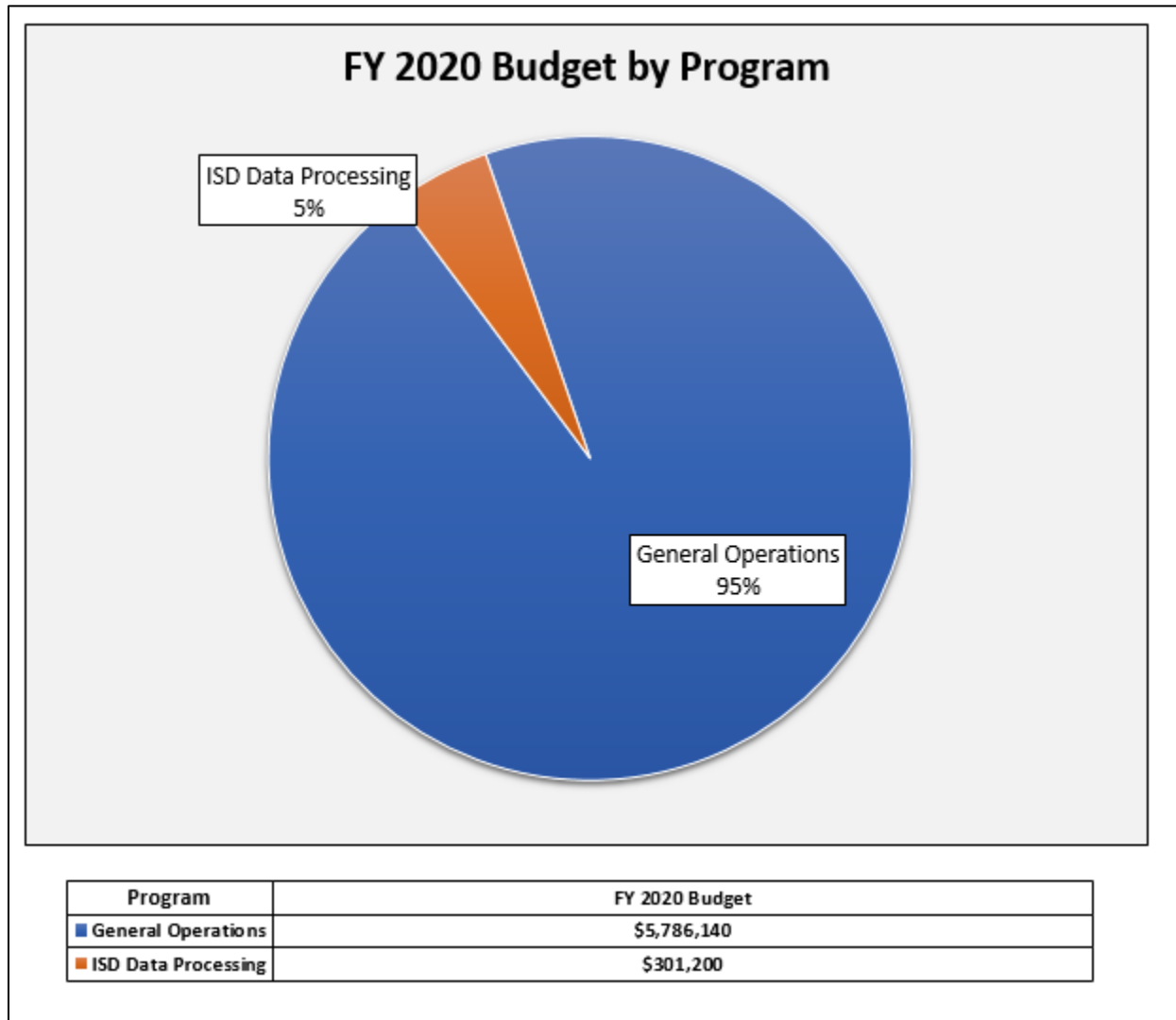
No more than two of these members can be members of the same political party. Vacancies for any unexpired term of any member of the commission are filled by the Governor in the same manner as the initial appointments were made.

Scott Leshar was appointed as Administrator by the Commission on Consumer Credit on July 1, 2009; his salary is \$132,833.

Commission on Consumer Credit			
Name	Appointing Authority	Term Ends	Recommendation
Bob Moses	Governor	January 1, 2020*	-
Joe Wilbanks	Governor	February 15, 2020	Oklahoma Pawnbrokers Association
Suzy Barnes	Governor	January 1, 2023	-
Armando Rosell	Governor	January 1, 2022	-
Mick Thompson	Governor	No Expiration Date	Ex-officio
Shawn Karnes	Governor	January 1, 2021	-
Jerry Douglas	Governor	February 15, 2023	Independent Finance Institute of Oklahoma
Rick Harper	Governor	January 1, 2024	-
Craig Stanley	Governor	February 15, 2019*	Oklahoma Consumer Finance Association
Kent Carter	Governor	January 1, 2020*	Oklahoma Association of Mortgage Professionals

**Note: Commissioners with expired terms serve until replaced or reappointed. The list of commissioners is current as of January 14, 2020.*

Programs



General operations

The Department of Consumer Credit is responsible for regulating consumer credit sales and consumer loans and is charged with administering the Uniform Consumer Credit Code, which includes provisions regarding maximum charges, rate ceilings, disclosure requirements, enforcement rights, contract terms, advertising requirements and administration control.

The department is responsible for regulating mortgage brokers, mortgage lenders, mortgage loan originators, pawnshops, deferred deposit lenders, rental purchase lessors, health spa contracts, credit service organizations, consumer litigation funders, and precious metal and gem dealers. The agency regulates these industries through licensing, examinations, investigation, and enforcement.

The agency licensing program helps ensure that Oklahoma consumers are dealing with legitimate and law-abiding businesses. Licensing fees range from \$100 to \$1,900.

The department performs examinations of records to keep legitimate businesses fully compliant, ensuring that Oklahoma consumers are receiving the protections afforded to them by law. Examinations staff coordinate with staff in enforcement to ensure that applicable refunds are returned to consumers.

Department investigation staff locate and identify unlicensed entities which may be unaware they are required to be licensed or may be bad actors seeking to escape regulation. Investigation staff also review and act upon consumer complaints.

Consumer credit enforcement initiates disciplinary action to ensure legal compliance through suspension or revocation of licensure or the imposition of civil penalties. Enforcement staff work with staff in examinations to ensure that applicable refunds are returned to consumers.

Clients served: The Department of Consumer Credit serves Oklahoma consumers, as well as 13,773 licensees, including supervised lenders, mortgage lenders, brokers and loan originators, pawnbrokers, rent-to-own dealers, deferred deposit lenders, health spas, precious metal and gem dealers, and others.

Performance and projects

Key Performance Measures by program

General Operations					
Goal					
Protect consumers by investigating consumer complaints.					
Key Performance Measure					
Complaint resolution timeliness					
Key Performance Measure Description					
Consumer complaints submitted for review and investigation by department personnel are resolved within 30 days.					
Unit of Measure					
Average number of days to resolve complaints submitted to the department					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
20.23	23.25	≤ 30	≤ 30	≤ 30	≤ 30

General Operations					
Goal					
Educate consumers through public interaction at community outreach events.					
Key Performance Measure					
Department representation at 25 public events per year					
Key Performance Measure Description					
Public events provide the opportunity to answer questions, provide literature and conduct presentations followed by one-on-one interaction to address specific concerns.					
Unit of Measure					
Number of events attended per year					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
8	12	≥ 25	≥ 25	≥ 25	≥ 25

General Operations					
Goal					
Provide fair and impartial regulation through timely examination.					
Key Performance Measure					
Examination frequency of regulated industries					
Key Performance Measure Description					
The examination frequency dictated by the Conference of State Bank Supervisors accreditation best practice guidelines is once every five years.					
Unit of Measure					
Percentage of examinations completed within five years					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
95.6%	97.5%	100%	100%	100%	100%

Regional benchmarks and comparisons

The Department of Consumer Credit received reaccreditation of its mortgage regulatory program in 2019 through the Conference of State Bank Supervisors and the American Association of Residential Mortgage Regulators. Reaccreditation is based upon a thorough evaluation of the department's administration, finances, personnel, training, examinations, supervisory procedures and statutory powers.

In 2014, the department was one of only 16 accredited nondepository mortgage regulators under this program. During the 2019 reaccreditation, the department met all standards established in the accreditation best practice guidelines and had no corrective requests.

Accomplishments

- Settled three-year case with CashCall, an internet lender from California that had issued loans exceeding allowable legal rates to 6,498 Oklahoma residents. Received \$1 million in the cash settlement, which funded refunds to 2,832 Oklahoma borrowers in FY 2019 and reimbursed department administrative costs. Ensured that negative credit bureau reports were corrected with all customer balances waived and reduced to \$0 (valued at over \$40 million).
- Achieved national mortgage reaccreditation in September 2019 through Conference of State Bank Supervisors and American Association of Residential Mortgage Regulators.
- Transitioned to issuance of digital licenses and sending renewal forms via email.

Savings and efficiencies

- The agency utilizes Office of Management and Enterprise Services shared services for financials, payroll and IT services.

Agency goals

- Identify and relocate to suitable state property.
- Work with OMES to develop and construct a modernized database.
- Phase out Deferred Deposit Lending license and launch the Oklahoma Small Loan license.

Projects for implementation

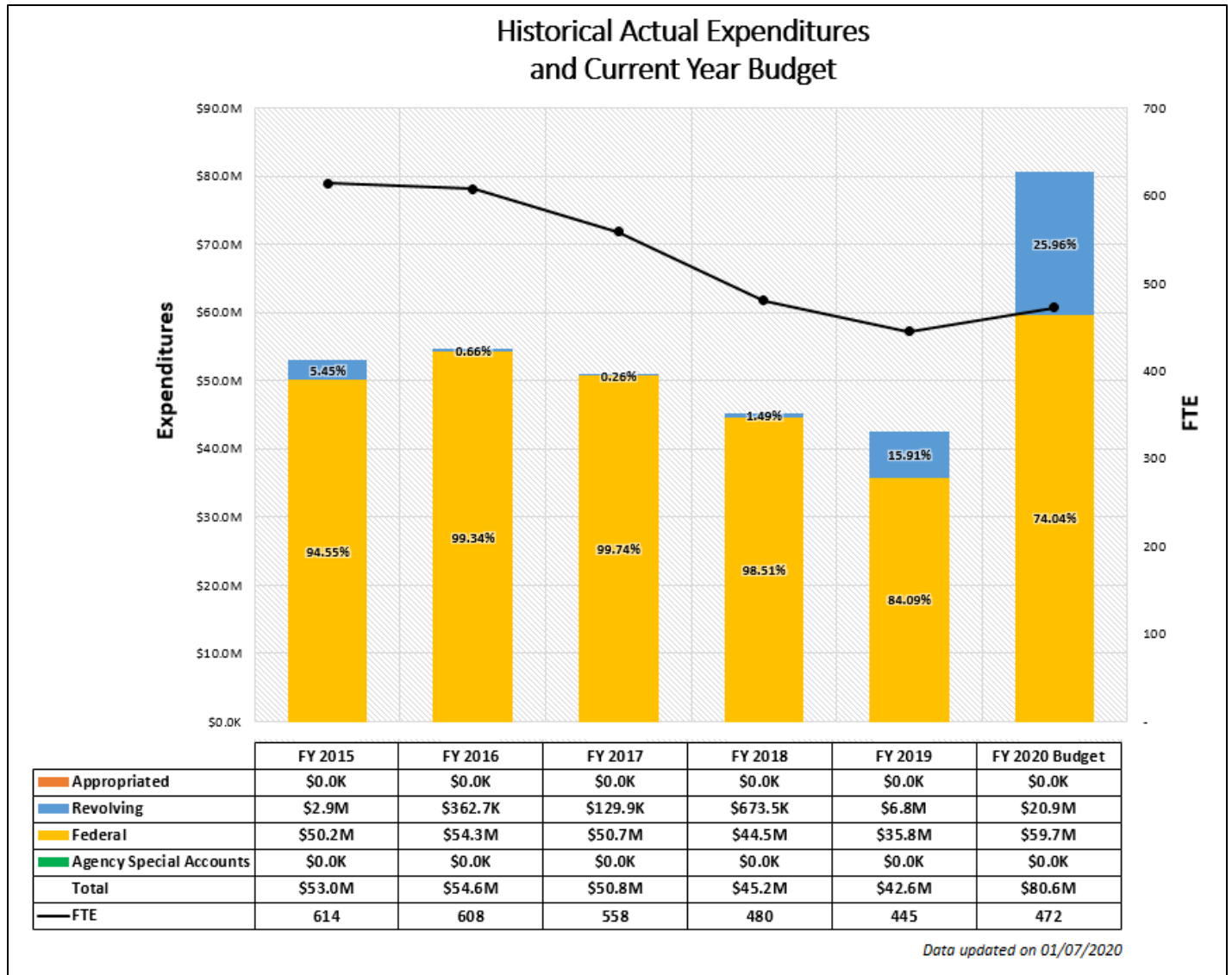
- Implement automated clearing house payments for license fees.

Oklahoma Employment Security Commission



Agency information

Oklahoma Employment Security Commission



Mission

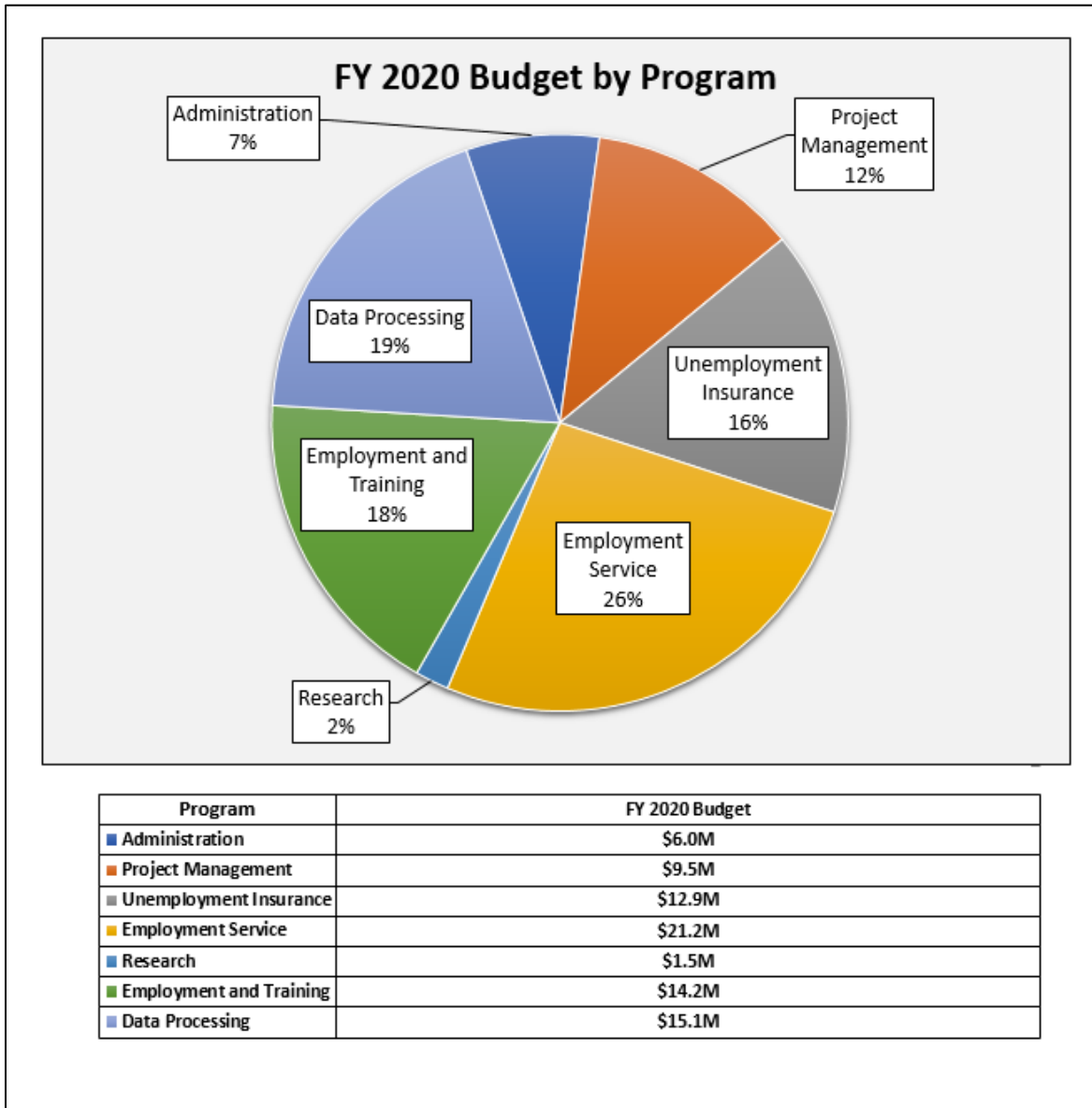
The Oklahoma Employment Security Commission’s (OESC) mission is to enhance Oklahoma's economy by matching jobs and workers to increase the efficiency of local labor markets; providing unemployment compensation to support unemployed workers and their communities; preparing a skilled workforce with enhanced skills to meet local labor market needs; gathering, analyzing and disseminating information.

Governance and administration

A five-member commission, appointed by the Governor with the advice and consent of the Senate, is responsible for administering the Employment Security Act. Two members represent employers, two represent employees, and one represents the public. The representative for the public is also the Chair of the Commission. Each member is a citizen of the United States, and has been a resident and qualified voter of the State of Oklahoma for more than five years. Each member holds office for a term of six years. Richard McPherson was appointed by the Commission on January 3, 2011, and currently serves as the Executive Director of OESC with a salary set at \$133,444. After nine years of serving as director, Director McPherson will be retiring this year. Robin Roberson will start as Executive Director on February 3, 2020.

Name	Appointing Authority	Confirmed by Senate	Term Ends
David Reid, Chair, Public	Governor	May 13, 2019	July 2, 2025
David Adams, Employers	Governor	May 19, 2015	July 2, 2021
Karen Hudson, Employers	Governor	May 12, 2017	July 2, 2023
Jim Quillen, Employees	Governor	May 3, 2018	July 2, 2021
Trent Smith, Employees	Governor	May 13, 2019	July 2, 2023

Programs



Unemployment insurance program

Unemployment insurance is a tax levied on the employer at the state level. Taxes are deposited in the UI Trust Fund and benefits are paid to qualified unemployed individuals which helps to stabilize the economy, particularly during economic downturns. The Federal Unemployment Tax (FUTA) is used to administer the Unemployment Insurance Program. The U.S. Department of Labor determines the amount of funding each state receives.

Various components of the Unemployment Insurance Program are administered by the Reemployment Services Compliance Division, the Reemployment Services Customer Service Division, and the Reemployment Services Support Division, as more fully set forth below.

Reemployment Services – Compliance Division

UI Tax

This section is responsible for dealing with employers concerning liability for unemployment insurance taxes, auditing of payroll records to determine compliance and the collection of delinquent quarterly reports and taxes due.

Benefit Payment Control – Investigations

This section has two purposes: fraud investigation and overpayment collection. Investigation includes cross match audits, new hire notices, tips, interstate cross match audits, and prisoner reports to establish claimant and fraud overpayments. The collections section collects money established on all overpayments returning it to the Trust Fund.

Quality Control

A Benefit Accuracy Measurement (BAM) audits unemployment claimants to access the timeliness and accuracy of state administration of the Unemployment Claim Program. It identifies errors in claims processes, analyzes causes, and supports the initiation of corrective action. A Federal Benefits, Timeliness and Quality Review serves two purposes. The review accesses the overall quality of the nonmonetary determination process using a set of prescribed criteria. And, the review includes a data validation component to ensure that the state workforce agency is reporting the nonmonetary determination activities in accordance with unemployment insurance reports instructions contained in Employment & Training Administration Handbook 401. Quality Control also participate in tax and benefit data validation, employment services monitoring, and unemployment insurance federal reporting.

Reemployment Services - Customer Service

Benefit Claims Taking

Point of contact for UI customers. Allows customers to file weekly certifications for benefit payments, update claim information, and ask questions about all unemployment-related subjects.

Claims Adjudication

UI Adjudication Centers review facts of unemployment cases and make determinations on whether an individual will receive benefits in alignment with Oklahoma unemployment laws and regulations.

Reemployment Services and Eligibility Assessment (RESEA)

RESEA is an individualized process consisting of an orientation to the Oklahoma Works Center and all available workforce system resources, a UI eligibility review, an assessment of a claimant's skills and career goals including any necessary transferable skills discussions, job search strategies, a reemployment plan, job referrals, and follow-up appointments all with the intent of getting the claimant back to work as quickly as possible.

Reemployment Services - Support

Benefits Administration

This section is responsible for administering the following:

Subpoena Desk – process court orders and subpoenas upon request.

Child Support Recovery – process child support orders from in-state and out-of-state, private attorneys and tribal requests.

Alien Verification – process documents through the Systematic Alien Verification for Entitlements Program verifying alien status.

Military (UCX) and Federal (UCFE) Desk – process wage and claim information for unemployment claims filed by ex-servicepersons and ex-federal employees.

Combined Wage Desk – process wage and billing requests from and to other states in order to allow wages from multiple states to be combined with Oklahoma wages in order to monetarily qualify claimants for unemployment benefits.

GoProgram/Conduent – Liaison between OESC and Conduent for the OK UI Debit Card, which is the method of payment that is used for OESC customers.

UI Technical Systems and Support

This section provides technical support to service centers, adjudication centers, Oklahoma Works Centers, and system partners. Resolving technical issues that affect the Employment Services/Unemployment Insurance Programs, and oversee the operations of the Statewide Electronic Data Collection Systems.

Training, Policy, and Staff Development

This section provides training and assistance on labor exchange and unemployment insurance programs for the service centers, adjudication centers, Oklahoma Works Centers, and system partners. Develop training, policy and procedural guidance for staff based upon federal requirements, state policy, management, customer service feedback, and staff need and/or feedback. Provide partnership on special and/or pilot projects.

Employment service program

The Reemployment Services – Customer Service Division, through a statewide system of workforce offices across the state, provides reemployment services to job seekers including counseling, testing, occupational and labor market information, assessment, and job referrals to employers.

Veterans Services

The RES Customer Service Division also administers the Jobs for Veterans State Grant. This program provides intensive employability and job development services to help veterans secure permanent employment, particularly veterans with service-connected disabilities and other disadvantaged veterans seeking employment and training assistance. Special priority assistance will be provided to those most in need, such as special disabled veterans. Oklahoma plans to meet and/or exceed performance standards established by the US Department Labor. This unit administers the national Jobs for Veterans State Grants” (JVSGs) and the following two service programs:

Disabled Veterans Outreach Program (DVOP) Specialists

Under 38 U.S.C. 4103A(a), a DVOP specialist provides intensive services and facilitates placements to meet the employment needs of veterans, prioritizing service to special disabled veterans, other

disabled veterans and other categories of veterans in accordance with priorities determined by the Secretary of Labor.

Local Veterans' Employment Representatives (LVER)

LVERS are responsible for facilitating employment, training, and placement services furnished to veterans in a state under the applicable state employment service delivery systems.

Employment and training program

The Reemployment Services – Support Division also administers various employment and training grants including:

Foreign Labor Certification (FLC)

This program provides temporary labor certification to requesting employers who wish to employ foreign labor while providing temporary foreign workers as needed. Certification is granted only after a finding is reached that U.S. workers will not be adversely affected by employment of the foreign worker.

Trade Adjustment Assistance (TAA)

The TAA Program provides assistance in the form of re-employment services, training, Trade Readjustment Allowance, job search and relocation allowances, and Reemployment Trade Adjustment Assistance to affected workers. TAARA 2015 also provides a new version of the Health Coverage Tax Credit benefit for TAA program participants.

Work Opportunity Tax Credit (WOTC)

The purpose of this program is to issue tax credit certification to employers who hire individuals from special target groups who have been difficult to place in full-time employment.

Dislocated Worker Program (DWG)

The purpose of this program is for individuals who have experienced layoffs, or transitions due to the decline of energy sector jobs. Services include career planning, training, and supportive services.

Federal Bonding Program

The Federal Bonding Program provides individual fidelity bonds to employers for job applicants who have a barrier to employment such as ex-offenders and other justice involved people, people with a history of substance abuse, TANF recipients and others who utilize public assistance, or persons with poor credit histories.

Migrant Seasonal Farm Worker

The Migrant Seasonal Farm Worker program partners with community organizations and state agencies to counter the chronic unemployment and underemployment experienced by farmworkers who depend primarily on jobs in agricultural labor performed across the country.

Disaster Unemployment Assistance

This is a special federal program to pay unemployment benefits to individuals who are out of work due to a federally declared disaster. Usually low volume but paper driven and extremely complex, coverage is mainly for those not eligible for regular unemployment.

New Hire Directory

Under the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA), it became mandatory that all employers report all new hires to an agent specified by law. The information required must allow for identifying and locating an individual along with place of employment. Each state is required to have a new hire directory and each state must transmit that data to Washington, D.C. for the National New Hire Directory. Also required of each SESA is the employer quarterly detailed individual wage information and UI benefit payment information. This is to be transmitted quarterly to the Federal Parent Locator Program in Washington, D.C. Both of these requirements were implemented to locate non-child support paying, non-custodial parent and force them to pay. The data collected is valuable enough that many programs would like to have access to the data. OESC is the agency of record to gather the New Hire data, clean it up and retain for a short period of time. OESC is now utilizing the data to reduce Benefit Fraud cases. In both situations, the information is used to reduce tax burden of citizens.

Economic research and analysis

The Economic Research and Analysis Division administers the following federal programs:

Current Employment Statistics (CES)

CES estimates are among the earliest economic information available to analyze current economic conditions. Because of this, CES estimates are heavily used in both the private and public sector. Below is a short list of some of the uses for CES estimates:

- Guide decisions on plant location, sales, and purchases.
- Negotiate labor contracts based upon industry or area hourly earnings and weekly hour's series.
- Determine the employment base of states and areas for bond ratings.
- Detect and plan for swings in the business cycle using the average weekly hour's series.
- Evaluate the economic health of states and areas.
- Assess the growth of industries.
- Forecast tax revenue for states and areas.
- Measure employment, hours, and earnings as a means of determining growth in the economy.

Local Area Unemployment Statistics (LAUS)

The LAUS program produces monthly and annual average estimates of civilian labor force, employed people, unemployed people, and unemployment rates for the state, all 77 counties, and many other sub-state areas.

LAUS estimates are used by various federal programs that allocate billions of dollars nationally. These include the Workforce Innovation and Opportunity Act (WIOA), the Emergency Food and Shelter Program, food stamp limitation waivers, the Public Works Program, the Temporary Emergency Food Assistance Program (TEFAP), and Labor Surplus Area designations. Under most programs, data are used to help determine the distribution of funds to be allocated to each eligible area. In the cases of the food stamp limitation waivers and Labor Surplus Area designations, the data are used in the determination of area eligibility for benefits.

Occupational Employment Statistics (OES)

The OES program collects data on wage and salary workers in nonfarm establishments in order to produce employment and wage estimates for about 800 occupations. Estimates are available at the state and sub-state levels.

Occupational employment data are used to develop information regarding current and projected employment needs and job opportunities. This information is used in the production of state education and workforce development plans. These data enable the analysis of the occupational composition of different industries, and the comparison of occupational composition across states and local areas, including analysis for economic development purposes. In addition, OES survey data serve as primary inputs into occupational information systems designed for those who are exploring career opportunities or assisting others in career decision making.

OES data are used by workforce investment boards and economic development programs to attract businesses. The data provide information on labor availability by occupation as well as average wages. OES is frequently cited as the most popular labor market information program within states.

Quarterly Census of Employment and Wages (QCEW)

The QCEW program publishes a quarterly count of employment and wages reported by employers covering more than 95% of U.S. jobs, available at the county, MSA, state and national levels by industry.

Data from the QCEW program serve as an important input to many Bureau of Labor Statistics (BLS) programs. The QCEW data are used as the benchmark source for employment in the CES and OES programs. The UI administrative records collected under the QCEW program serve as a sampling frame for BLS establishment surveys.

In addition, data from the QCEW program serve as an input to other federal and state programs – for example the Department of Commerce uses QCEW data as the base for developing the wage and salary component of personal income and the Department of Labor and the state workforce agencies use QCEW data to administer the employment security program. The QCEW data accurately reflect the extent of coverage of the state UI laws and are used to measure UI revenues; national, state and local area employment; and total and UI taxable wage trends.

Labor Market Information (LMI) or Workforce Information Grant

The LMI program funded by the U.S. Department of Labor produces industry and occupational employment projections and specialized labor market studies. Funding also allows for analysis of BLS data produced in the four BLS programs above.

Administration

Finance

Finance provides the following programs:

Revenue and Budget

This team processes and maintains agency billing and accounts receivable; records and tracks all agency grant revenue; calculates and enters obligation authority on agency system; works with UI in the preparation of the Resource Justification Model; prepares the State Budget Work Program; prepares the State Budget Request; and prepares the budget analysis and the Federal Budget Report.

Transaction Processing

This team processes all agency vouchers including travel vouchers; enters all vouchers into the Office of Management and Enterprise Services PeopleSoft system; and maintains agency purchase and authority orders.

Accounting

The Accounting team runs the allocation process; reconciles Real Time and PeopleSoft's employee task profiles; corrects payroll and voucher errors; reconciles accounts and PeopleSoft modules; prepares monthly internal accounting reports; and prepares quarterly and yearly reports.

Treasury

This team processes all cash-related transactions, deposits, transfers, cash draws, expenditure payments, and payroll; records cash transactions in Excel spreadsheet applications; and maintains the Payment Management System and weekly and monthly cash activity reports.

Financial Reporting and Policy

This team handles all financial and activity reporting with the Department of Labor, OMES, Office of State Treasurer, Department of Commerce and Department of Human Services; performs independent reconciliation of all fund accounts; develops and documents finance division policies and procedures to be published on the internet; and performs management analysis of activity-based cost system.

Human resources

Human Resources provides the following programs:

Personnel Administration

This section processes all personnel transactions, ensuring compliance with agency policy, Merit Rules and state statutes; ensures that employees are appropriately compensated with each action, including promotions, transfers, reallocations, and processing new hires and terminations; administers the agency's time and attendance process; maintains the official time and attendance records by verifying leave balances and auditing records for payroll purposes; ensures compliance with agency policy, Merit Rules, and FLSA guidelines; administers the recruitment and selection process for the agency, ensuring compliance with all pertinent rules, policies, and laws; and processes background checks for potential new hires and employees entering into sensitive positions.

Payroll and Employee Benefits

This section processes all employee payrolls; processes and responds to employee income assignments, including garnishments, tax levies, bankruptcies, child support, etc.; processes employee applications for retirement, acting as the liaison between the Oklahoma Public Employees Retirement System and Oklahoma Pathfinder Retirement Plan; administers employee benefits for the agency, including health, dental, life, disability, vision, and flexible spending accounts; and administers the Family Medical Leave Act.

Training, Performance Management, Reception, Safety and Security

This section manages the agency training and employee development; administers the agency new-hire orientation; administers the agency performance management process, ensuring timely

completion and compliance with state statutes; ensures the reception activities and incoming calls are handled in a professional and competent manner; administers the agency's safety program and ensures all work-related injuries are appropriately documented; insures and monitors security badges for the Will Rogers Building; and coordinates with emergency operations in the Will Rogers Building.

Internal audit

The Internal Audit Division administers the following programs:

Tax Performance System (TPS)

TPS is a federally mandated program that requires a systematic review of all major functions of the UI Tax Operations. The 13 functional areas of OESC's tax operations are tested to confirm a reasonable assurance of quality and obtain an acceptable level of performance.

Audit Resolution

External audit reports for any WIOA and other sub-recipients that receive funds from our agency are reviewed to ensure compliance with federal and state guidelines.

Continuity of Operations Plan

Keeps the Continuity of Operations plan current.

Legal

The Legal Division represents the agency in all litigation involving the agency and consulting with the commissioners and agency staff regarding legal issues that affect the agency and its employees.

Project management

The Project Management Division is a key component of OESC's overall strategy for a successful unemployment insurance modernization project. While they will eventually manage all agency projects, its mandate for at least the next five years is to update OESC's aging infrastructure with the UI modernization initiative. Staff for the division was chosen by executive and senior level management for their high levels of knowledge, experience, skills, and leadership from various agency departments and units. They will fulfill many diverse roles such as subject matter experts, system testers, and trainers throughout the life of the UI modernization project, but are primarily business analysts, a crucial component of the process necessary to ensure success with the project. Through the UI modernization initiative, OESC will review and update all processes, organizational alignment, and agency technology to better serve the state of Oklahoma. The UI modernization initiative will also allow OESC to leverage technology efficiencies to compensate for continually diminishing budgets and staff.

Information technology

OESC's Information Technology's mission is to provide services and support to OESC staff and customers by implementing and maintaining technology solutions that meet the agency's current and future requirements. The challenges faced by the Information Technology division both current and future, are the same faced by all state agencies with the ever changing, newer and faster technology. New technologies and their uses are constantly being developed and enhanced, requiring new specialized skills for staff. With the disparity between state and private sector salaries, state information technology departments find it increasingly hard to attract and retain qualified professionals.

Performance and projects

Key Performance Measures by program

Employment Services					
Goal					
Increase employment of Oklahomans.					
Key Performance Measure					
Employment rate – negotiated measure					
Key Performance Measure Description					
Percent of participants who are in unsubsidized employment during the second quarter after exit from program					
Unit of Measure					
Percent					
Actuals		Targets			
PY 2018	PY 2019	PY 2020	PY 2021	PY 2022	PY 2023
65.40%	63.50%	63.50%			

Note: Targets are set by USDOL prior to start of program year (7-1 through 6-30).

Unemployment Insurance					
Goal					
Deliver unemployment insurance payments in under two weeks.					
Key Performance Measure					
Timely payment to claimant					
Key Performance Measure Description					
Minimum requirement of 87% paid within two weeks of first payable week					
Unit of Measure					
Percent					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
89.63%	87.91%	87%	87%	87%	87%

Note: Targets are set by USDOL. They are considered secretary standards and are the same for all states. They do not increase based on performance. This has been at 87% for many years and is not anticipated to change.

Regional benchmarks and comparisons

- No. 1 for the Oklahoma’s business climate in UI Tax according to the Tax Foundation.
- No. 1 in the nation in Quality Separation Determinations in Unemployment Claims according to the U.S. Department of Labor.
- No. 5 in the nation in Quality Non-Separation Determinations in Unemployment Claims according to the U.S. Department of Labor.
- No. 8 in the nation in Unemployment Insurance Trust Fund Solvency according to the U.S. Department of Labor.
- No. 8 in the nation for the lowest improper payment rate for unemployment insurance claims according to the U.S. Department of Labor.

Trust fund solvency

Unemployment insurance taxes, paid primarily by employers on wages paid to employees, flow into state UI trust fund accounts maintained at the U.S. Treasury. These same accounts are the source of benefit payments to eligible claimants in the regular state UI program. There are no federal requirements for the amount of funds that should be kept in a state’s trust fund; however, each state operates on a forward funding basis by building up reserves in anticipation of paying a higher amount of benefits during recessionary periods. Oklahoma has the most solvent trust fund of all surrounding states and ranks No. 8 in the nation in trust fund solvency. Oklahoma has been a Top 10 state with respect to trust fund solvency for many years. The U.S. Department of Labor, Employment & Training Administration says that values greater than 1.00 are considered the minimum level for adequate state solvency going into recession.

Top Ten States National Solvency Rankings		
1	Vermont	2.35
2	Oregon	2.33
3	Wyoming	2.26
4	Mississippi	1.90
5	South Dakota	1.77
6	Nebraska	1.73
7	Utah	1.72
8	Oklahoma	1.71
9	Alaska	1.68
10	Montana	1.51

Solvency Rankings Among Neighboring States		
1	Oklahoma	1.71
2	Kansas	1.31
3	Arkansas	1.21
4	New Mexico	1.17
5	Missouri	0.79
6	Colorado	0.70
7	Texas	0.31

Source: State UI Trust Fund Solvency Report by US DOL – Office of Unemployment Insurance – Division of Fiscal and Actuarial Services.

Accomplishments

OESC hosts a multitude of job fairs including their semi-annual job fairs held in the spring and fall in both Oklahoma City and Tulsa. OESC also hosted customized hiring events for employers around the state, which include job fairs and mass hiring events. OESC partners with the Bureau of Labor Statistics and the USDOL Employment and Training Administration to produce labor market information for the state, counties, and metropolitan areas of Oklahoma. OESC provides a variety of services to veterans including job clubs that offer monthly hiring events, and job fairs. OESC and its many partners participate in veteran homeless stand downs that offer free services to veterans such as health and dental checkups, VA and Social Security benefits counseling, referrals to services such as housing, employment, and substance abuse treatment. OESC is working to bring a Spanish and Vietnamese version of the IVR system to claimants, and add upgrades to the EZTax Employer Portal.

OESC has made great strides toward reducing its expenses as federal funding remains stagnant. OESC secured funding to upgrade the UI and Tax systems and is working toward finding the best solution for the agency's needs to replace the current failing and outdated infrastructure. The Appeal Tribunal continues to exceed USDOL expectations when performing their legislative requested case review of 5% of all misconduct cases that have not been appealed to the Board of Review. While USDOL requires a score of 85% to be satisfactory, OESC's Appeal Tribunal scores have been 95% on the 635 cases reviewed. OESC is in full gear with RESEA in our workforce centers. This will help in swiftly returning jobseekers back to work. OESC continues to do outstanding work partnering with local businesses to help recruit, share labor market information, as well as the services the workforce development system can bring to the table to help them become established in Oklahoma. OESC is continuing to work toward improvements to their website, keeping it clutter-free and user-friendly.

Savings and efficiencies

Over the past several years, OESC has consolidated offices, implemented a hiring freeze, had two voluntary buyouts, and cut expenses wherever prudent. OESC is now able to operate within the constraints of its federal funding.

Agency goals

A primary goal for calendar year 2020 will be the continued maturation of 5/39 Project which is the agency's 5-year, \$39 million modernization of our unemployment insurance tax, benefits, and imaging systems. We are entering into our second year of the project. OESC is on the verge of completing negotiations with a technology consortium, ReEmployUSA, and a vendor to leverage available technology and resources to complete our IT modernization effort as seamlessly and timely as possible. The agency will also continue focusing on aligning expenditures with federal funding from USDOL. Tremendous progress was made last year, but more is needed heading into CY 2020.

Projects for implementation

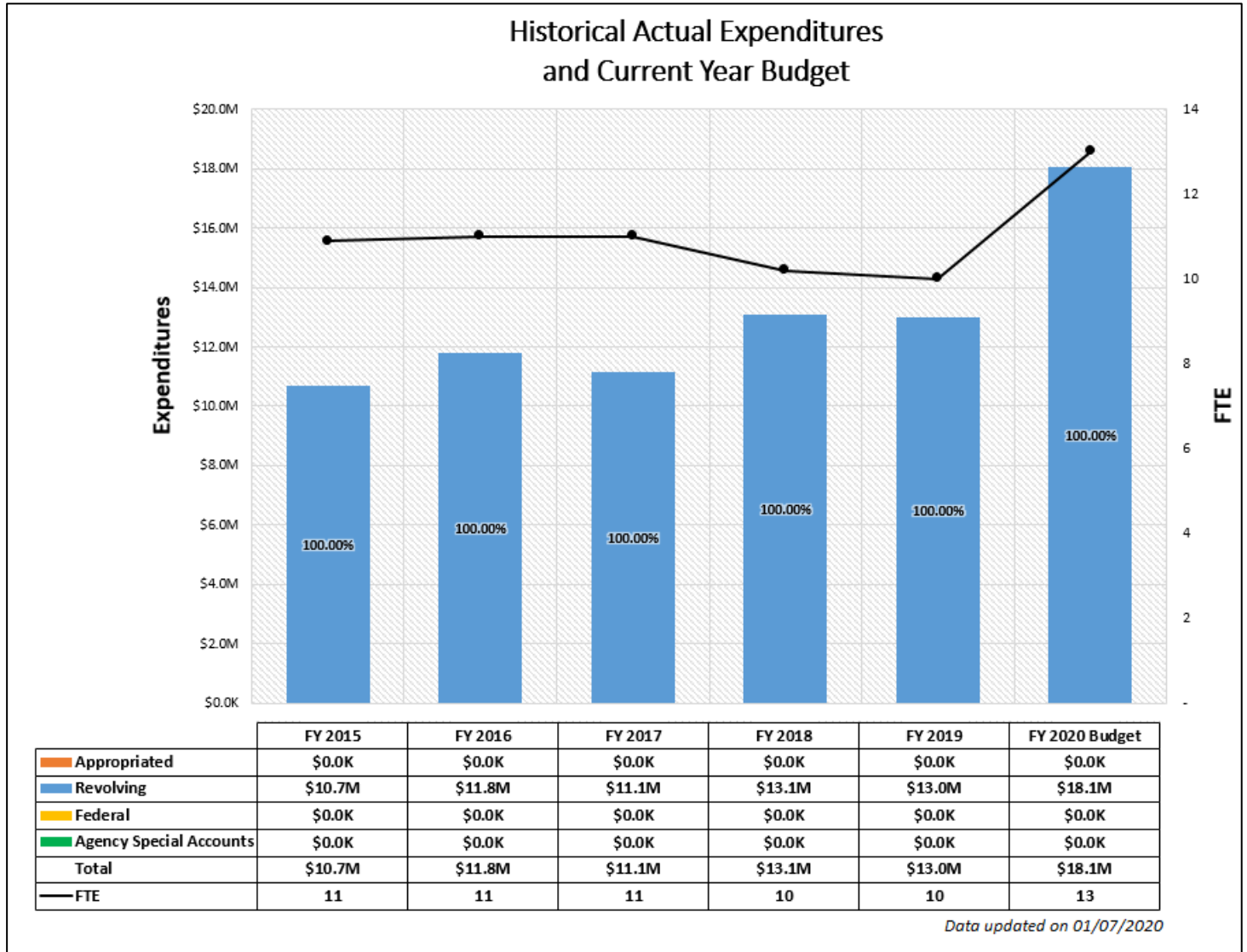
As noted above, OESC obtained legislative approval for a funding stream to modernize its technology including its unemployment tax and benefits systems. The Project Management division is up and running, and OESC is very close to completing negotiations with a technology consortium, ReEmployUSA, and a vendor, to leverage available technology and resources to complete our IT modernization effort as seamlessly and as timely as possible.

Oklahoma Firefighters Pension and Retirement System



Agency information

Oklahoma Firefighters Pension and Retirement System



Mission

Oklahoma Firefighters Pension and Retirement System’s (OFPRS) mission is to provide member services and retirement benefits to participating active and retired firefighters of Oklahoma.

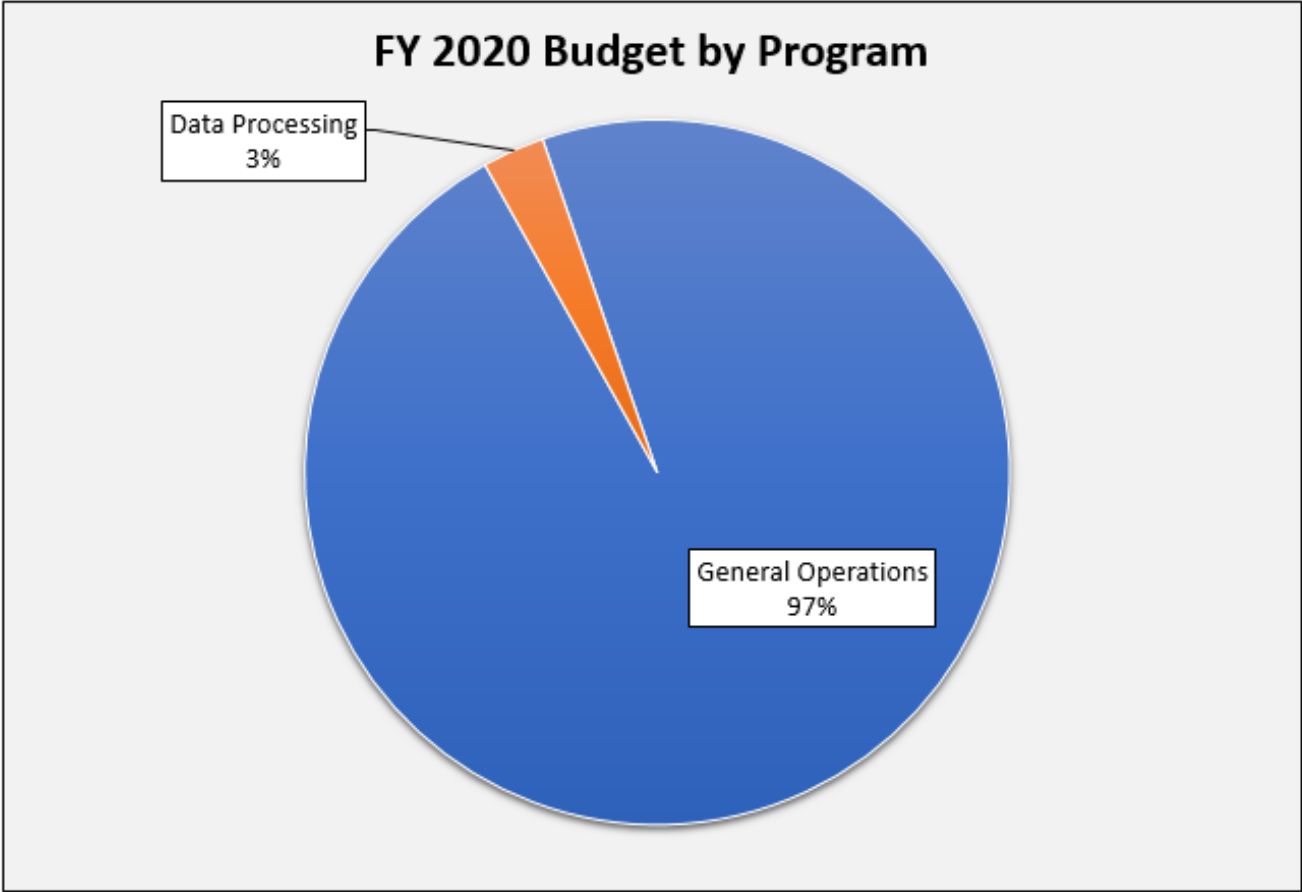
Governance and administration

The Oklahoma Firefighters Pension and Retirement Board is composed of 13 members appointed as follows: Five members shall be the board of Trustees of the Oklahoma Firefighters Association; one member shall be

the President of the Professional Firefighters of Oklahoma or his designee. The designee shall be a member of the Professional Firefighters of Oklahoma; one member shall be the President of the Oklahoma State Retired Firefighters Association or his designee. The designee shall be a member of the Oklahoma State Retired Firefighters Association; one member shall be appointed by the Speaker of the House of Representatives; one member shall be appointed by the President Pro Tempore of the Senate; two members shall be appointed by the President of the Oklahoma Municipal League; one member shall be the State Insurance Commissioner or his designee; one member shall be the Director of the Office of Management and Enterprise Services or his designee. Chase Rankin currently serves as the Executive Director of OFPRS with a salary currently set at \$137,539.

Name	Title	Confirmed by Senate	Term Ends
Dereck Cassady	Oklahoma State Firefighters Association		
Michael Kelley	Oklahoma State Firefighters Association	July 4, 2016	
Eric Harlow	Oklahoma State Firefighters Association	October 1, 2015	October 1, 2019
Clifford Davidson	Oklahoma State Firefighters Association		
Tippy Pierce	Designee of Oklahoma Retired Firefighters Association	September 9, 2019	January 9, 2023
Brent Baggett	Designee of Professional Firefighters of Oklahoma		July 31, 2021
Brent Bryant	Designee of Oklahoma Municipal League		
Janet Kohls	Designee of Oklahoma Municipal League		
Dana Cramer	Designee of Senate President Pro Tempore	July 30, 2019	January 9, 2023
Buddy Combs	Designee of State Insurance Commissioner		
Matthew Lay	Designee of the House of Representatives	June 4, 2019	January 9, 2023
Brandy Manek	Designee of Director of Oklahoma Management and Enterprise Services	August 19, 2019	January 8, 2023
Jim Ed Nimmo	Oklahoma State Firefighters Association	August 28, 2019	January 8, 2023

Programs



Program	FY 2020 Budget
■ General Operations	\$17.6M
■ Data Processing	\$515.0K

General administration

This is the primary program and function of the agency, to provide secure and timely retirement benefits to the system's members.

Current key membership and portfolio information for the OFPRS published in the FY 2019 Actuarial Valuation Report are below:

OFPRS FY 2019 Actuarial Valuation Report	
Active members (paid and volunteer)	12,347
Retired, disabled, and beneficiary members	11,203
Actuarial value of assets	\$ 2,756,362,345
Unfunded accrued liability	\$ 1,135,684,246
Funded ratio	70.8%

Performance and projects

Key Performance Measures by program

General Operations					
Goal					
Achieve 100% funding ratio for OFPRS defined-benefit plan.					
Key Performance Measure					
Increase funded ratio					
Key Performance Measure Description					
Funding ratio is the actuarial value of assets to the actuarial accrued liability					
Unit of Measure					
Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
68.1%	70.8%	72%	74.1%	75.6%	77%

General Operations					
Goal					
Deliver superior returns.					
Key Performance Measure					
Maintain actuarially smoothed rate of return over 7.5%.					
Key Performance Measure Description					
Annual actuarial smoothed rate of return					
Unit of Measure					
Rate of return percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
9.7%	8.1%	7.5%	7.5%	7.5%	7.5%

Regional benchmarks and comparisons

- Per Oklahoma State Pension Commission’s FY 2019 third quarter report (total fund performance detail), OFPRS ranks nationally among other pension funds as follows:
 - Three months ranking – third;
 - Year to date – 10th;
 - One year – 11th;
 - Three years – second;
 - Five years – first; and
 - 10 years – eighth (nationwide ranking).
- Per Oklahoma State Pension Commission (total fund risk/return – three years):
 - Annualized return ranked second nationally at 11.28%.
- Per Oklahoma State Pension Commission (total fund risk/return – five years):
 - Annualized return ranked first nationally at 8.08%.

Accomplishments

- Achieved a funded ratio of more than 70% (70.8%) for the first time since 2003.
- Achieved target investment rate of return of more than 7.5% (7.73%) while maintaining an actuarially smoothed rate of return of 8.1%. This performance is not only the best among all state plans, but it was the top plan per the Pension Oversight Commission report dated June 30, 2019.
- Maintain superior customer service with an efficient and lean staff of only 10 employees, while statute allows for 13 employees.

Savings and efficiencies

- Continuing to find more efficiencies by training staff, following update by the Office of Management and Enterprise Services, and staying on top of new technology.

Agency goals

- Meet all actuarial assumptions and see a rise in funded ratio of more than 1%.
- Remain a top five investment performing fund in the country on a three-, five-, and 10-year average.
- Administer the benefits process with 100% accuracy and resolve any inquiries with one business day.

Projects for implementation

- Data scrubbing project to prepare for future implementation of a new pension administration system.
- Undergo IT security audit.
- Install a pod-printing system to reduce overall agency printing costs.

Grand River Dam Authority



Agency information

Grand River Dam Authority

Mission

We deliver affordable, reliable electricity with a focus on efficiency and a commitment to environmental stewardship. We are dedicated to economic development, providing resources, and supporting economic growth. Our employees are our greatest asset in meeting our mission to be an Oklahoma Agency of Excellence.

Governance and administration

The Grand River Dam Authority (GRDA) is governed by a seven-member board of directors. Five of the board members serve staggered, five year terms, with one position opening each year. Three of those appointments are made by the Governor, one by the Speaker of the House, one by the President Pro-Tempore of the Senate. Two other board positions are ex-officio positions, filled by the general manager of the Oklahoma Association of Electric Cooperatives (OAEC) and the executive director of the Municipal Electric Systems of Oklahoma (MESO) or by their designees. Though Senate confirmation is not required, members appointed to the Board or who serve as designees shall be domiciled in the State of Oklahoma and shall have paid state income taxes for a minimum of one year prior to the date of appointment. No person shall be eligible to serve on the Board of Directors if the person, during the three years prior to an appointment, has been employed by an investor-owned utility company, or has held a federal, state, or county office, elective, or appointive. While not a requirement per se, one director appointed by the Governor is to represent the interests of GRDA's industrial and commercial customers and one is to represent economic development interests, lake enthusiasts, and property owners.

Name	Appointing Authority	Term Ends
Jim Richie*	Speaker of the House	2021
Mike Lewandowski**	Governor	2023
Thomas "Pete" Churchwell	Governor	2020
Dwayne Elam	Ex-Officio Municipal Electric Systems of Oklahoma Executive Director Designee	N/A
Chris Meyers	Ex-Officio Oklahoma Association of Electric Cooperatives General Manager Designee	N/A
Tom Kimball	Senate President Pro-Tempore	2022
Charles Sublett	Governor	2024

*Chairman

**Chairman-elect

Programs

Grand river energy center (GREC)

GREC is located three miles east of Chouteau, Oklahoma, and consists of a 490 MW coal-fired generating unit (GREC 1), a 520 MW coal-fired generating unit (GREC 2), and a 495 MW combined-cycle natural gas generating unit currently under construction (GREC 3). GREC 2 was jointly owned by the Authority (62%) and KAMO Electric Cooperative, Inc. (KAMO) (38%) until May 2016, when the Authority assumed 100% ownership. GRDA assumed operating control and output of 100% of the unit effective January 1, 2016. The GREC site encompasses an area of about 1,245 acres. Support facilities include water storage, coal storage, cooling towers, and a solid waste landfill.

- **GREC Coal-Fired Generation**
 - GREC 1 has a Westinghouse turbine generator while GREC 2 has a BBC turbine generator. Both units utilize Foster Wheeler boilers.
 - GREC 2 was also built with a Flakt dry scrubber, the only scrubbed coal-fired unit in the state. Both coal-fired units have been fitted with low-nitrogen oxide (NOx) burners. In December 2015, construction was completed on a forced-air fabric filter on GREC 2. GREC 2 was outfitted with a powdered-activated carbon injection system and mercury monitoring in the fall of 2015, and was substantially rebuilt following a fire caused by a lightning strike on July 1, 2016.
 - GREC 3 is a nominal 495 MW combined-cycle natural gas plant that will utilize a Mitsubishi Hitachi Power Systems M501J gas turbine.

Transmission

The Authority operates and maintains an integrated electric transmission system (ITS) with KAMO Electric Cooperative (KAMO Power). The Authority and KAMO coordinate on maintaining the system, and they fund transmission using a predetermined formula based upon usage. The ITS uses approximately 2,200 miles of line and related switching stations and transformer substations. This system includes whole lines or segments of lines from (i) 1,213 miles of lines owned and operated by the Authority, (ii) approximately 950 miles of lines owned and operated by KAMO, and (iii) related switching stations and other transformation substations. The existing agreement with KAMO terminates in 2018. The Authority and KAMO are currently in arbitration to determine the methodology for cost sharing and treatment of line losses to more accurately reflect each party's use of the ITS.

The Authority's transmission system is interconnected with the facilities of several neighboring utilities. The Authority's Transmission Headquarters and related facilities are located near Pryor on the perimeter of the MidAmerica Industrial Park. To reduce service response time, an auxiliary service facility is sited in Cushing, Oklahoma, in the western portion of the Authority's service area.

The Authority jointly owns a 345 kV transmission line with Southwestern Electric Power Company, Empire District Electric Cooperative, Associated Electric Cooperative and City Utilities of Springfield, Missouri.

Routine and preventative maintenance on transmission lines and substations is performed by Authority personnel. Authority personnel also handle all line clearance activities. Aerial surveillance of the transmission

lines is used to pinpoint areas which may need attention, and crews are then assigned to make repairs. The entire transmission system is flown semi-annually, and the system is visually inspected, by ground patrol on a three-year cycle. The 345 kV line is inspected semi-annually.

Hydro

Pensacola Hydroelectric Generation

The Grand River Dam Authority is named for the Grand River. The Grand River is formed where the Neosho and Spring Rivers meet, about 10 miles southeast of the City of Miami in the northeastern corner of the state. The Grand River flows southerly and southwesterly about 125 miles and empties into the Arkansas River. The Grand River lies entirely within the state, but its watershed drains 12,500 square miles spanning four states (Arkansas, Kansas, Missouri, and Oklahoma) and two EPA regions.

The Authority's first generating facility, completed in 1940, is the multi-arched Pensacola Dam on the Grand River. The Pensacola Dam's power house contains six Francis-type generating units with a combined capacity of 126 MW. Pensacola Dam impounds approximately 160,405 acre-feet of water at 745' Pensacola datum (PD). Flood water storage of 630,436 acre-feet is provided between the power pool elevation (745' PD) and the top of the spillway gates (757' PD). The reservoir impoundment formed by the Pensacola Dam is named the Grand Lake O' the Cherokees (Grand Lake). As part of the Authority's previous system improvements project, the units and their mechanical and electrical controls have been equipped for automated operation. Between 1996 and 2003, the generating units were refurbished, increasing the total output of the plant from 96 MW to 126 MW.

In 2016, the Authority began the process with Federal Energy Regulatory Commission (FERC) to renew the license to continue operation and maintenance of Pensacola, which is currently ongoing with the renewal expected to be issued in 2025.

Markham Ferry Hydroelectric Generation

The Markham Ferry project includes the Robert S. Kerr Dam, which impounds Lake Hudson, and the Energy Control Center (ECC) from which all of the Authority's generation resources, interconnection points, and transmission system are controlled. The project, completed in 1964, is located on the Grand River in Mayes County, Oklahoma. It is comprised of a concrete and earthen embankment dam and a power house containing four Kaplan-type units. Beginning in 2007, the generating units were refurbished in a project similar to the one that had been completed at the Pensacola Project. The final unit was placed back in service in July 2014, increasing the rated capability from 114 MW to 128 MW.

Generation and transmission system dispatching, and spot and firm energy sales and purchases are transacted from the ECC, as well as coordination of flood control management in conjunction with the U.S. Army Corps of Engineers.

The current license for the Markham Ferry project was issued on August 9, 2006, and is effective until 2036.

Salina Pumped Storage Hydroelectric Generation

The Salina Pumped Storage Project (SPSP) consists of six reversible pumps/generators, each capable of generating slightly more than 43 MW. It was completed in two stages, the first in 1968 and the second in 1971. The project allows for water to be pumped into a reservoir during periods when energy costs less, and then released to generate energy during periods when the energy is worth significantly more in both market value and system reliability. In the past, the facility provided a reliable source of short-term emergency power and spinning reserves and provided an economic peaking source. The generation-pumpback cycle efficiency of

SPSP is less than 60%, so it is typically operated only when the difference in the value of on-peak and off-peak energy is sufficiently large enough to more than offset the cycle inefficiency. Rewind of the generator-stators was completed in 2016. The current license to continue operation and maintenance of the units at SPSP was granted in 2015 and expires after a term of 30 years.

Ecosystem

Ecosystems is a subset of the hydro generation segment of the Authority and is responsible for all water quality and ecological systems management. Ecosystems is also responsible for all compliance with FERC licensing related to these matters.

Scenic rivers operations

Established in 1977, the OSRC mission was to protect, enhance, and preserve the outstanding aesthetic, historic, archaeological and scientific features of the Illinois River and its tributaries (Lee Creek, Little Lee Creek, Barren Fork Creek, Flint Creek, and the Upper Mountain Fork). Oklahoma SB 1388 provided for the July 1, 2016, merger with GRDA. Enhanced law enforcement presence as well as efforts to clean up and repair public access and picnic areas were among the most visible signs of the merger initially. Going forward, GRDA will continue to take steps to insure proper stewardship of the scenic rivers now under its control.

Performance and projects

Regional benchmarks and comparisons

GRDA maintains a Rate Benchmarking Study that is updated on an annual or as-needed basis. The Rate Benchmarking Study compares GRDA's rates to those of a select number of its competitors in the state of Oklahoma using the rate schedule information that is publicly available. Because GRDA primarily sells power at a wholesale rate to municipal customers, a direct comparison is difficult to achieve. However, some GRDA municipal customers sell power at retail rates that are less than GRDA's competitors, meaning that GRDA's delivery of power to these cities is competitive. GRDA retail sales in the MidAmerica Industrial Park are equal to or less than similar rates of its competitors.

GRDA also utilizes the information published by the American Public Power Association (APPA) and Department of Energy. A survey published by the APPA compares the total average rates of electric utilities in Oklahoma. According to the APPA survey, GRDA's total average electric rates rank among the lowest in the state and the total average electric rates for the State of Oklahoma rank among the top 10 in the U.S.

Accomplishments

- GRDA was a finalist for the prestigious Power Award of Excellence presented at the S&P Global Platts, Global Energy Awards held in New York City and widely recognized as the “Oscars” of the energy sector.
- The American Public Power Association awarded GRDA with a Certificate of Excellence for achieving exceptional electric reliability in 2017. The industry average for the System Average Interruption Duration Index, which is the average outage duration for each customer served, is listed as 129 minutes. GRDA’s was 19 minutes.
- GRDA completed major transmission capital investments to its system and greatly enhanced GRDA’s ability to deliver reliable electricity to customers within the MidAmerica Industrial Park.
 - The 3500 Main Project commenced in 2018 and was completed in September of 2019. It consisted of 4 miles of 161 kV and 10 miles of 345kV line extensions and the construction of two substations at the MidAmerica Industrial Park.
 - The Igloo Valley portion of the project was completed in August of 2019 and included construction of a 345 kV ring bus interconnect substation tying GRDA's combined-cycle natural gas unit at Chouteau to existing 345kV transmission running to Tulsa.
- On April 1, 2019, GRDA was officially recognized by the American Public Power Association as a Platinum Level Reliable Public Power Provider – RP3, providing communities with the highest degree of reliable and safe electric service.
 - GRDA completed a demanding, 27-page application over the course of several months. The application was reviewed by an 18-member panel of national utility experts. GRDA met 95% of the program criteria. According to APPA, the RP3 designation, which lasts for three years, recognizes public power utilities that demonstrate proficiency in four key disciplines: reliability, safety, workforce development, and system improvement. Only 208 out of approximately 2,000 public power utilities have received this designation or higher.
- Moody’s Investors Service recently affirmed GRDA’s A1 credit rating, with a stable outlook, citing its “diverse and competitively priced resource mix” as well as long-term customer contracts and rate setting ability.
 - Moody’s issued its opinion on November 7, while also noting GRDA’s strong financial performance in recent years as another key factor for affirming the rating and outlook that it had previously assigned to GRDA. “The stable outlook reflects our expectations that GRDA’s cost competitiveness and sound financial profile will be maintained and financial performance to remain in line with expectations,” stated Moody’s in its credit opinion.
- In October, Fitch Ratings also affirmed an A+ stable rating for the organization.
- Formed a new partnership with the Citizen Potawatomi Nation (CPN).
 - In October, GRDA and CPN executed a wholesale power purchase and sale agreement, whereby GRDA will supply full requirements power to CPN’s new Iron Horse Industrial Park near Shawnee.

Savings and efficiencies

- At no cost to Oklahoma taxpayers, GRDA lakes provide storage and water supply for 50 Oklahoma water districts and municipal systems, at an average of \$.10/thousand gallon delivers.
- Also, at no cost to Oklahoma taxpayers, GRDA invests close to \$11 million annually in Oklahoma to provide the following valuable resources: Law Enforcement/Lake Patrol, Shoreline Management,

Water Quality, Scenic River Operations, Tourism/Economic Development, and Ecological Protection.

- Added two statewide 800MHz radio system sites, at a cost of \$3 million to GRDA, that are utilized by the entire Oklahoma police and first responder community – a third and fourth site are planned.
- Achieved a number of efficiencies in its hydropower and coal-fired generation, as well as in its transmission operations, over the past two years.
- In 2018, GRDA brought online the first Mitsubishi 501J combined-cycle natural gas plan in North America, which at the time was the most efficient 60Hz generating unit in the world.
- GRDA's use of the state P-card system contributes to greatly reduced costs to the entire state.
- GRDA is contributing \$2.7 million to the Oklahoma Department of Wildlife Conservation for the construction of wetlands along the Neosho River.

Agency goals

- Engage in a continuous evaluation of plant staffing levels and development of the multi-disciplinary team approach to operations and maintenance (multi-craft/cross-training program).
- Expand the implementation of a computerized asset management program across all areas of the utility. With the recent creation of an Inventory and Asset Management Department, GRDA will significantly improve the operations & maintenance and capital budget processes through increased focus on asset data collection and business analytics.
- Maximize the value that its diverse generation portfolio derives from the SPP market through utilization of newly-implemented software tools and achieve above average distribution reliability metrics for the GRDA Distribution System within MidAmerica Industrial Park as compared to metrics of other public power providers in the region.
- Utilize improved outage coordination and planning methods to minimize system outages for maintenance. Decreased outage time for maintenance will improve system reliability by keeping redundant systems intact for a larger majority of the year while proper coordination will allow multiple crews to complete needed work at the same time.
- The utility industry is becoming very competitive for top talent, particularly in key technical areas such as lineman, system operators, and critical infrastructure protection managers. In order to remain competitive, GRDA will focus on implementing and maintaining compensation structure and review programs to ensure success in our hiring and retention programs. Additionally, GRDA will focus on continuously improving internal training that meets mandated standards and expand to specific skilled and technical needs of the workforce.
- Utilize leading-edge software for business processes and data management.
- Continue to pursue a digital transformation strategy, including deployment of an enterprise resource planning system (ERP) that includes relevant technologies needed to promote efficient business processes throughout GRDA. The ERP will integrate with the Enterprise Asset Management System, which will allow for more nimble decision-making.
 - GRDA will ensure the strategy is communicated internally via campaigns designed to promote awareness and gain buy-in, and work with representatives from vendor teams

and GRDA's Training Department to ensure learning materials are available to promote the new technologies to ensure efficiency and information security.

Projects for implementation

- Major projects include:
 - The retirement of a GRDA Unit 1 (Coal-Fired Power Plant).
 - Rehabilitation of the bridge across Pensacola Dam.
 - Revitalization of the stilling basin at Kerr Dam.
 - Rehabilitation of the generator rotors at the Salina Pumped-Storage Project.
 - Approximately \$11 million in substation and transmission and distribution line upgrades.
- Intend to relocate its administrative and financial functions to a new Administrative Center at its existing Grand River Energy Center, capitalizing on its centralized location to other facilities and customer base, with the intent to make its operations more efficient.
- GRDA has entered into an agreement with the Walton Family Foundation for the construction of a recreation area near Watts.
- Other major initiatives include:
 - Implementation of an Authority-wide enterprise resource planning system.
 - Continuation of the ongoing relicensing of the Pensacola Hydropower Project with the Federal Energy Regulatory Commission, which will directly affect the operation of Grand Lake for the next 40 to 50 years.

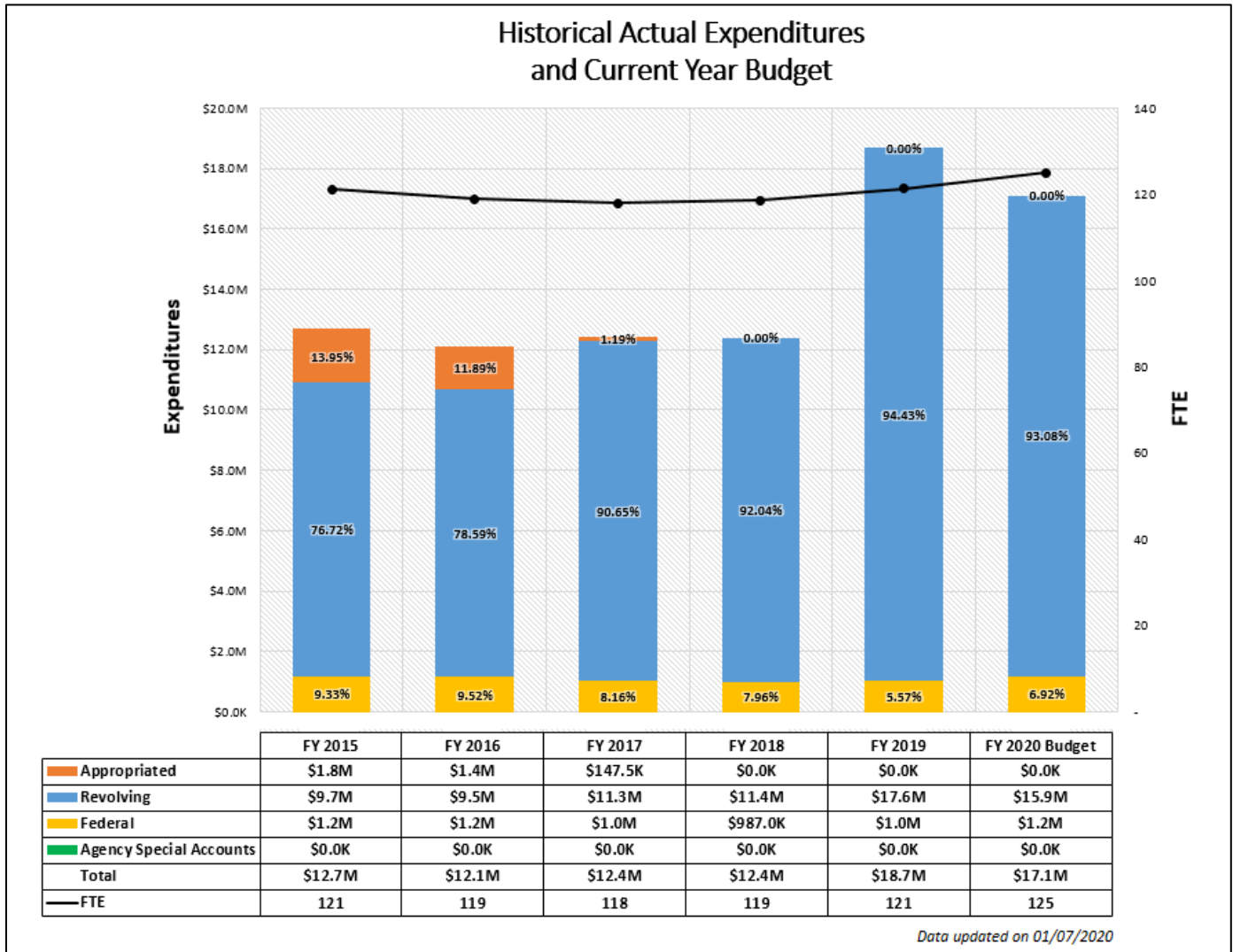
Oklahoma Insurance Department



OKLAHOMA INSURANCE DEPARTMENT

Agency information

Oklahoma Insurance Department



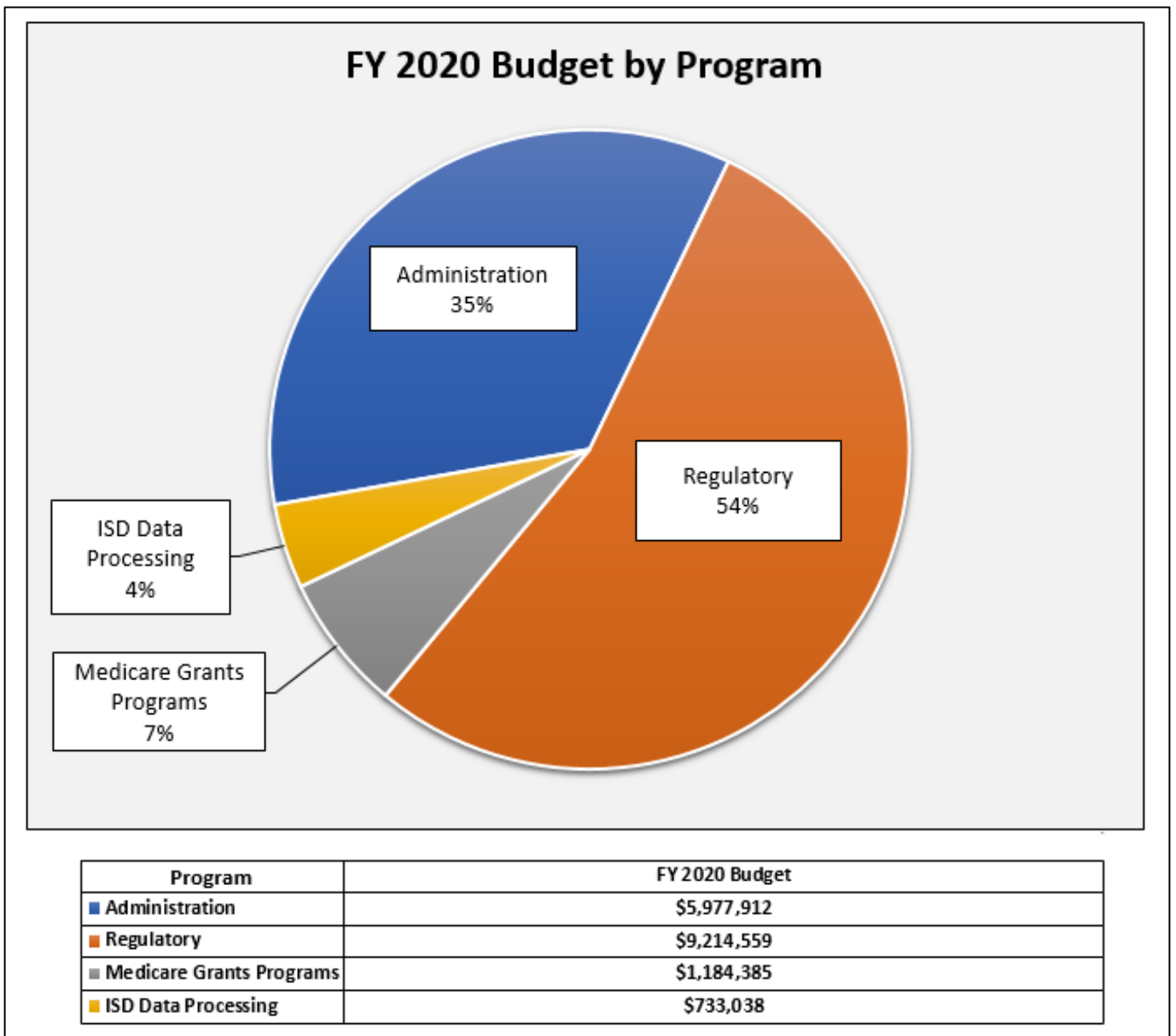
Mission

The Oklahoma Insurance Department (OID) will provide competent and trustworthy employees that will work to protect Oklahoma consumers by: providing assistance and information, efficiently regulating the insurance industry’s market behavior and financial solvency, and by helping to foster a competitive insurance marketplace.

Governance and administration

The elective office of State Insurance Commissioner is created by the Oklahoma Constitution. Glen Mulready took office as the Insurance Commissioner on January 14, 2019. His current salary is \$126,713.

Programs



Administration

Administration provides general administrative support and guidance to all functions of the agency.

Regulatory

This program is charged with the duty of regulating the insurance industry, bail bondsmen, and real estate appraisers while ensuring compliance with relevant statutes, rules, and regulations from state and federal sources.

Medicare assistance program

The Medicare Assistance Program (MAP) provides Medicare assistance to seniors throughout the state through three federal grants (SHIP grant, SMP grant, and MIPPA grant). The Medicare and Medicaid eligible population of Oklahoma and their advocates are educated about Medicare and other health insurance issues. They are provided with accurate and objective counseling, assistance, and advocacy relating to Medicare, Medicaid, private insurance, and Medicare Part D options.

Performance and projects

Key Performance Measures by program

Regulatory					
Goal					
Prevent fraud.					
Key Performance Measure					
Anti-fraud investigations					
Key Performance Measure Description					
Number of investigations opened by the Anti-Fraud division					
Unit of Measure					
Number of investigations					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
128	133	150	150	150	150

Regulatory					
Goal					
Public education					
Key Performance Measure					
Public education					
Key Performance Measure Description					
Number of public education events by anti-fraud and Legal division					
Unit of Measure					
Number of events					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
15	16	8	8	8	8

Medicare Assistance Program					
Goal					
Consumer outreach					
Key Performance Measure					
Attendees at MAP events					
Key Performance Measure Description					
Total number of attendees at MAP events					
Unit of Measure					
Number of people					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
73,418	55,003	58,000	58,000	58,000	58,000
Key Performance Measure					
MAP events					
Key Performance Measure Description					
Total number of events hosted by MAP					
Unit of Measure					
Number of events					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,028	818	850	850	850	850
Key Performance Measure					
Client contacts					
Key Performance Measure Description					
Number of client contacts made by MAP staff					
Unit of Measure					
Number of contacts					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
23,027	21,257	25,000	25,000	25,000	25,000

Accomplishments

- Commissioner Glen Mulready put a strong emphasis on educating consumers through public outreach events.
- Launched the “Mulready Says Get Ready” initiative, which encourages emergency preparedness for all types of life events from storm season to retirement.
- Launched a newly designed website and mobile app in December 2019, making it easier for the consumer to get the information they need.
- Rebranded OID and developed OID Core Values to live and work by.

- Focused on consumer protections and recovered \$5.1 million during the first half of 2019, as compared to \$3.8 for all of 2018.
- Modernized and improved our services. Answered calls, processed licenses and resolved consumer complaints faster. Reduced paper processes and utilized modern technology by updating our systems.
- Improved organizational structure creating more oversight and consistency of division operations and decision making.
- Invested in workforce development to ensure our staff have the skills to help us modernize and evolve.
- Reorganized OID's Anti-Fraud Unit to focus on two priorities: consumer protection and large-scale fraud.
- First insurance business transfer law filing was signed by the commissioner. We are now working on our second IBT approval.
- Identified more cost savings – asked employees for ideas on how to improve certain processes within OID.
- Reviewed the agency from top to bottom – finding problems, developing solutions and improving customer service.
- Provided Oklahomans with more insurance options.
- Improved the insurance business climate through a free market approach.
- Continue to work to become a Top Ten insurance department.
- Remained committed to bringing new domestic insurer to Oklahoma.
- Donated seven shotguns to rural police and sheriff departments.

Savings and efficiencies

- Saved \$90,000 by canceling Oklahoma Association of Broadcasters subscription.
- Saved \$7,560 by returning two Office of Management and Enterprise Services fleet vehicles.
- Moved Senior Fraud from eight locations to five locations and saved \$35,000.
- Saved \$16,200 by processing payroll internally.
- Saved \$3,000 through comptroller scanning project with checks.
- Comptroller department – (Voucher Scanning) – testing a new process that will alleviate the user imaging paperwork twice and they will be able to perform the entire task at their desk, not at a separate scanner to upload to OMES.
- More use of web conferencing will allow us to stay in better contact with our field reps and save money on meetings.
- Shared services with agriculture on legal representation will save an unknown amount on outside counsel fees that would otherwise be incurred.

Agency goals

- Continue to focus on health insurance availability options and the cost of health insurance.
- Focus on removing the patient from the middle of a surprise billing scenario, which will allow more money to remain in their pocket.

Projects for implementation

- Continue efforts to address surprise billing problem.
- Expand IBT and Captive divisions.
- Explore more shared services.
- Pay off OID's new building in 2020, saving the taxpayer almost \$15 million.
- Continue to work jointly with the attorney general's office to combat fraud.

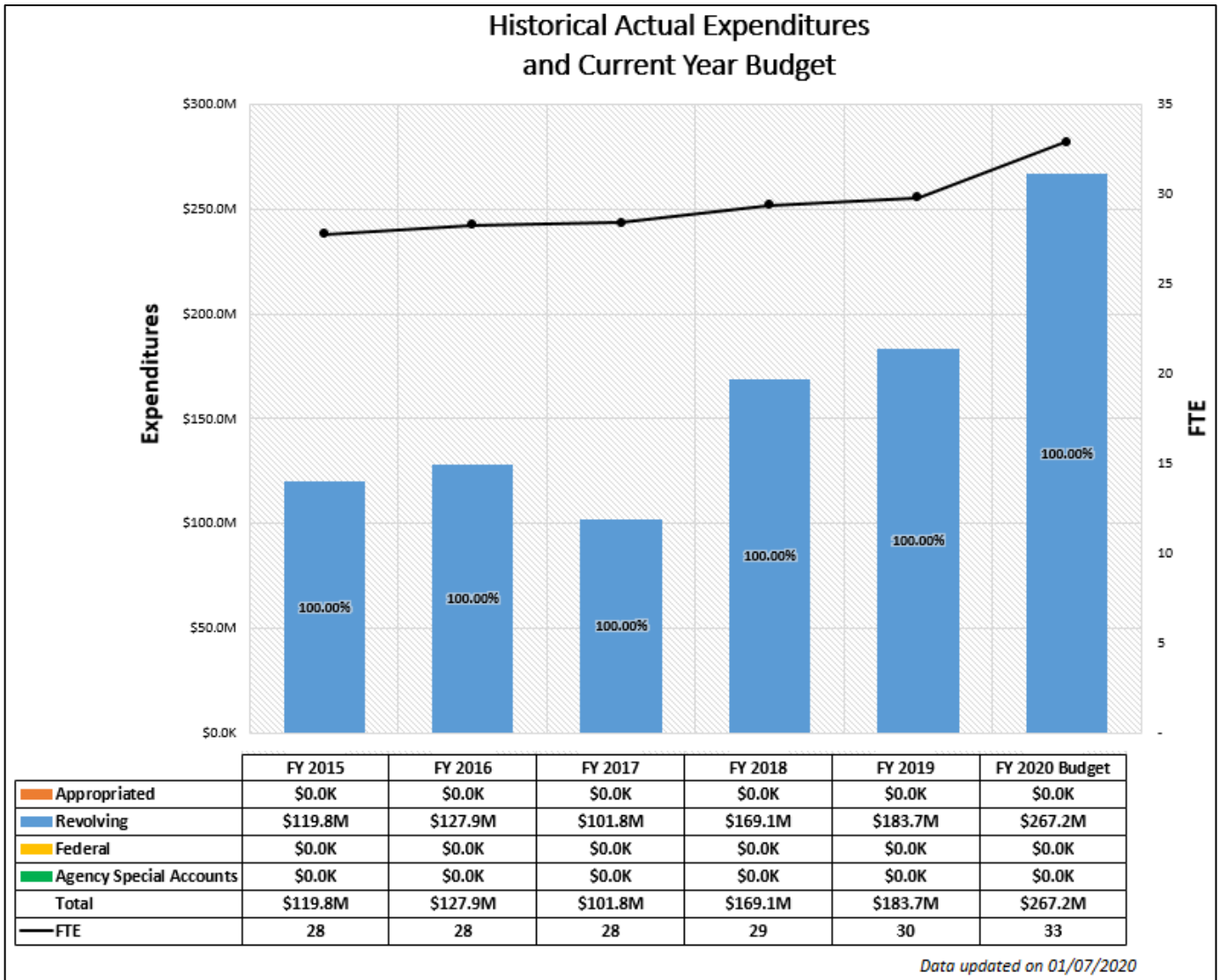
Oklahoma Lottery Commission



OKLAHOMA LOTTERY
BENEFITS OKLAHOMA EDUCATION

Agency information

Oklahoma Lottery Commission



Mission

The mission of the Oklahoma Lottery Commission is to maximize revenues for public education through the creation and marketing of fun and entertaining products consistent with the highest levels of service, integrity, responsible gambling principles, and public accountability.

Governance and administration

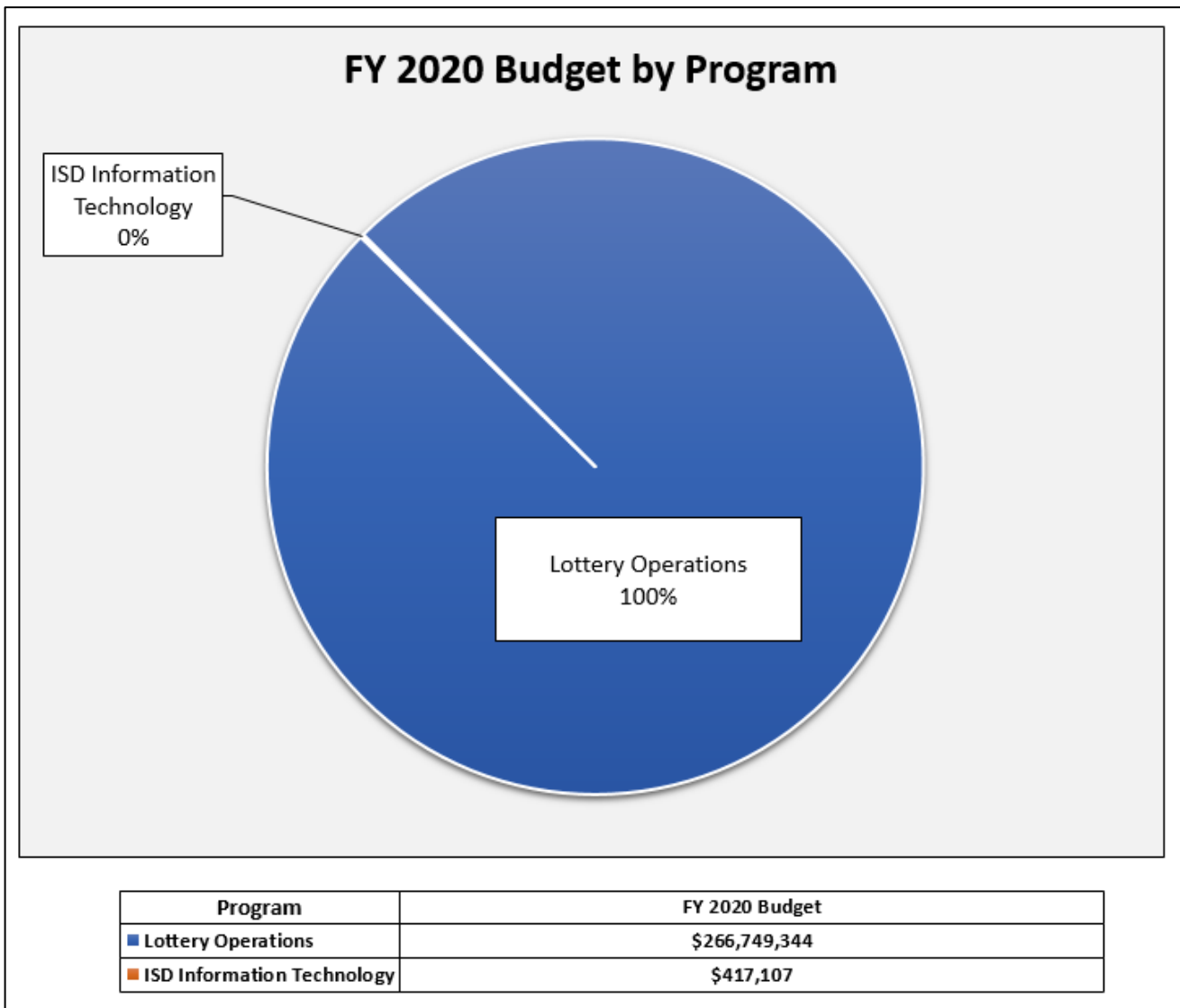
The Board of Trustees is comprised of seven members. Each member is appointed by the Governor and approved by the Senate for four-year terms. The Executive Director is appointed by the Board of Trustees. The current Director is Rollo Redburn with a salary of \$175,000.

Name	Appointing Authority	Confirmed by the Senate (date)	Term Ends
Matthew Felty*	Governor	May 21, 2015	1/1/2020
Jack Sherry**	Governor	May 25, 2016	1/1/2021
James C. Orbison	Governor	May 19, 2015	1/1/2020
Ralph "Ted" Blodgett	Governor	May 16, 2017	1/1/2022
Nevyle Cable	Governor	April 2, 2018	1/1/2023
Tracy Yates	Governor	May 8, 2019	1/1/2024
Christy Rawlings	Governor	May 15, 2019	1/1/2024

*Chair

**Vice-Chair

Programs



Lottery operations

Oklahoma Lottery Commission operates a lottery and contributes profits to the Oklahoma Education Lottery Trust Fund (OELTF) which is appropriated by the Legislature to benefit Oklahoma education programs as allowed by Constitution and Statute. In FY 2019, total sales were approximately \$242 million. The funds were distributed in the following manner: 28% to education; 59% as prizes (dollars returned to players); 6% as commission paid to retailers for sales of lottery tickets; and 7% to lottery operations (includes gaming vendor commissions, administrative expenses, and marketing and advertising expenses).

ISD information technology

The Office of Management and Enterprise Services Information Services provides support for the information technology needs of all agency programs.

Performance and projects

Key Performance Measures by program

Lottery Operations					
Goal					
Address the Governor's goal for Oklahoma to become a Top Ten state.					
Key Performance Measure					
Be in the top 20% of U.S. lotteries for percent increase in sales.					
Key Performance Measure Description					
Yearly percentage growth in lottery sales in Oklahoma. Growth will decrease over time as new program parameters mature.					
Unit of Measure					
Percent increase in sales					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
45.94%	9.31%	6.75%	7.69%	5.60%	3.79%
Key Performance Measure					
Be in the top 20% of U.S. lotteries for percent increase in profits.					
Key Performance Measure Description					
Yearly percentage growth in profit. Profit growth will slow over time as new program parameters mature.					
Unit of Measure					
Percent growth in profit					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
19.16%	6.84%	2.14%	4.35%	3.92%	3.97%
Key Performance Measure					
Be in the top 20% of U.S. lotteries for percent increase in retail sales locations.					
Key Performance Measure Description					
Percentage growth in retail partners.					
Unit of Measure					
Percent growth					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021*	FY 2022	FY 2023
-1.19%	0.93%	6.71%	38.81%	3.65%	1.76%

**The Lottery Commission is working on a major project and anticipates adding 750 additional locations in FY 2021. After those locations are added in FY 2021, the growth will slow down year over year.*

Regional benchmarks and comparisons*

U.S. Lotteries' Ticket Sales History: FY 2017 – FY 2018 (\$millions)				
	State	FY 2017	FY 2018	Change from FY 2017 to FY 2018
1	Oklahoma	151.5	221.1	45.94%
2	South Dakota	49.3	58.2	17.95%
3	Arizona	852.2	981.4	15.16%
4	North Dakota	27.6	31.3	13.36%
5	Wyoming	25.3	28.7	13.17%
6	California	6,233.5	6,965.80	11.75%
7	Arkansas	449.1	499.7	11.26%
8	New Hampshire	299.2	332.8	11.23%
9	Oregon	332.2	368.4	10.87%
10	Texas	5,077.50	5,626.90	10.82%

U.S. Lotteries' Net Income: FY 2017 – FY 2018 (\$millions)				
	State	FY 2017	FY 2018	Change from FY 2017 to FY 2018
1	Wyoming	2.7	4.7	77.73%
2	Oklahoma	53.8	64	18.89%
3	Montana	9.2	10.7	16.00%
4	North Dakota	6.9	8	15.81%
5	New Hampshire	76.1	87.3	14.66%
6	Missouri	291.6	333.4	14.34%
7	Washington	161.9	183	13.01%
8	Maryland	1,124.50	1,255.90	11.68%
9	California	1,499.00	1,664.90	11.07%
10	Idaho	48.8	54.1	10.78%

U.S. Lotteries Retailers: FY 2017 – FY 2018				
	State	FY 2017	FY 2018	Change from FY 2017 to FY 2018
1	New Jersey	7,185	9,318	29.69%
2	Arkansas	1,935	2,216	14.52%
3	New Hampshire	1,306	1,445	10.64%
4	Maryland	4,496	4,837	7.58%
5	Delaware	587	628	6.98%
6	Wisconsin	3,651	3,893	6.63%
7	Rhode Island	1,258	1,304	3.66%
8	California	22,569	23,203	2.81%
9	North Carolina	7,720	7,922	2.62%
10	Nebraska	1,190	1,220	2.52%
29	Oklahoma	1,846	1,824	-1.19%

*Data for all regional benchmarks and comparisons provided by La Fleur's Lottery World.

Accomplishments

- Sought and achieved the passage of several pieces of legislation that contribute towards better being able to maximize profits for education:
 - HB 1837: Removed the minimum mandated profit requirement, thus allowing the flexibility requested by the lottery to improve prize payouts, increasing both sales and profits for education. HB 1837 was passed in 2017.
 - SB 1303: Allowed the use of debit cards for lottery transactions, thus allowing players to purchase lottery tickets the way they purchase the majority of other goods. SB 1303 was passed in 2018.
 - HB 3538: Allowed the lottery to accept second chance promotional entries via the web thus allowing players to more conveniently participate in OLC promotions. HB 3538 was passed in 2018.
 - SB 1134: Allowed OLC security personnel to purchase lottery tickets within the confines of a security investigation, thus creating stronger retailer compliance and consumer confidence. SB 1134 was passed in 2018.
- Launched and recently updated an automated sales force system to improve performance in the field as our sales team trains lottery retailers how to maximize sales.
- Implemented a new retailer portal that allows retailers to access sales information online, reducing the time required by OLC staff for manual preparation of reports.

Savings and efficiencies

- In order to keep as much funding in prize payouts as possible while operating under the previous legislated minimum mandated profit:
 - Reduced full-time staff from a high of 39 to 27.
 - Reduced advertising and marketing expenditures more than 50%.
 - Renegotiated building lease to reduce it by \$40,000 per year.
- When positions are vacated, each one is reviewed to see if current/remaining staff can absorb the duties and appropriate pay increases provided to staff assigned the additional duties.
- Management always looks to promote from within the organization, which provides excellent motivation for our employees, reduces training requirements, and helps to improve employee pay and reduce turnover.
- Administrative/operational costs were less than 1.5% of sales for FY 2019. Current lottery laws call for administrative/operational costs not to exceed 3% of sales. The Oklahoma Lottery operates with one of the smallest administrative staffs and lowest operations expenditures in the country.
- Other expenses are monitored closely and kept to a minimum.

Agency goals

- Work with the gaming vendor to add routing/mapping capabilities to the retailer sales force automation system.
- Keep the Oklahoma Lottery in play.
 - As laws change and expand on the gaming front, the Oklahoma Lottery is a state asset that needs to be kept in play. The Oklahoma Lottery operates in one of the most competitive environments across the U.S. and Oklahoma has the third most slot machines in the country in the in-state casinos. The lottery returns 26-28 cents of every dollar wagered back to the state, and runs on an administrative budget of approximately 1.5%, which is half of the amount

allowed by statute. In order for the state to realize the maximum amount of annual profits from the lottery, the competitive landscape must become more level than its current outlook.

- Keep the lottery relevant to today's consumer.
 - Most of the world, and a few U.S. jurisdictions, have opened up lottery sales to the internet via mobile phones and computers. As the nation continues to embrace this technology and way of doing business, it will soon become one of the only ways to keep the lottery relevant to today's consumer. The market for this exists in Oklahoma.
- Sports betting may soon be opened up to the State of Oklahoma. The lottery can provide some level of services to retailers and consumers across the state.
- The lottery should be allowed to accept forms of payment that are used by today's consumers.
 - Consumer habits have changed; credit cards and online payments (Apple Pay, PayPal, Venmo, etc.) have become much more the everyday payment option for consumer goods. Lottery purchases are one of the few, if the only, consumer goods with a restriction on the form of payment.
- The lottery would like to employ certified security officers.
 - Current security personnel and future employees should be certified through CLEET training. This will give lottery security personnel the authority to enforce state laws with the appropriate state authority and immunities. Currently, outside of Oklahoma City, local law enforcement will not typically pursue lottery-related crimes due to shortages of manpower. Lottery commissioned personnel will be able to put together cases and pursue them through the legal process. In addition, armed, certified law enforcement personnel at the lottery offices will enhance the ability to appropriately respond to potential threats to employees.

Projects for implementation

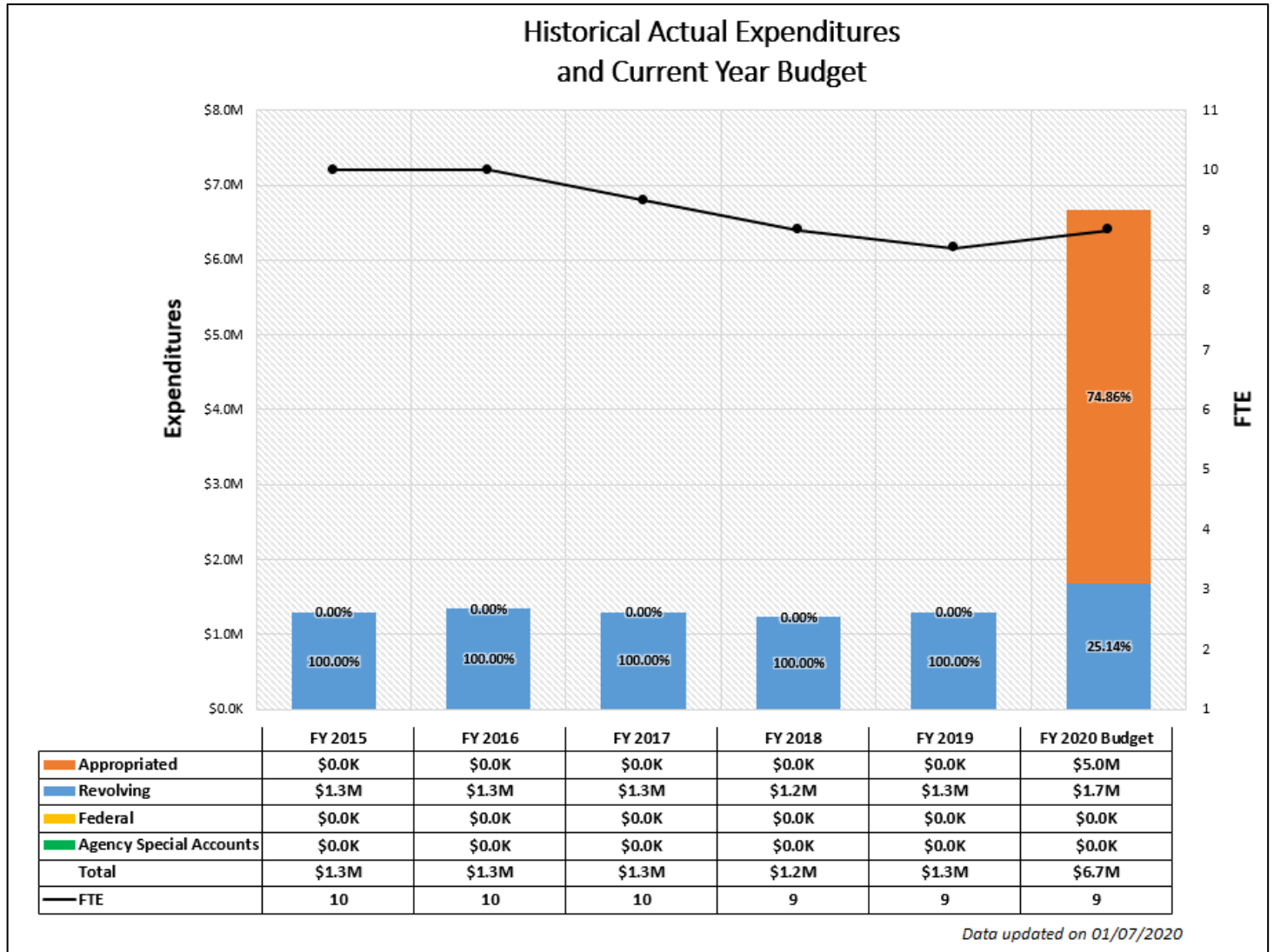
- Introducing a new, first time ever in Oklahoma, \$20 price point in our Scratcher line-up of products.
- Working with our gaming vendor to properly program and install approximately 150 new vending machines around the state.
- Continuing to maintain strict regimen of internal audits and increase as appropriate to ensure all procedures are being followed and identify any areas of opportunity to create additional operational efficiencies.
- Planning to increase sales locations by more than 100 retail locations in FY 2020, which will increase both sales and profits.
- Working on an agreement to add 750 limited sales locations during FY 2021, again increasing both sales and profits.
- Continuing to work with OMES IS to improve the lottery IT infrastructure and provide appropriate physical and logical protection, backup and disaster recovery capabilities.

Multiple Injury Trust Fund



Agency information

Multiple Injury Trust Fund



Note: Revolving fund expenses are for agency operating expenses only and do not include claim payments or appropriations from the Multiple Injury Trust Fund. The one-time \$5 million appropriation for FY 2020 is directed to pay claims.

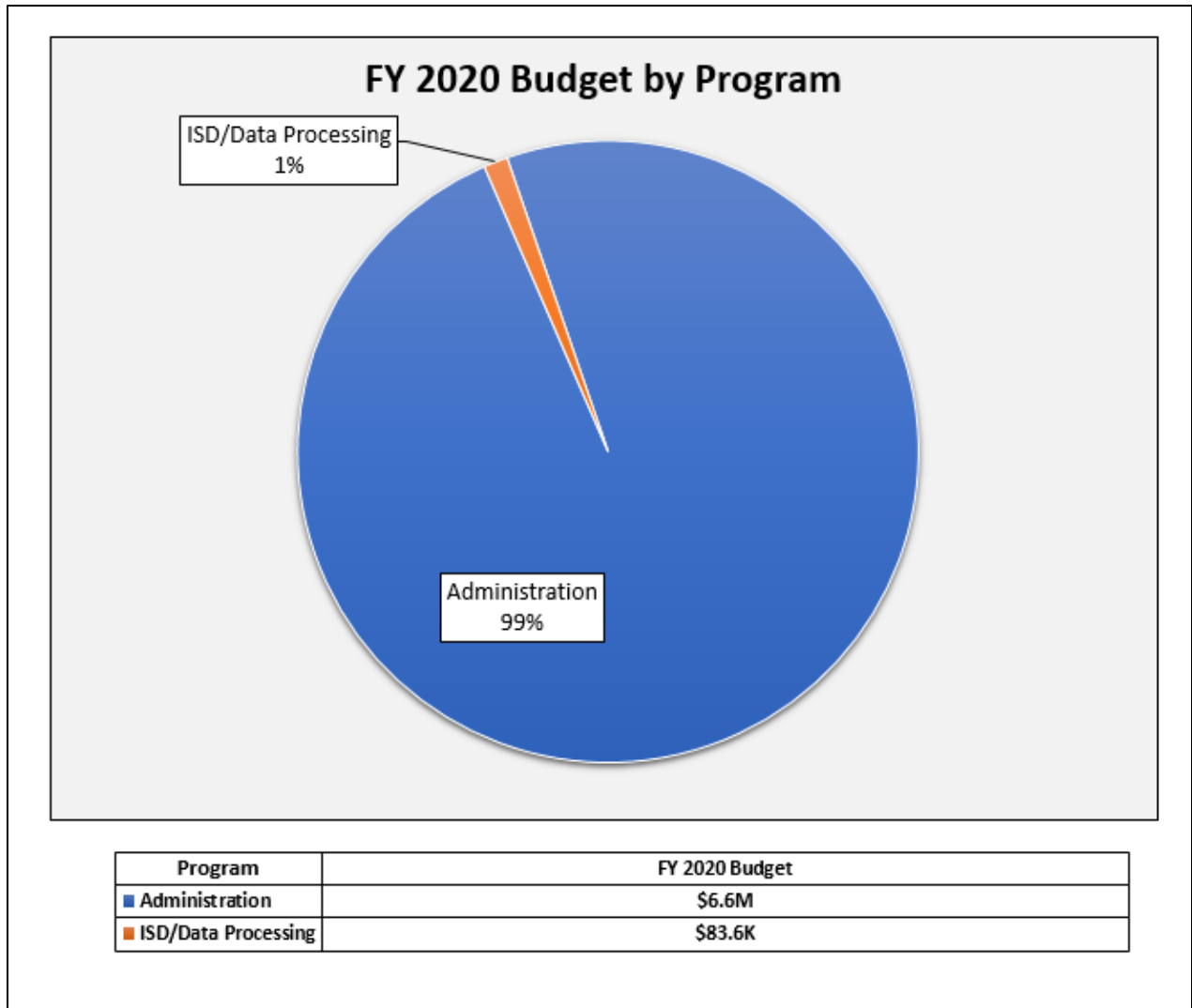
Mission

The mission of the Multiple Injury Trust Fund is to encourage Oklahoma employers to hire persons with previous disability by reducing associated workers' compensation cost relating to liability for combination of injuries.

Governance and administration

Richard Cole currently serves as the Director of MITF with a salary set at \$97,738.

Programs

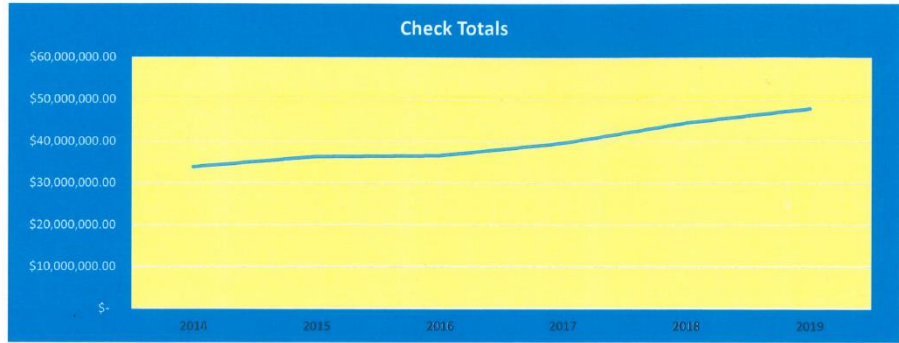


Administration

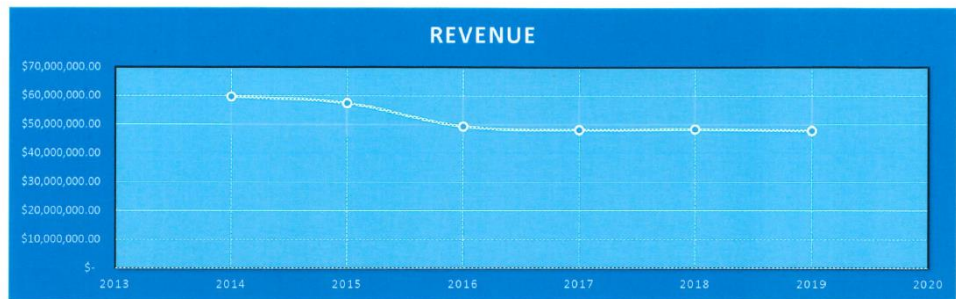
MITF is tasked with paying workers' compensation benefits as ordered by the Oklahoma Workers' Compensation Court of Existing Claims and Workers Compensation Commission from the Multiple Injury Trust Fund. MITF bears nearly 20% of the entire state's workers compensation indemnity cost; and it does so with fluctuating limited revenue, no reserve revenue, as would be necessitated in the private insurance industry, and only eight FTEs. With the passage of HB 2367 during the 2019 legislative session, the agency was appropriated a one-time \$5 million for the fiscal year to pay lump sums.

Check payments have continued to increase while fund revenues continue to decline. See graphs below:

Year	Check Totals
2014	\$ 33,874,000.00
2015	\$ 36,336,000.00
2016	\$ 36,595,000.00
2017	\$ 39,605,000.00
2018	\$ 44,442,000.00
2019	\$ 47,824,000.00

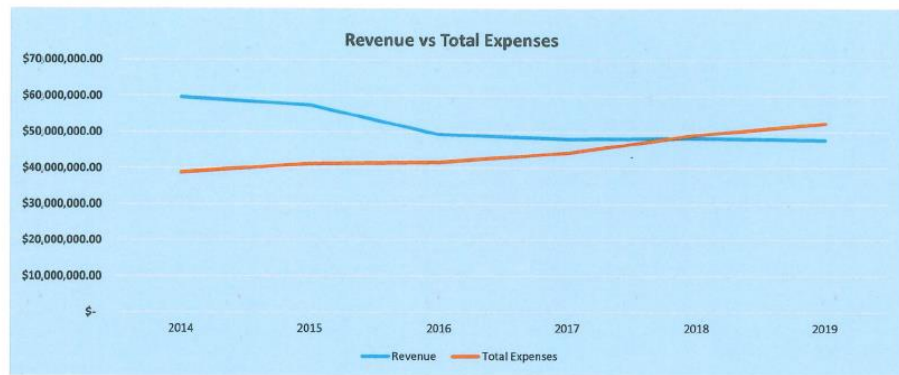


Year	Revenue
2014	\$ 59,640,000.00
2015	\$ 57,422,000.00
2016	\$ 49,391,000.00
2017	\$ 48,129,000.00
2018	\$ 48,351,100.00
2019	\$ 47,899,000.00



The fund’s total expenses from check payments, administrative costs, and appropriations now exceed annual revenue, below.

Year	Revenue	Total Expenses
2014	\$ 59,640,000.00	\$ 38,891,444.93
2015	\$ 57,422,000.00	\$ 41,341,641.53
2016	\$ 49,391,000.00	\$ 41,723,754.00
2017	\$ 48,129,000.00	\$ 44,379,924.00
2018	\$ 48,351,174.00	\$ 49,313,755.00
2019	\$ 47,899,000.00	\$ 52,489,850.00



IS data processing

The agency is working with the Office of Management and Enterprise Services to decrease cost and increase efficiency by making claimant benefits payable by electronic fund transfer and to create a website in an effort to modernize its transparency.

Performance and projects

Regional benchmarks and comparison

The Oklahoma MITF appears to be unique. Although it bears many similarities to other second injury funds across the country, its statutory construction and industry environment make its liabilities wholly its own. However, its purpose is comparable to those of other states. While at one time, some forms of the second injury fund could be found in nearly every state, 20 states have since abandoned the program due to evolving industry needs. Funds that statutorily restricted access, such as California's are successful.

- Regional states that have abolished their fund:
 - Arkansas;
 - Colorado;
 - New Mexico; and
 - Kansas.
- Regional states with funds:
 - Texas – Funded from death benefits that insurance carriers must pay on fatal workers' compensation claims where there are no beneficiaries. It is a true indemnity fund (does not pay claimants directly, but rather reimburses insurance carriers).
 - Louisiana – Funded with an assessment based on percentage of total benefits paid in the prior calendar year. It is a true indemnity fund like Texas.

*Both Texas and Louisiana's funds are different from Oklahoma's in the way they are funded, as well as how and what they pay.

Accomplishments

- MITF's efforts at communicating funding and statutory concerns were in part successful.
- Legislation aimed at improving the MITF's condition was authorized HB 2367.

Savings and efficiencies

We continue to encourage the use of direct deposit, reducing postage, supplies and labor expense.

Agency goals

- Offer the use of debit cards as another option for electronic payment of benefits.
- Continue communication with legislators and other interested parties of the financial position of MITF, per the actuarial study.

Oklahoma Law Enforcement Retirement System

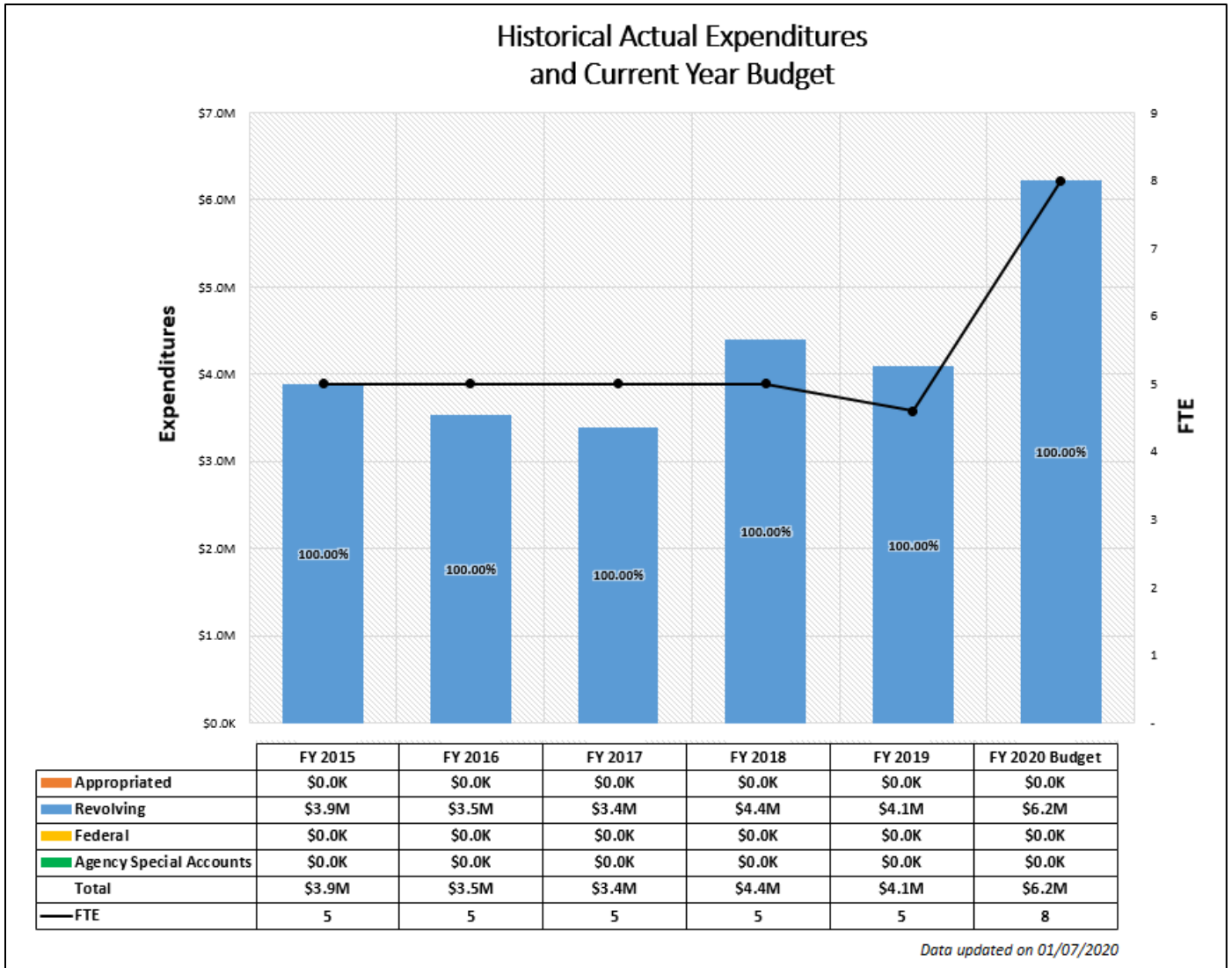


OLERS

OKLAHOMA LAW ENFORCEMENT RETIREMENT SYSTEM

Agency information

Oklahoma Law Enforcement Retirement System



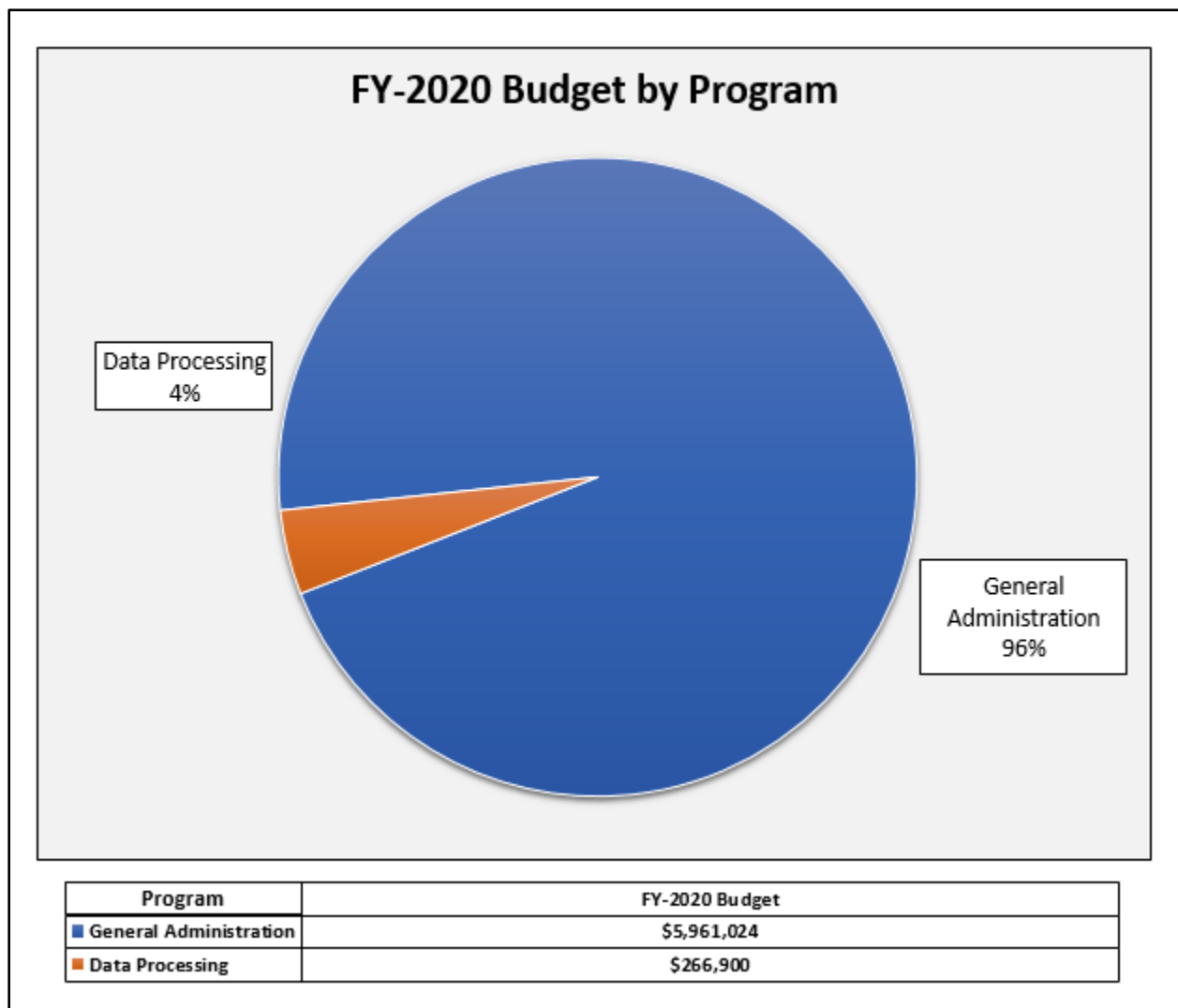
Mission

The Oklahoma Law Enforcement Retirement System mission is to administer retirement/survivor retirement and medical benefits for members of the law enforcement profession of the State of Oklahoma and their families under Title 47 of the Oklahoma statutes. This program provides retirement income after active employment and in the event of disability or death. In carrying out its mission, OLERS will pay benefits to the qualified participant in a timely manner and safeguard our client’s trust funds. OLERS will treat every person who comes into contact with the agency with courtesy and concern, and respond to all inquiries promptly, accurately, and clearly.

Governance and administration

The OLERS Board is composed of the Commissioner of Public Safety or his designee; the Director of the Office of Management and Enterprise Services or his designee; three members to be appointed by the Governor, one of whom shall be a retired member of the system, one member to be appointed by the Speaker of the House of Representatives, one member to be appointed by the President Pro Tempore of the Senate; two members of the Highway Patrol division and one member of the Communications Section of the Oklahoma Highway Patrol; one member from the Oklahoma State Bureau of Investigation; one member of the Oklahoma State Bureau of Narcotics and Dangerous Drugs Control; and one member of the Oklahoma Alcoholic Beverage Laws Enforcement Commission, elected by and from the membership of the system. The Executive Director of the Oklahoma Law Enforcement Retirement System is Duane Michael, and he was hired by the OLERS Board on December 31, 2019. His salary is \$112,000.

Programs



General administration

OLERS administers the retirement, survivor treatment, and medical benefits for members of the law enforcement professionals of the State of Oklahoma and their families. Listed below is the current key membership and portfolio information from the FY 2019 Actuarial Valuation Report.

FY 2019 Actuarial Valuation Report	
Active members	1,234
Retired, disabled, and beneficiary members	1,435
Actuarial value of assets	\$ 1,052,192,000
Unfunded accrued liability	\$ 122,464,889
Funded ratio	89.6%

Performance and projects

Key Performance Measures by program

Oklahoma Law Enforcement Retirement System					
Goal					
Maintain a healthy funded ratio.					
Key Performance Measure					
Annual funded ratio					
Key Performance Measure Description					
This measure shows the percentage of assets the plan has available to pay the future benefit liabilities that have accrued to OLERS members.					
Unit of Measure					
Annual funded ratio					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
89.3%	89.6%	90.1%	90.2%	90.3%	90.5%

Local Government Services					
Goal					
Maintain a healthy funded ratio.					
Key Performance Measure					
Maintain at least a 7.5% 10-year return.					
Key Performance Measure Description					
7.5% is the OLEERS actuarial assumed rate.					
Unit of Measure					
10-year return					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
8.39%	8.52%	7.5%	7.5%	7.5%	7.5%

Oklahoma Law Enforcement Retirement System					
Goal					
Maintain 100% benefits paid on time to members who have applied and are eligible for retirement.					
Key Performance Measure					
Percentage of applications for retirement paid on time					
Key Performance Measure Description					
The ratio of eligible applications submitted to benefits paid					
Unit of Measure					
Percentage of applications paid on time					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
100%	100%	100%	100%	100%	100%

Savings and efficiencies

- Went live January 1, 2019 with a new data system, which will reduce our maintenance costs, vastly improve efficiencies and significantly improve our cybersecurity. Completed parallel of the two data systems on January 31, 2019, two months early.
- Used OMES shared services for human capital management, Office 365 email, phone and internet.
- Continued to have a 90% funded ratio.
- Hired and trained a new comptroller who got OLEERS current from our loss of 40% of staff and completed our external audit with no finding.

Agency goals

- Provide online access to all members.
- Increase security of all documents by removing the need for Social Security numbers.
- Use the new data system to generate 1099Rs, a process that was manual in prior years.

Projects for implementation

- Go live with a Member Self Service website for active members and retirees, which will greatly reduce the amount of phone calls, printing, postage, etc., and give preretirement training at all troop locations and all agencies.
- Update our processes, imaging database, forms, etc. to get away from SSNs.
- Remain a top-performing pension plan in funded status and investment performance.

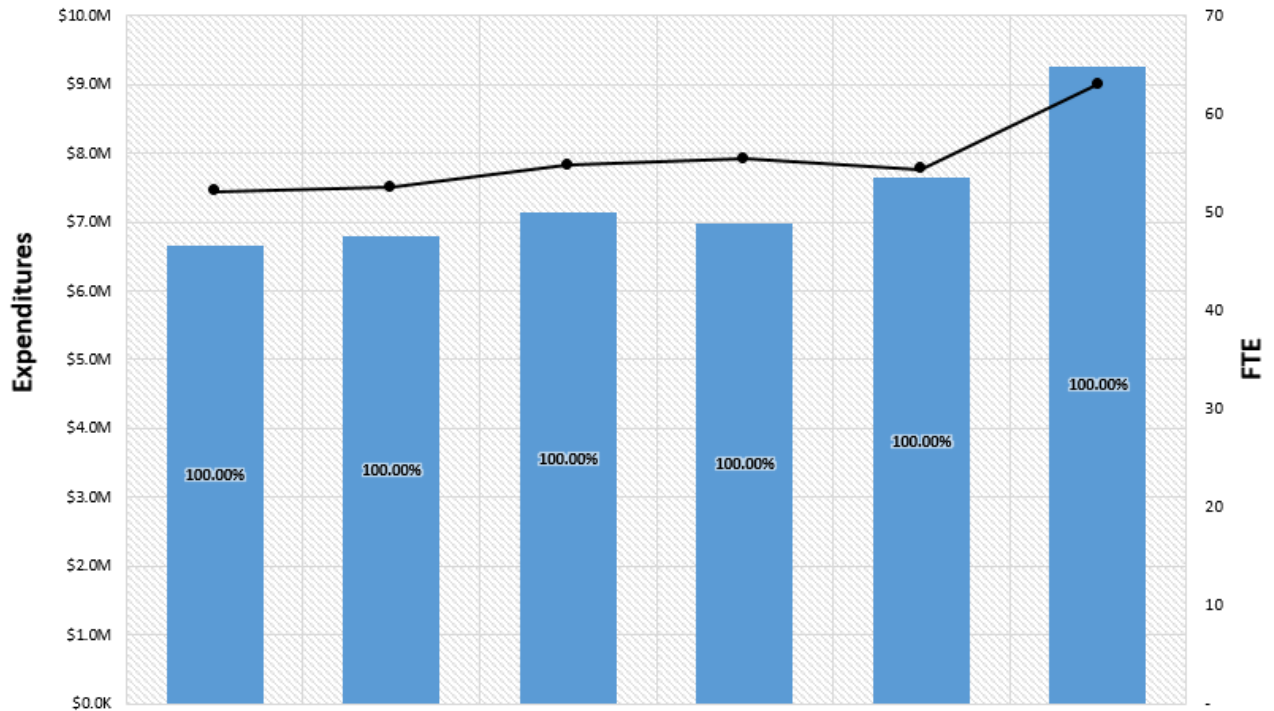
Oklahoma Public Employees Retirement System



Agency information

Oklahoma Public Employees Retirement System

Historical Actual Expenditures and Current Year Budget



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Budget
Appropriated	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Revolving	\$6.7M	\$6.8M	\$7.1M	\$7.0M	\$7.6M	\$9.3M
Federal	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Agency Special Accounts	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K	\$0.0K
Total	\$6.7M	\$6.8M	\$7.1M	\$7.0M	\$7.6M	\$9.3M
FTE	52	53	55	55	54	63

Data updated on 01/07/2020

Mission

The Oklahoma Public Employees Retirement System provides and promotes comprehensive and financially sound retirement services to Oklahoma’s public servants in a professional, efficient and courteous manner that is transparent and accountable to its members and the public.

Governance and administration

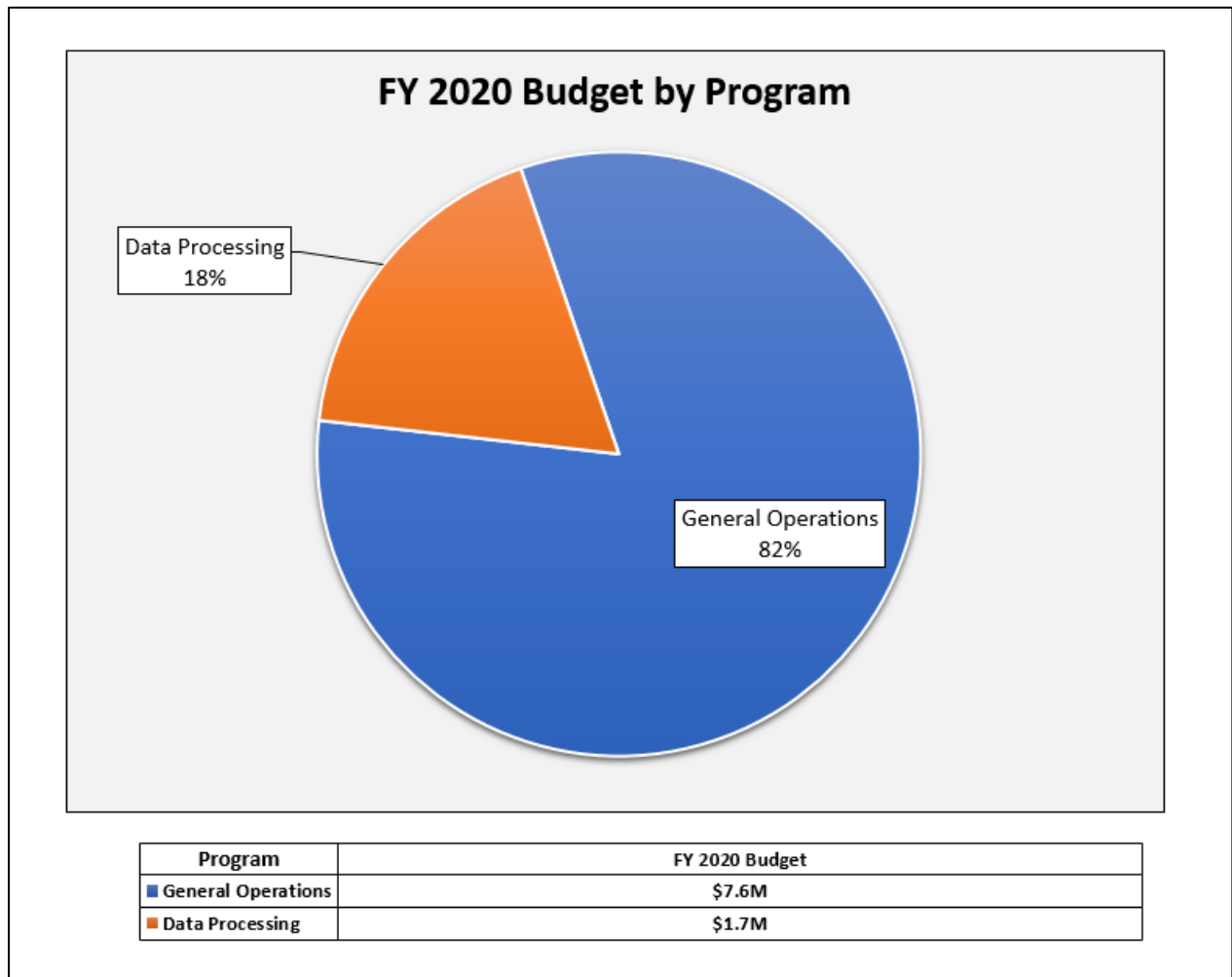
The Board of Trustees is comprised of 14 members: a member of the Corporation Commission or the Commission's designee; the Director of the Office of Management and Enterprise Services or the Director's designee; the State Insurance Commissioner or the Commissioner's designee; the Director of Human Capital Management of the Office of Management and Enterprise Services; a member of the Oklahoma Tax Commission selected by the Tax Commission; the State Treasurer or the Treasurer's designee; three members

appointed by the Governor; one member appointed by the Supreme Court; two members appointed by the Speaker of the House of Representatives; and two members appointed by the President Pro Tempore of the Senate, see table below. The executive director, Joe Fox, leads the agency with a salary currently set at \$150,899.

OPERS administers the Oklahoma Public Employees Retirement System, Uniform Retirement System for Judges and Justices, Oklahoma State Deferred Compensation Plan, Deferred Savings Incentive Plan, Pathfinder 401(a) Plan and Pathfinder 457(b) Plan.

Name	Appointing Authority	Term Start	Term Ends
Do, Quyen	Speaker of the House of Representatives	August 19, 2019	January 8, 2023
Dana Webb, Chair	Office of Management and Enterprise Services	October 1, 2017	
Bob Anthony	Corporation Commission	July 14, 2016	
Jari Askins	Supreme Court	May 7, 2018	May 7, 2022
Clark Jolley	Tax Commission	April 12, 2019	
John Hastings	Governor	September 9, 2019	January 9, 2023
Don Kilpatrick	President Pro Tempore of the Senate	January 19, 2018	July 31, 2021
Brandy Manek	Office of Management and Enterprise Services	June 17, 2019	
Randy McDaniel	State Treasurer	January 14, 2019	
Grace McMillan	Governor	July 30, 2019	January 9, 2023
Glen Mulready	State Insurance Commissioner	January 14, 2019	
Grant Soderberg	Governor	June 4, 2019	January 9, 2023
Tracey Ritz	Speaker of the House of Representatives	August 19, 2019	January 8, 2023
Edward Peterson	President Pro Tempore of the Senate	August 28, 2019	January 8, 2023

Programs



General administration

Serves 140,990 OPERS clients composed of all state and county employees (not covered by other state retirement systems), except for Oklahoma and Tulsa counties. Also, local governments that choose to participate are included. URSJJ provides retirement benefits and services to all elected judges. Oklahoma State Deferred Compensation Plan is available to any state employee who wishes to participate. Members who are making current contributions to the Deferred Compensation Plan are also participants in the Deferred Savings Incentive Plan. State employees first hired on or after November 1, 2015, participate in the Pathfinder Defined Contribution Plan, with the exception of hazardous duty employees, district attorneys and other employees of the district attorney's office, and all county and local employees.

Current key membership and portfolio information for the OPERS and URSJJ defined benefit plans from the FY 2019 Actuarial Valuation Reports are below:

OPERS FY 2019 Actuarial Valuation Report	
Active Members	34,536
Retired, Disabled, and Beneficiary Members	35,869
Actuarial Value of Assets	\$ 9,909,683,940
Unfunded Accrued Liability	\$ 137,690,273
Funded Ratio	98.6%

URSJJ FY 2019 Actuarial Valuation Report	
Active Members	269
Retired, Disabled, and Beneficiary Members	300
Actuarial Value of Assets	\$ 345,235,761
Unfunded Accrued Liability	\$ (36,620,576)
Funded Ratio	111.9%

Information technology

IT services are provided by the Office of Management Enterprise Services. Pension administration services are provided by Oracle and the general ledger and financial statement system are provided by Solomon.

Performance and projects

Key Performance Measures by program

General Operations					
Goal					
Achieve long-term 100% funding ratio for OPERS defined benefit plan.					
Key Performance Measure					
Increase funding ratio over the long term					
Key Performance Measure Description					
Funding ratio is the actuarial value of assets to the actuarial accrued liability.					
Unit of Measure					
Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
97.7%	98.6%	98.6%*	98.7%*	98.8%*	98.9%*

*Assumes no Cost of Living Adjustments (COLA's) and all assumptions met; COLAs would reduce the funding ratio.

General Operations					
Goal					
Maintain top 10 lowest investment fee status.					
Key Performance Measure					
Maintain OPERS investment fees below 15 basis points.					
Key Performance Measure Description					
The system will achieve defined benefit plan investment fees below 15 basis points.					
Unit of Measure					
Basis points					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
9.7	13.6	15	15	15	15

Regional benchmarks and comparisons

Compared to similar pension plans across the country, OPERS is a very stable plan with a July 1, 2019, funded ratio of 98.6%. Similarly, URSJJ is also very stable with a July 1, 2019, funded ratio of 111.9%. In addition, our investment manager fees of about 9-13 basis points per year are well below the industry average while providing investment returns that are better than 70% of our peer group.

Accomplishments

- OPERS defined benefit plan is 98.6% funded, URSJJ defined benefit plan is 111.9% funded.
- Implemented new document imaging system and initiated paperless workflow processes.
- Moved to cloud-based computing.
- Relocated our office to a new agency-owned building.

Savings and efficiencies

- Accounting/finance has reduced its salary and benefits expenses by two FTEs, Communications department has reduced costs associated with educational and retirement seminars by no longer renting conference space and moving these seminars to our agency-owned building. OPERS also utilizes OMES IS for many IT-related functions including email, data center services, information security, and endpoint protection.

Agency goals

- Agency initiated IT Security Audit and Risk Assessment.
- Pod printing and initiative to digitize documents to create more efficient workflows and transition to a paperless environment.
- Moving critical agency components to the cloud to increase reliability and efficiency.

Projects for implementation

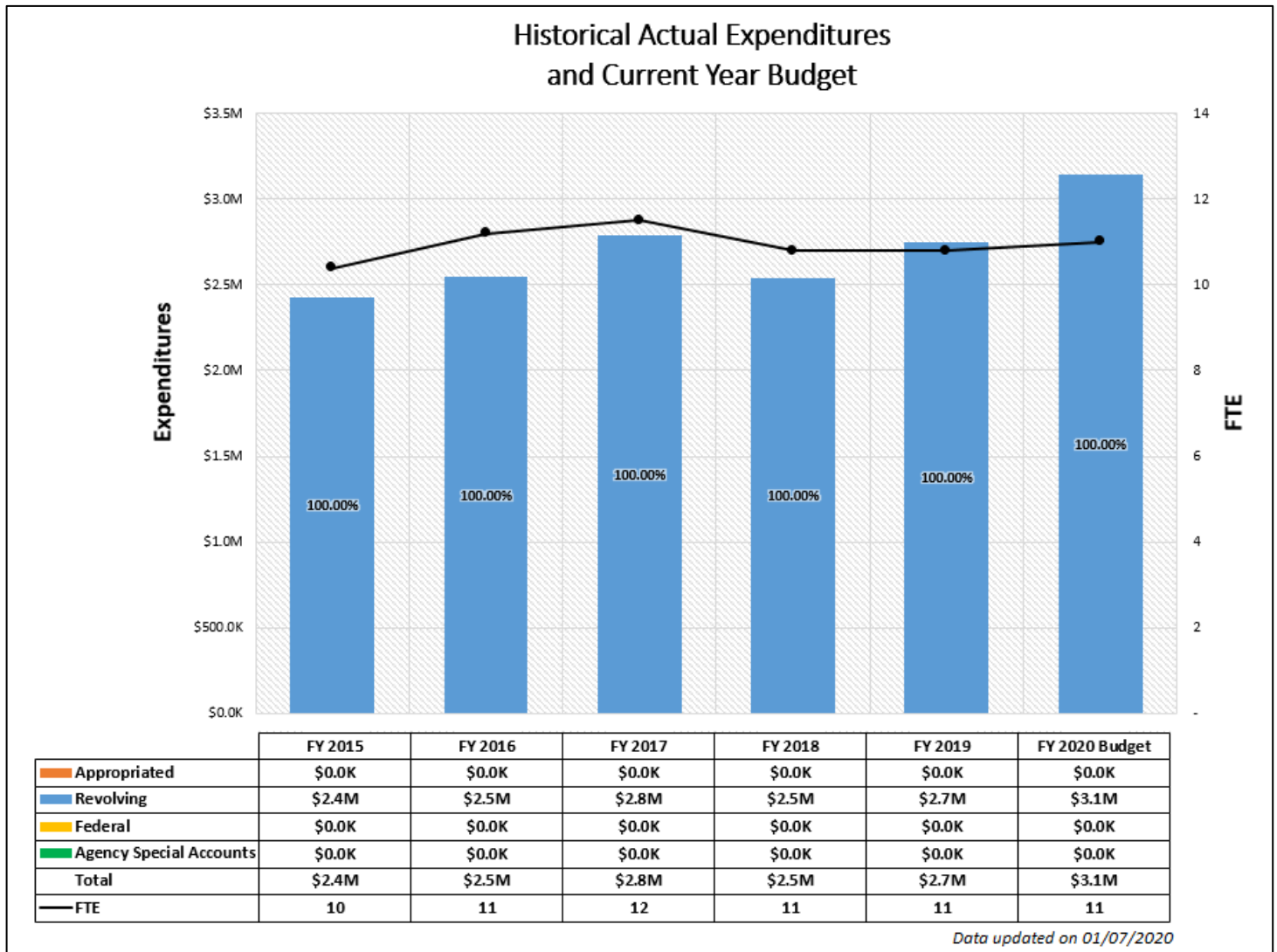
- Data scrubbing project to prepare for future implementation of a new pension administration system, undergo IT security audit, install a pod-printing system to reduce overall agency printing costs.

Oklahoma Police Pension and Retirement System



Agency information

Oklahoma Police Pension and Retirement System



Note: Chart only includes operating budget. Pension fund information can be found in Appendix C.

Mission

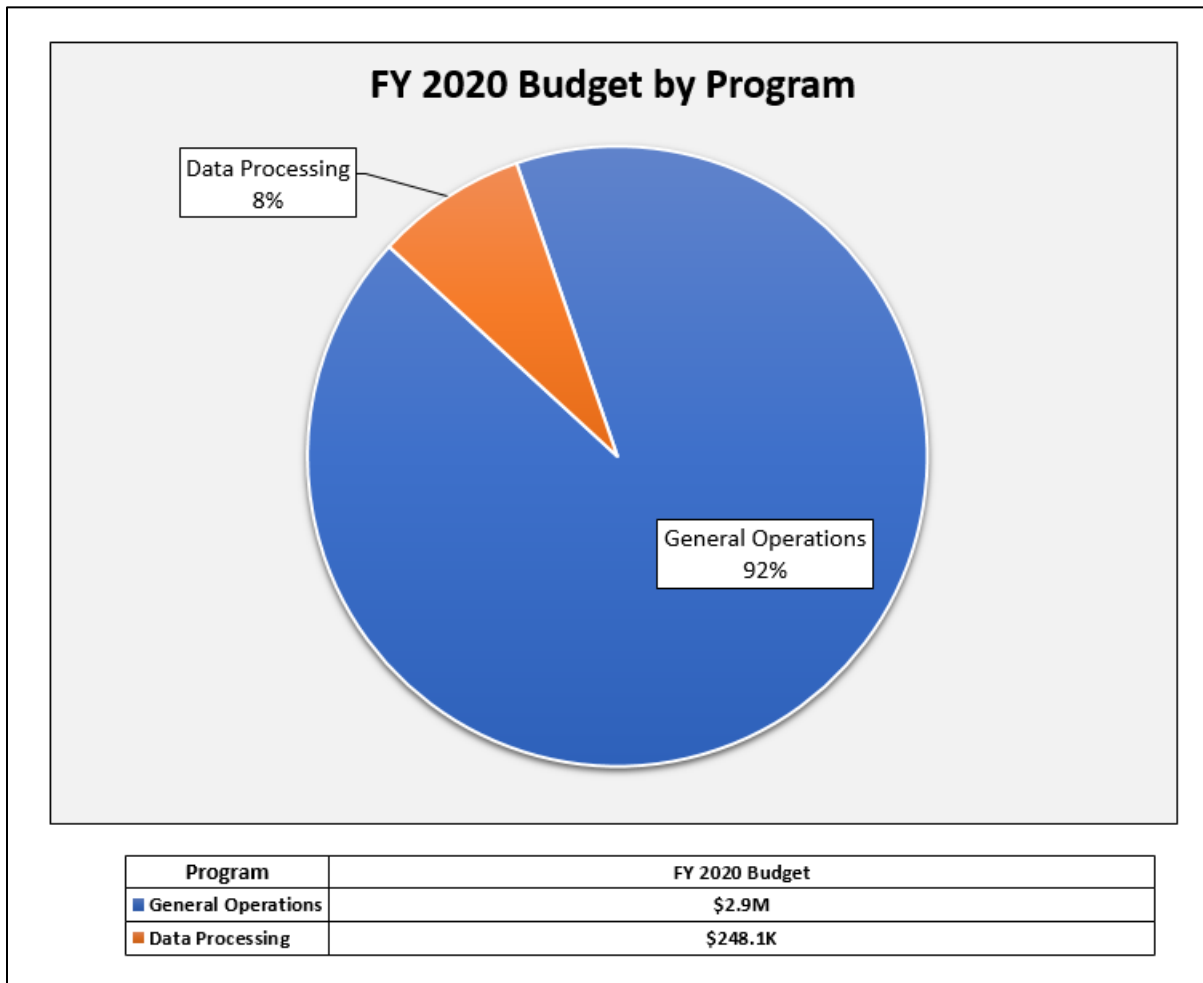
The Oklahoma Police Pension and Retirement System (OPPRS) mission is to provide secure retirement benefits for members and their beneficiaries.

Governance and administration

The board is comprised of 13 members, see table below. Six are active duty police officers from designated geographic districts and one is a retired police officer from any area of the state. The Speaker of the House, the President Pro Tempore of the Senate, the Governor, and the President of the Oklahoma Municipal League appoint one member each. The State Insurance Commissioner and the Director of the Office of Management and Enterprise Services also serve as members or may have a designee. Ginger Singer currently serves as the Executive Director with a salary of \$137,359.

Member Name	Appointing Authority	Term Ending Date
Chris Cook Chairman	District 1	June 30, 2021
David Roberts Vice chairman	District 6	June 30, 2020
Thomas Cooper	District 3	June 30, 2020
Mike Brown	Oklahoma Municipal League	June 30, 2022
Timothy Foley	Speaker of the House Appointee	January 1, 2017
Robert Groseclose	District 2	June 30, 2022
Jeff Russell	District 4	June 30, 2021
Chris Chandler	Senate President Pro Tempore Appointee	August 31, 2022
Brandy Manek	Director of OMES Designee	N/A
Greg Wood	Governor's Appointee	January 9, 2023
Ryan Woods	District 5	June 30, 2022
Jeff Celka	District 7	June 30, 2022
Sandra LaVenue	Insurance Commissioner Designee	N/A

Programs



General operations

This is the primary program and function of the agency, to provide secure and timely retirement benefits to the system's members.

Current key membership and portfolio information for the OPPRS found in the FY 2019 Actuarial Valuation Report are below:

OPPRS FY 2019 Actuarial Valuation Report	
Active Members	4,902
Retired, Disabled, and Beneficiary Members	3,815
Actuarial Value of Assets	\$ 2,677,255,000
Unfunded Accrued Liability	\$ (64,782,000)
Funded Ratio	102.5%

Data processing

OPPRS utilizes outside service software to provide members with a browser-based retirement solution and it also provides pension administration tools for membership tracking and service.

Performance and projects

Key Performance Measures by program

General Operations					
Goal					
Maintain a funded ratio above 100%.					
Key Performance Measure					
Annual funded ratio					
Key Performance Measure Description					
This measure shows the percentage of assets the plan has available to pay the future benefit liabilities that have accrued to its members.					
Unit of Measure					
Funded ratio percentage (assets/liabilities)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
102.8%	102.5%	102.2%	103.0%	103.4%	103.6%

**Assumes no cost of living adjustments (COLA's), which would reduce the funding ratio.*

General Operations					
Goal					
Achieve a rolling 10-year return in excess of 7.5%.					
Key Performance Measure					
Achieve a 7.5% investment return over rolling 10-year periods.					
Key Performance Measure Description					
As pension funds make projections to ensure adequate funding, OPPRS' goal is to achieve an average long-term investment return on assets of 7.5%.					
Unit of Measure					
10-year rolling return (at fiscal year-end)					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
6.20%	8.61%	8.00%	7.75%	7.80%	7.80%

General Operations					
Goal					
Locate and refund contributions to non-vested members.					
Key Performance Measure					
Maintain non-vested refund due members count below 8% of total membership.					
Key Performance Measure Description					
OPPRS attempts to refund all contributions to members as soon as possible. The longer this process takes, the harder it is to locate former members which increases the number of members due refunds over time.					
Unit of Measure					
Percentage of former members due refunds versus total system membership					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
8.25%	8.50%	7.75%	7.50%	7.50%	7.50%

Regional benchmarks and comparisons

In 2008, the Oklahoma pension funds were collectively funded at 59% and ranked by PEW as 47th among the other 50 state pension plans by funding ratio. By 2017, PEW ranked Oklahoma as 19th with a funded ratio of 77.9%. Wisconsin held the top spot in 2017 with a funded ratio of 102.6%.

OPPRS finished the 2019 fiscal year with a funded ratio of 102.5%. Improvements in the funding ratio over the last 10+ years has been the result of pension reform, superior investment returns, and diligent cost control.

Accomplishments

- Maintained a high-funded ratio versus peers, currently 102.5% for the fiscal year ended in June 30, 2019.
- The system made over 45,000 timely and accurate benefit payments to members during the fiscal year.

Savings and efficiencies

- Recognized lower fees with new system actuary on periodic experience study. Implemented use of share services Application Xtender for secure document distribution to board members, incurring no additional fees for solution.

Agency goals

- The system seeks to improve and automate the contribution process for participating employers, and to improve the outreach and communication with members and employers through the expanded use of available social media platforms. The system also seeks to achieve positive investment returns for the year on invested assets.

Projects for implementation

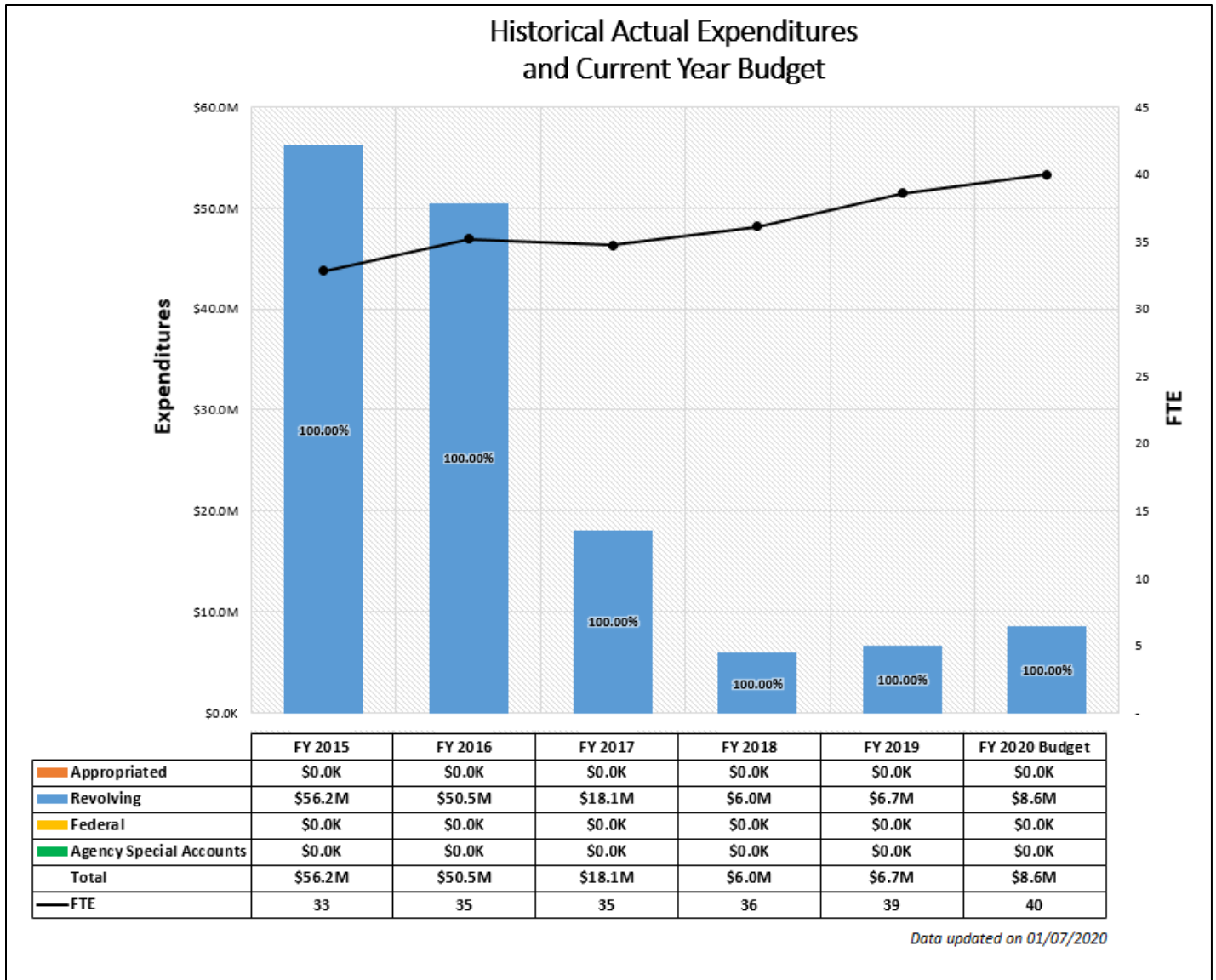
- The agency is in the process of changing software hosting services with the goal of providing a 100% uptime experience to staff, members and participating employers. The agency is also developing procedures to improve timely communication with its members through the selective use of social media.

Oklahoma Teachers' Retirement System



Agency information

Okalahoma Teachers' Retirement System



Note: FY 2015 and FY 2016 include investment manager fees. Beginning in FY 2017, investment manager fees are no longer put through the system's operating budget and remain as an investment expense to the portfolio. The change improves visibility on the system's management of operating expenses. Investment management fees are reported in the TRS Comprehensive Annual Financial Reports (CAFR) and can be found on the agency's website, <http://www.ok.gov/trs>

Mission

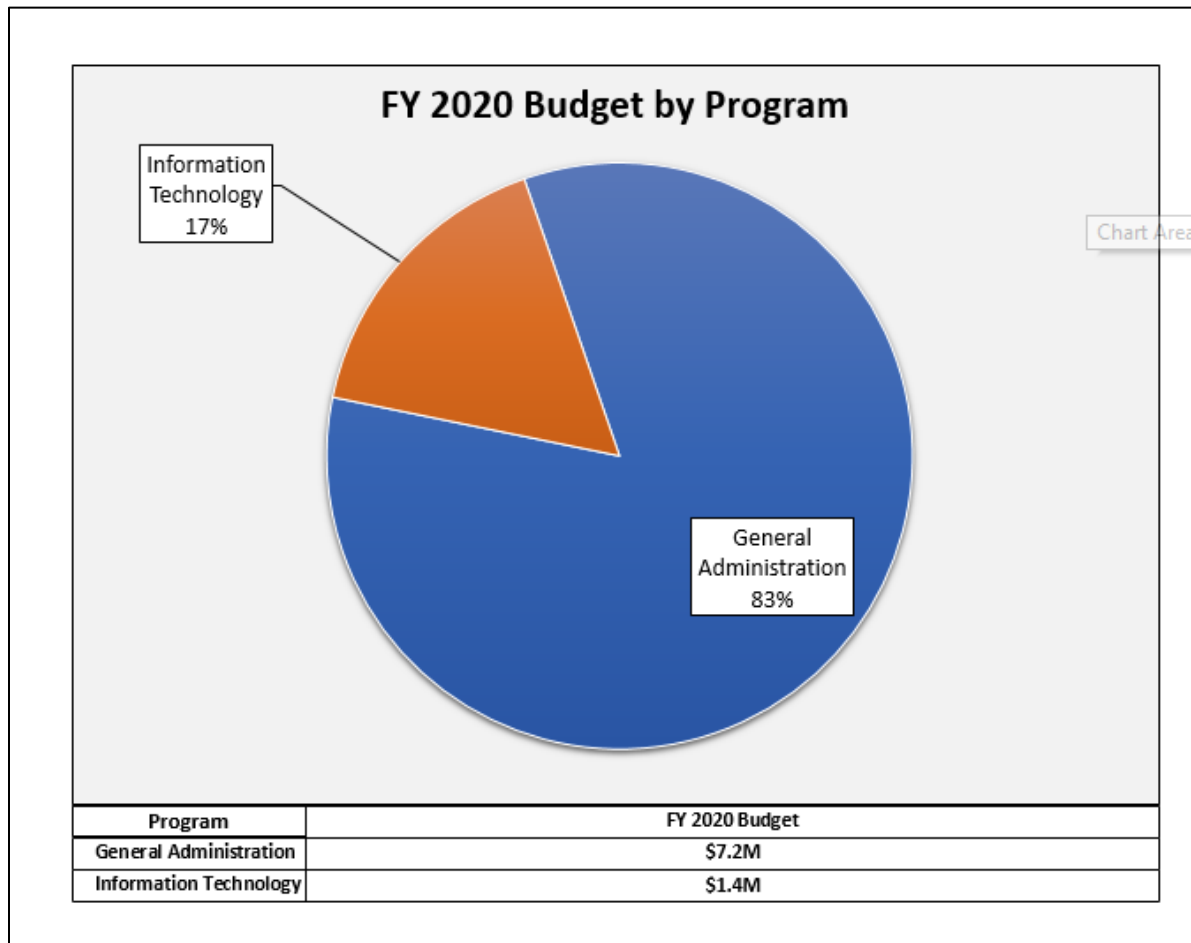
The mission of the Teachers' Retirement System (TRS) is to collect, protect and grow assets to provide a secure retirement income for public education employees.

Governance and administration

General administrative responsibility for the proper operation of the system and effective implementation of laws are vested in the Board of Trustees. The board is charged with the responsibility to collect all contributions from members. There are 15 members on the Board (below), with one non-voting member representing retired educators. Tom Spencer currently serves as the executive director of TRS with the salary currently set at \$150,900.

Name	Appointing Authority	Term Ends
Roger Gaddis	Governor	January 9, 2023
Chris Rector	Governor	January 9, 2023
Stephen Streeter	Governor	January 9, 2023
Drew Williamson	Governor	January 9, 2023
Judie Harris	Governor	N/A
Brandon Meyer	Governor	July 1, 2023
Vernon Florence	Senate Pro Tempore	January 3, 2021
Lisa Henderson	Senate Pro Tempore	September 30, 2022
Michael Kellogg	Speaker of the House	January 8, 2023
Rod Boles	Speaker of the House	March 18, 2023
Steve Massey	Retired Educators	January 31, 2020
Tim Allen	State Treasurer Designee	January 9, 2023
Mathangi Shankar	State Superintendent Designee	January 9, 2023
Greg Winters	Career - Tech Designee	N/A
Brandy Manek	OMES Director Designee	N/A

Programs



General administration

Administers the distribution of retirement allowances and other benefits to members of the system. This includes receiving approximately 101,000 retirement contributions per month, paying 58,000 retirement benefit payments per month, and serving 2,800 tax sheltered annuity participants per month.

Current key membership and portfolio information for the TRS published in the FY 2019 Actuarial Valuation Report are below:

TRS FY 2019 Actuarial Valuation Report	
Active Members	90,014
Retired, Disabled, and Beneficiary Members	64,821
Actuarial Value of Assets	\$ 17,150,348,067
Unfunded Accrued Liability	\$ 6,529,854,794
Funded Ratio	72.4%

Information technology

IT services are provided by the Office of Management and Enterprise Services. Pension administration services program is outsourced to My Consulting Group.

Performance and projects

Key Performance Measures by program

Oklahoma Teachers' Retirement System					
Goal					
Reduce pension debt.					
Key Performance Measure					
Rank in top 10% of state peer groups for funded ratio growth.					
Key Performance Measure Description					
Ranking among state peer groups for funded ratio growth as measured by the National Association of State Retirement Administrators (NASRA).					
Unit of Measure					
Percentile ranking					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not reported	5%	5%	5%	5%	5%
Key Performance Measure					
Increase funded ratio.					
Key Performance Measure Description					
Funding ratio is the actuarial value of assets to the actuarial accrued liability.					
Unit of Measure					
Percentage					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
72.9%	72.4%	73.0%	74.0%	75.0%	76.0%

Oklahoma Teachers' Retirement System					
Goal					
Minimize administrative expenses without diminished services.					
Key Performance Measure					
Percentile ranking vs. peer state retirement systems as ranked by NASRA.					
Key Performance Measure Description					
The ratio of administrative expenses to total annual benefit payments.					
Unit of Measure					
Percentile ranking					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2nd of 42 Plans	N/A	10%	10%	10%	10%

Regional benchmarks and comparisons

Pension plan administrative costs

The National Association of State Retirement System Administrators (NASRA) did a comparative study of its member systems based on their FY 2018 Comprehensive Annual Financial Reports (CAFRs). The systems were split into four groups, or quartiles, based on the amount of their actuarial liabilities.

Quartile	Median Administrative Cost
Top Quartile (\$33.8 to \$465 billion)	0.71%
3rd Quartile (\$13.1 to \$33.7 billion) *OTRS within 3rd Quartile	0.95%
2nd Quartile (\$3.9 to \$13.0 billion)	1.20%
1st Quartile (\$610 million to \$3.6 billion)	1.39%

In FY 2018, OTRS spent \$4.2 million on administrative expenses. The largest expenditures in this category were payroll and professional fees, not including investment expenses. The plans were then ranked based on the percentage of their administrative cost compared to the plans' benefits expenditures. Oklahoma TRS had a 0.31% administrative cost. This was the **second lowest cost** among the plans in the three largest quartiles.

Improvement in funded ratio

NASRA conducted a study of state pension plan improvement in funded ratio and found that Oklahoma had the top three spot in the nation for funded ratio improvement from FY 2010 to FY 2018. Oklahoma Public Employees Retirement System led the way with an increase of 32 percentage points. The Oklahoma Police Pension and Retirement System was second with an increase of nearly 28 percentage points. TRS went from 47.9% funded ratio to 72.9% for an **increase of 23 percentage points**.

Accomplishments

- Refined retirement process with a new, electronic Employee Retirement Verification process that provides most recent salary, leave and employment information, permitting TRS to get the most accurate pension calculation and paying retiree one month after leaving active payroll.
- Acquired board meeting software and tablet computers that have made board meetings mostly paperless.
- Improved member portal with access to an annual member statement and online benefit estimates.
- Successfully paid one-time legislatively mandated stipends to more than 50,000 retirees.
- Acquired and implemented a back office system with a national investment consultant which will permit TRS to better monitor investments in private markets including better information on valuation of the investments and fees payable to managers.
- Continued a rigorous internal audit program performed by an out-sourced firm that continuously provides TRS with the best practices for a public pension plan.
- Continue to receive awards for excellence in financial reporting. FY 2018 statements marked the 26th year in a row to be recognized by the GFOA.

Savings and efficiencies

- Staff will continue to negotiate lower investment management fees and other professional service fees. In the last three years, the staff has been able to lower these fees by \$3.5 million per year.
- An online retirement process will reduce some costly paper processes, as well as requiring far less manual scanning of these documents. Potentially could reduce one FTE at a cost of \$61,775.

Agency goals

- Improve IT functionality including cybersecurity
- Increase the metrics applicable to our core services.
- Improve communications with our membership with better technology.
- Continue making our operations more digital; use less paper.
- Improve our internal training opportunities.
- Reduce number of investment managers to improve efficiency and oversight capabilities.

Projects for implementation

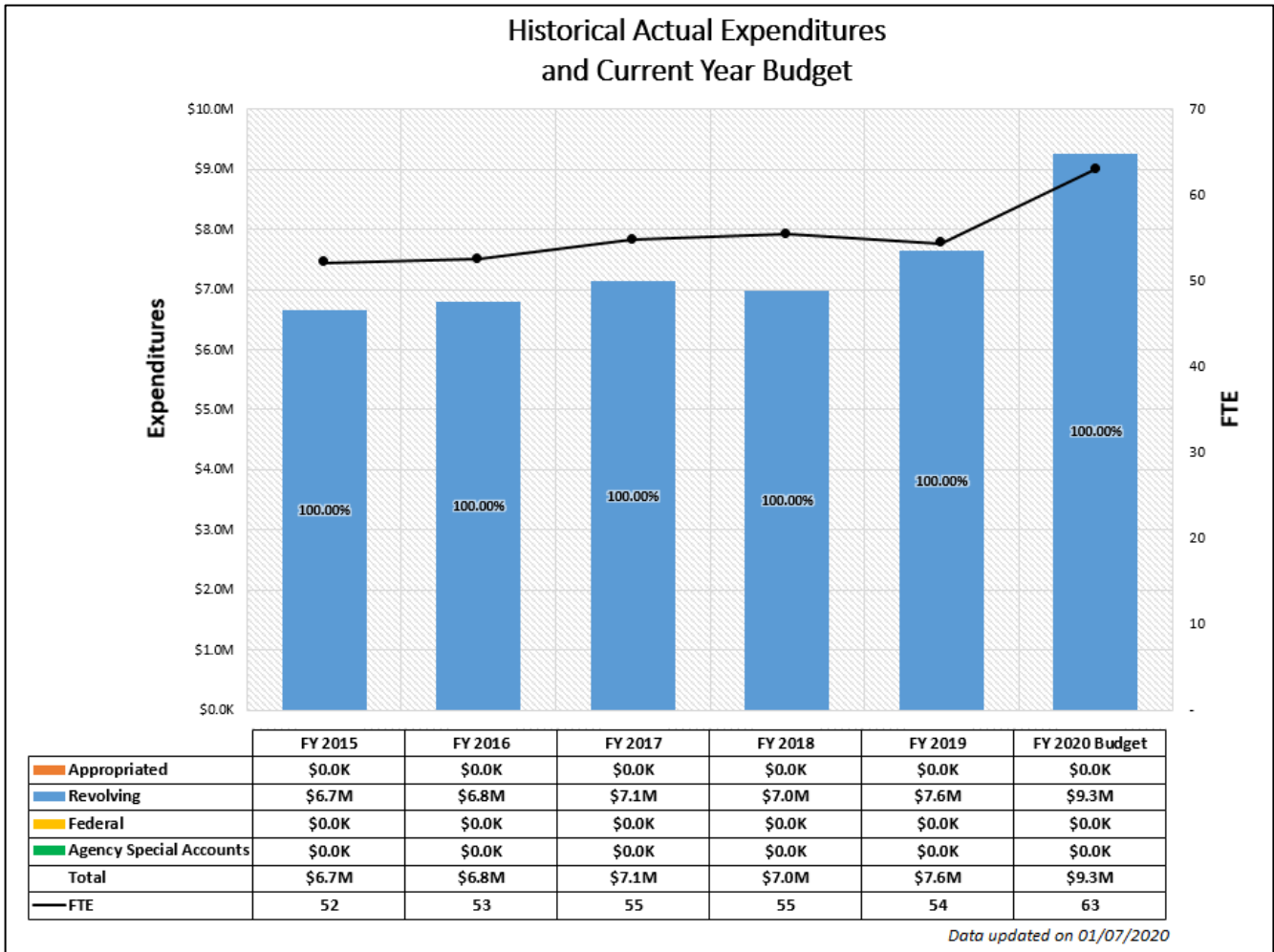
- Begin replacing our pension administration software with a system supported by a substantial company.
- Facelift of the TRS website cosmetically and functionally.
- Produce online education videos for those planning for retirement, and onboarding for new members.
- Online training videos for local employers submitting payroll data.
- Possible online retirement process.
- Comprehensive member satisfaction survey process.

Oklahoma Department of Securities



Agency information

Oklahoma Department of Securities



Mission

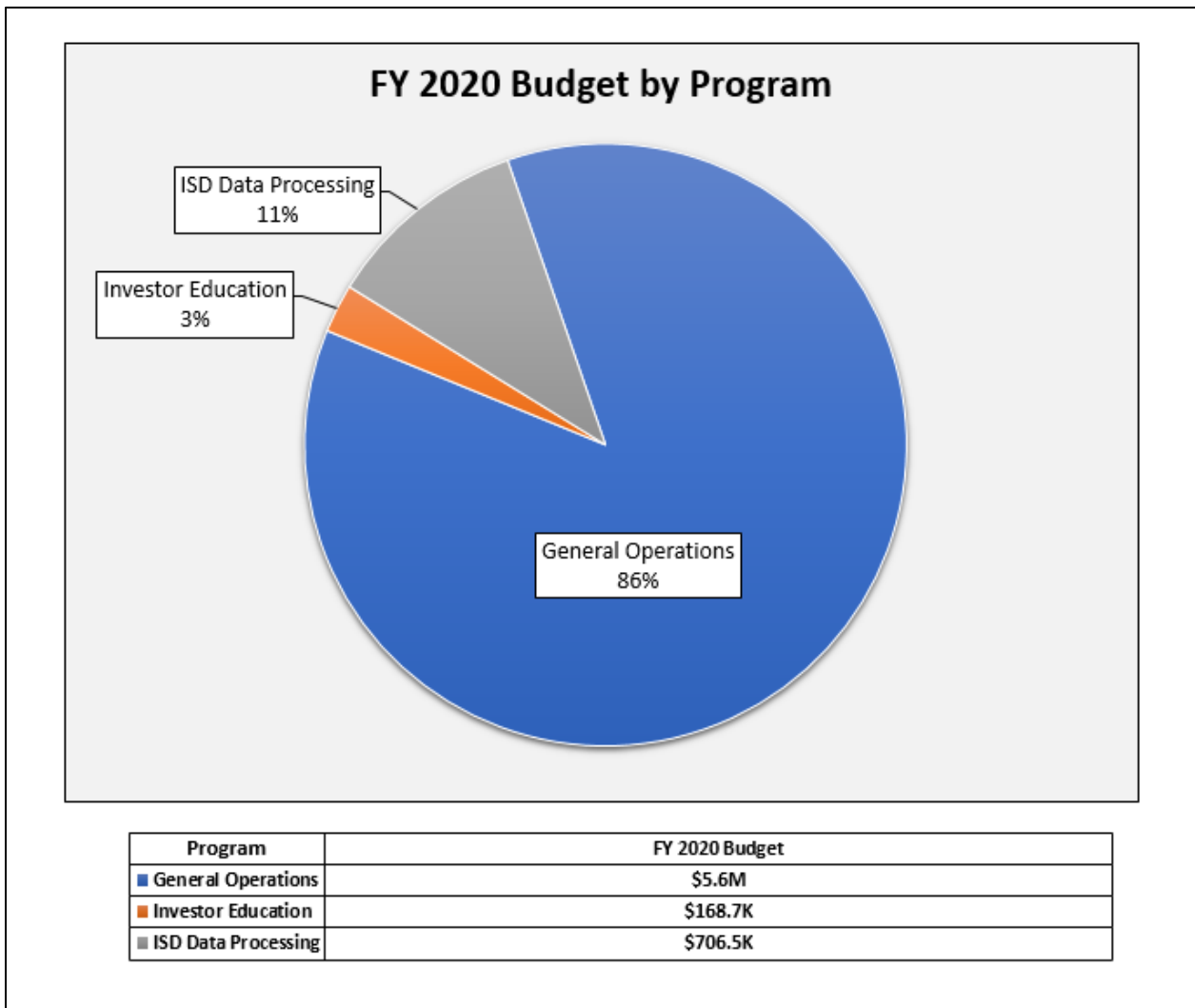
The Department of Securities’ mission to ensure investor protection through effective and essential regulation while minimizing burdens on capital formation, particularly by Oklahoma-based businesses.

Governance and administration

The Oklahoma Securities Commission is the policy-making and governing authority of the Department of Securities. The Commission is comprised of four members appointed by the Governor with the advice and consent of the Senate; see table below. One member is a member of the Oklahoma Bar Association, one member is an active officer of a bank or trust company operating in the state, one member is a certified public accountant and one member is an active member from the securities industry. The term of each of these members is six years. The fifth member is the State Bank Commissioner who serves ex officio. Melanie Hall was appointed as the Agency Administrator effective August 7, 2019 with a salary set at \$184,000.

Name	Appointing Authority	Term Ends
Robert M. Neville	Governor	7/27/2025
Nancy Hyde	Governor	7/27/2021
P. David Newsome Jr.	Governor	7/27/2023
David F. Aboud	Governor	7/27/2023
Mick Thompson	Oklahoma Uniform Securities Act of 2004, 71 O.S. Section 1-601	N/A

Programs



General operations

- **Registration of Securities Professionals**

The department performs a timely review of applications for registration as broker-dealers, agents, investment advisers and investment adviser representatives to ensure compliance with regulatory requirements such as qualification examinations and to evaluate disclosures of disciplinary history and customer complaints. The department conducts post-registration examinations of registered broker-dealers and investment advisers to assure continuing compliance with statutory requirements and applicable rules.

- **Registration of Securities**

The department performs a comprehensive and timely review of offering documents and related documentation submitted with securities registration applications and negotiates with the issuers or their representatives to assure full disclosure of material information to potential investors.

- **Investigation and Enforcement**

The department aggressively investigates suspected violations of the Securities Act and ensures that appropriate enforcement actions are taken against those believed to have violated the securities laws of this state, to include administrative actions, civil litigation and criminal referrals.

Investor education

The best way for investors to protect themselves against nonsystematic investment risks is through education about investment products and the sales practices of securities professionals, steps to avoid fraud, how to determine their personal savings and investing needs, and how to develop realistic investment objectives.

IS data processing

Information Services supports information technology needs for the agencies operations as well as providing information to the general public through the Invest Ed website.

Performance and projects

Key Performance Measures by program

Registration of Securities					
Goal					
Enhance disclosure of material information concerning issuers and the securities such issuers intend to offer and sell.					
Key Performance Measure Name					
Enhance disclosure					
Key Performance Measure Description					
Percentage of filings reviewed within 30 days					
Unit of Measure					
Percentage of filings					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not tracked	Not tracked	95%	95%	95%	95%

Registration of Securities Professionals					
Goal					
Finalize implementation of NASAA Exams Modules Database. (NEMO)					
Key Performance Measure Name					
Implement NEMO					
KPM Description					
Finalize implementation of NEMO by end of Q1 of FY 2021					
Unit of Measure					
Percent of new exams conducted using NEMO					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	N/A	N/A	100%	100%	100%

Investigation and Enforcement					
Goal					
To effectively address violations of the Oklahoma Securities Act.					
Key Performance Measure Name					
Eliminate recidivism					
Key Performance Measure Description					
Identify the percent of persons against whom enforcement action is taken more than once.					
Unit of Measure					
Percent of repeat offenders					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Not tracked	Not tracked	<5%	<5%	<5%	<5%

Investor Education					
Goal					
Development of millennial-specific outreach					
Key Performance Measure Name					
Curriculum development					
Key Performance Measure Description					
Development of short training modules					
Unit of Measure					
Total number of training modules developed and available for use					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
N/A	N/A	N/A	10	15	20

Investor Education					
Goal					
Expansion of program to adult caregivers					
Key Performance Measure Name					
Caregiver outreach					
Key Performance Measure Description					
Expand elder investment fraud presentations to organizations that include caregivers.					
Unit of Measure					
Total number of training presentations made					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
6	6	7	10	15	20

Regional benchmarks and comparisons

Like Oklahoma, a focus of the securities agencies in surrounding states is investor education. However, these agencies emphasize the facilitation of capital formation. A priority of new management at the agency will be to develop appropriate benchmarks in the pursuit to become a top ten agency.

Accomplishments

- Enhanced review of discipline history of agent and/or investment adviser representative applicants or registrants.
- Achieved clean audit opinion for FY 2018 financial statements.
- Completed redesign of InvestEdok.org website.
- Increased number of teachers and students participating in the STARS program.

Savings and efficiencies

- The department utilizes the Office of Management and Enterprise Services Agency Business Services for our procurement to payment process.
- The department operates below its authorized number of FTE positions.

Agency goals

- Continue efficiencies by operating under budget.
- Establish performance measurements and goals for each department program in conjunction with the Securities Commission.
- Achieve clean opinion on FY 2019 financial statement audit.
- Increase in number of students participating in Invest Ed program.
- Initiate more proactive communication with individual securities professionals/firms seeking registration.
- Expand senior investor education program.

Projects for implementation

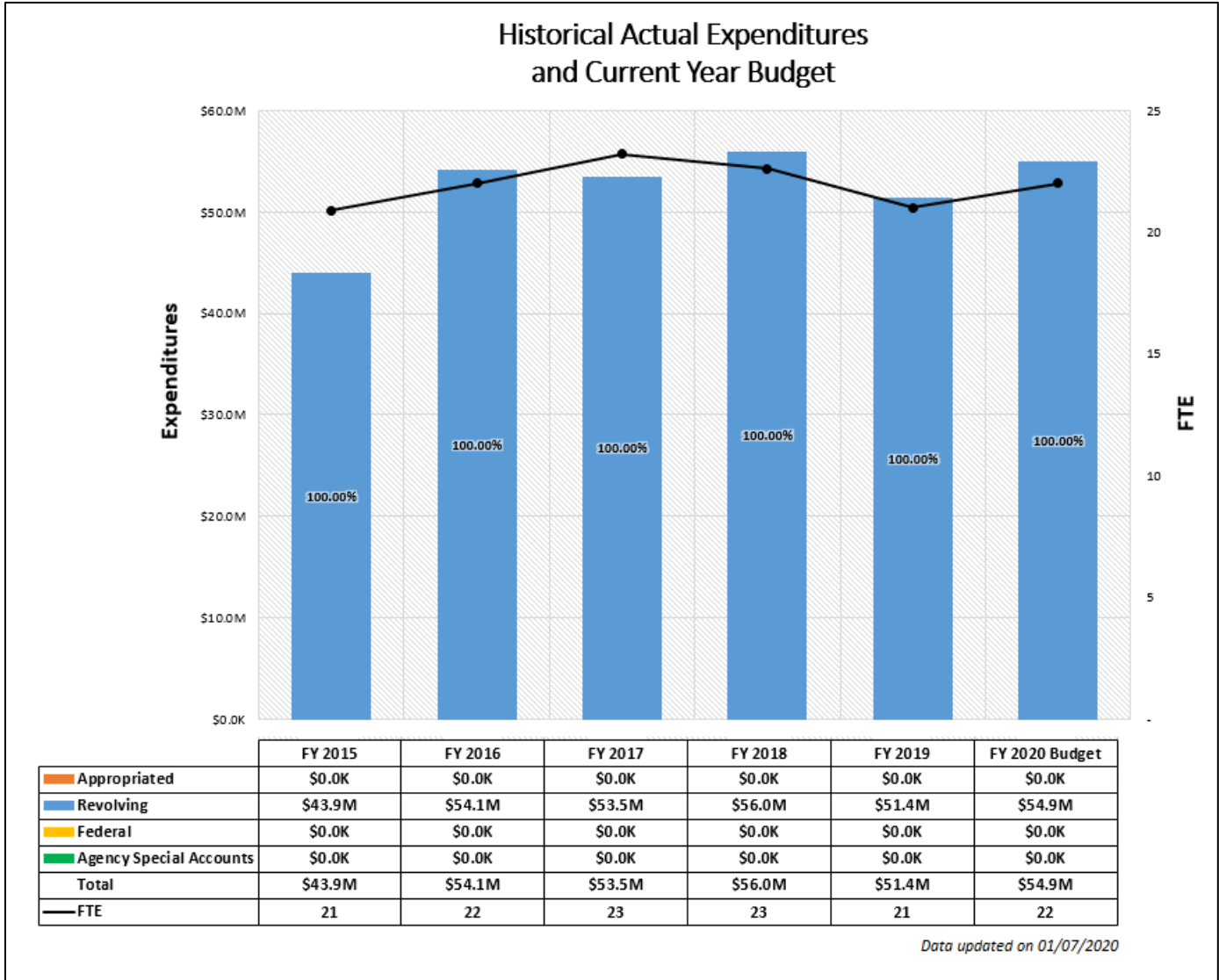
- Identify meaningful and qualitative benchmarks for comparison to other state securities agencies.
- Unify IT.
- Redesign securities.ok.gov website.
- Update of Oracle Database.

Oklahoma Tobacco Settlement Endowment Trust



Agency information

Oklahoma Tobacco Settlement Endowment Trust



Note: The agency's historical actuals in revolving fund includes investment fees as follows: FY 2015 \$2.6 million, FY 2016 \$2.7 million, FY 2017 \$3 million, FY 2018 \$3.4 million, FY 2019 \$3.6 million, and FY 2020 \$3.7 million.

Mission

The mission of the Oklahoma Tobacco Settlement Endowment Trust (TSET) is to prevent cancer and cardiovascular disease, and to improve the health of Oklahomans.

Governance and administration

The TSET Board of Directors is composed of seven members, appointed by the Governor, the President Pro Tempore of the Senate, the Speaker of the House of Representatives, the Attorney General, the state Treasurer, the State Auditor and Inspector and the state Superintendent of Public Instruction. Members serve

staggered seven-year terms. The seven-member board sets direction for the agency and programs, and develops a strategic plan. The TSET board oversees the expenditures of earnings to fund programs that improve the health and well-being of all Oklahomans. The board hires the Executive Director of the trust. Julie Bisbee was named Executive Director in April 2019 and receives an annual salary of \$120,000. Dr. Bruce Benjamin is the Chairman of the board. Michelle Stephens is the Vice Chair of the board.

As also required by the Constitution, a five-member board of investors oversees the investment of all funds in TSET. The TSET Board of Investors is chaired by the State Treasurer and the remaining four members are appointed by the Governor, President Pro Tempore of the Senate, Speaker of the House of Representatives and the state auditor and inspector. Per board policy, no funds are invested in tobacco stocks. The TSET Board of Directors contracts with the State Treasurer’s Office to provide staffing support to the TSET Board of Investors. Per the Constitution, board members on the board of investors and board of directors do not require confirmation.

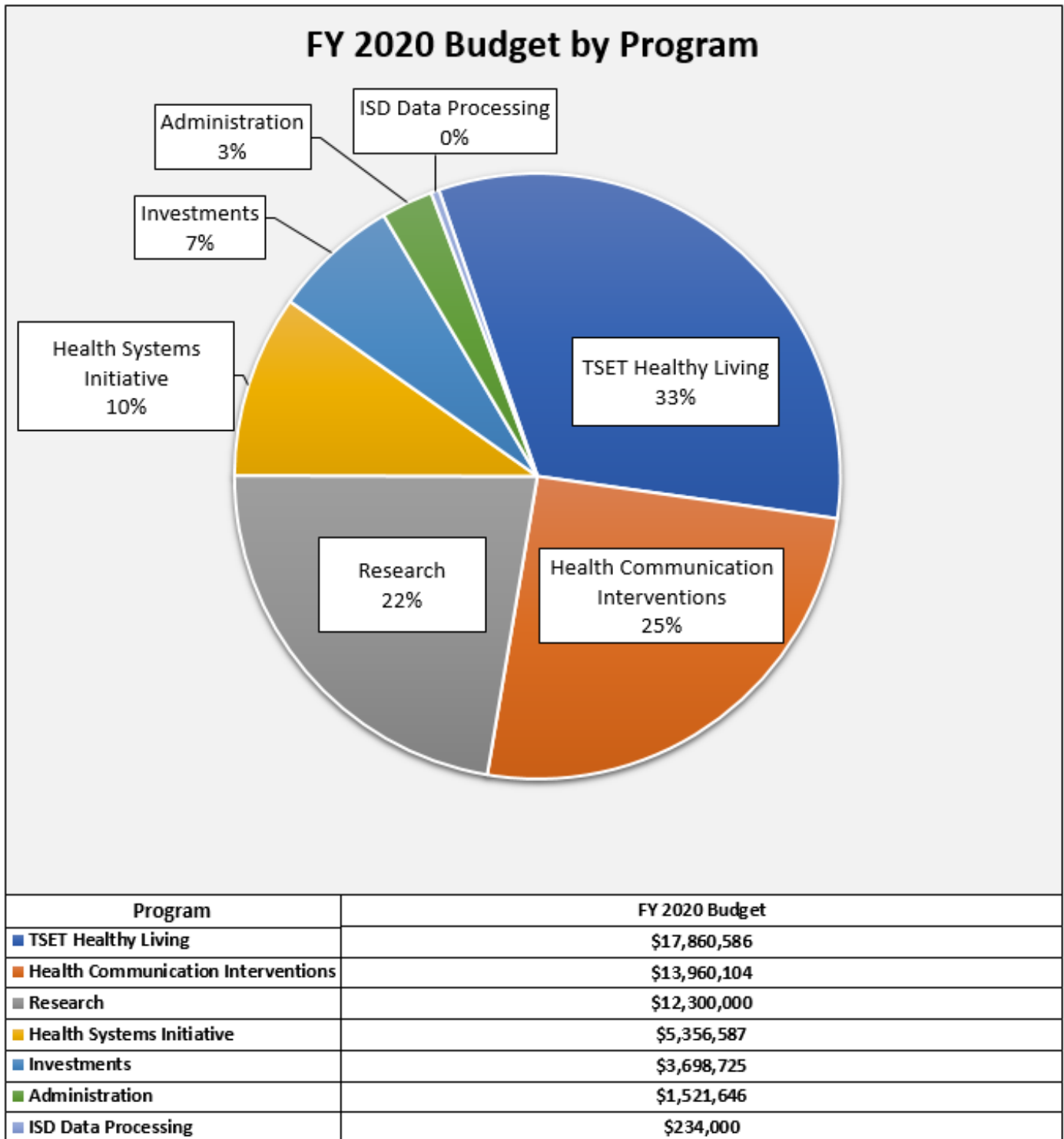
TSET Board of Directors:

Name	Appointing Authority	Appointment Date	Term End Date
Jack Allen, Jr.	State Treasurer	07/25/2019	06/30/2026
Bruce Benjamin	House Speaker	06/30/2022	6/30/2022
Marshall Snipes	Attorney General	01/10/2019	6/30/2025
Casey Killblane	Superintendent of Public Instruction	05/06/2014	6/30/2021
Curtis Knoles	State Auditor and Inspector	02/13/2013	6/30/2020
Kenneth Rowe	President Pro Tempore of the Senate	02/15/2016	6/30/2023
Michelle Stephens	Governor	07/17/2017	6/30/2024

TSET Board of Investors:

Name	Appointing Authority	Appointment Date	Term End Date
Randy McDaniel	State Treasurer	01/15/2018	01/15/2022
Todd Dobson	Governor	07/01/2015	06/30/2019
Brenda Bolander	State Auditor and Inspector	07/01/2016	6/30/2020
Deborah Mueggenborg	President Pro Tempore of the Senate	05/01/2019	6/30/2021
William Schonacher	House Speaker	03/21/2019	6/30/2022

Programs



TSET healthy living

Half of all cancers are caused by obesity and tobacco use. Oklahoma has some of the highest rates of tobacco use and obesity in the nation. TSET Healthy Living Program grants are designed to prevent cancer and cardiovascular disease by preventing and reducing tobacco use and obesity on a local level. We currently issue grants to 47 organizations working in 62 counties.

Using a comprehensive approach, grantees work with businesses, city governments, community organizations and schools to encourage healthy eating, physical activity and tobacco-free lifestyles.

The TSET Healthy Living Program seeks to lessen the burden of unhealthy behaviors before they take root. Reducing the risk factors of tobacco use and obesity will save lives and money. Designed with input from former TSET grantees, partner organizations and nationally recognized experts, the TSET Healthy Living Program replaces TSET's long-running Communities of Excellence grants.

Clients served: TSET Healthy Living Program grants cover 62 counties, integrating tobacco and obesity prevention in a holistic approach to promoting wellness.

Research

TSET funds three major research programs: the Stephenson Cancer Center (SCC), the Oklahoma Tobacco Research Center (OTRC), and the Oklahoma Center for Adult Stem Cell Research (OCASCR).

TSET grants support cutting-edge research in Oklahoma, in line with TSET's constitutional mandate that earnings from the endowment be invested in cancer research, treatment and improving the quality of life of Oklahomans. TSET's research investments include the Phase I Program at the Stephenson Cancer Center. The TSET Board of Directors began funding cancer research in FY 2012 with a five-year, \$30.25 million grant. The grant was renewed in FY 2017 for a total amount of \$31.3 million over five years. The grant created a TSET Cancer Research Program which has expanded access to Phase I clinical trials statewide, in addition to advancing cancer research and treatment nationally. In FY 2017, the SCC began a partnership with the University of Oklahoma Children's Hospital to increase clinical trials for pediatric cancer. SCC also continued its support of a statewide network of health providers that offered chemotherapy treatments closer to home and has affiliated sites in Altus, Duncan, McAlester and Tulsa. Nearly every county in Oklahoma was represented in the clinical trial patient census, and the TSET Phase I Clinical Trials Program is ranked among the top three in the country for the number of patients enrolled in Phase I clinical trials. To date, the Oklahoma TSET Phase I Program has conducted more than 225 early-phase clinical trials, with more than 1,250 patients participating. SCC earned National Cancer Institute designation in 2018. The facility will continue to work to renew the designation and funding every five years. TSET's research supports that effort.

The OTRC, a program of SCC, was funded for a new, five-year grant cycle beginning in FY 2016. OTRC continues to recruit scientists with external funding, funding research projects in population, regulatory, and clinical science, and to inform efforts to prevent and reduce cancer and other tobacco-related diseases in Oklahoma. Externally funded research at OTRC helps to meet requirements for NCI designation, as well as provides new insight on tobacco addiction, innovative treatment advances and supports emerging research on electronic cigarettes.

The (OCASCR), which was established in FY 2010, supports research into the use of adult stem cells to offset the harms of tobacco use, heart disease, stroke, COPD or other diseases. OCASCR provides research grants and priority is given to researchers who work on core areas of focus for TSET. OCASCR is governed by the research directors of the Oklahoma Medical Research Foundation, the University of Oklahoma, and Oklahoma State University (OSU), with the Oklahoma Medical Research Foundation serving as the fiscal agent.

Clients served:

In FY 2019, the Stephenson Cancer Center achieved coveted National Cancer Institute designation, which increases access to research funding that translates into improved, more advanced care for patients.

- SCC is one of 30 Lead Academic Participating Sites (LAPS) in NCI's National Clinical Trials Network (NCTN), and annually ranks among the top LAPS nationally for the number of patients participating in NCTN treatment and precision medicine trials.
- Overall, 2,700 new adult and pediatric patients were treated in FY 2018.

Health systems initiative

The program provides grants to address tobacco use and obesity throughout the state which include: Oklahoma Medical Loan Repayment Program, Oklahoma State University Medical Authority Residency, Oklahoma Hospital Association, Oklahoma Health Care Authority, Oklahoma Department of Mental Health and Substance Abuse Services, and Free the Night.

Through the Oklahoma Medical Loan Repayment Program grant with the Physician Manpower Training Commission, TSET funds are used to help recruit primary care physicians to medically underserved areas by offering medical school loan repayment assistance. Doctors must see SoonerCare patients and are trained on the best practice method to talk to a patient about quitting tobacco use and referring patients to services through the Oklahoma Tobacco Helpline.

In 2015, the TSET Board of Directors awarded a six-year, \$3.8 million grant to the OSU Center for Health Sciences and the OSU Medical Authority. The partnership is designed to support medical residency programs and place doctors in rural and medically underserved portions of the state.

The Oklahoma Hospital Association grant works with hospitals and health systems to promote best practice strategies to engage patients in quitting tobacco use. The grant also focuses on improving health among staff and patients by promoting physical activity, offering healthy food options and creating tobacco-free environments.

The Oklahoma Health Care Authority grant works with the Oklahoma Health Care Authority, Oklahoma's Medicaid agency, to improve the health of SoonerCare members by ensuring access to tobacco cessation services, targeting vulnerable populations such as pregnant women, and identifying health risks such as obesity and tobacco use. The program also promotes opportunities to improve health with physical activity and improved nutrition.

This grant works with contract providers of behavioral health services to make facilities tobacco-free and promote positive health behaviors.

The Free the Night grant works with bar owners on voluntary smoke-free policies for bars and other places of entertainment where young people frequent.

Clients served: To date, more than 112,000 patient visits have been conducted through physicians participating in the Oklahoma Medical Loan Repayment Program. In addition, more than 1,250 patients have been referred to the Oklahoma Tobacco Helpline.

Health communication interventions

When combined with other programs, customized public education interventions are one of the most effective strategies for promoting healthy behaviors. Through rigorous evaluation, TSET interventions are proven to be effective in changing knowledge, attitudes and behaviors to support healthy lifestyle choices by Oklahomans. Under this program, there are three big components.

Tobacco Stops With Me focuses on the dangers of exposure to secondhand smoke, impacts on health and the tobacco industry's manipulative marketing practices. By educating the public about the negative effects and impact of tobacco, our goal is to prevent and reduce tobacco use, improving the health and quality of life of every Oklahoman. The campaign aims to inspire individuals to make positive changes – not only for their own health, but for the health of their loved ones and fellow citizens.

The Oklahoma Tobacco Helpline offers free nonjudgmental services to help Oklahomans quit tobacco. Helpline services include text and email support, phone and web coaching, patches, gum, lozenges and more. Since 2003, OTH has helped more than 365,000 Oklahomans with their tobacco cessation efforts, saving the state an estimated \$18 million each year in direct medical costs.

Shape Your Future supports Oklahomans' efforts to eat better, move more and be tobacco-free. This public education intervention employs informative, aspirational and motivational messaging, as well as free online tips and tools. It's designed to help Oklahomans embrace health where they live, work, learn and play. Shape Your Future is funded through TSET and the Oklahoma State Department of Health.

Performance and projects

Key Performance Measures by program

Statewide Grants					
Goal					
Reduce preventable death in Oklahoma through behavior change.					
Key Performance Measure					
Reduce cardiovascular disease.					
Key Performance Measure Description					
Reduce the rates of deaths due to cardiovascular disease per 100,000 Oklahomans.					
Unit of Measure					
Death population per 100,000					
Actuals			Targets		
FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
297.9	No data yet	292	290	288	285.5
Key Performance Measure					
Reduce cancer.					
Key Performance Measure Description					
Reduce the rates of deaths due to cancer per 100,000 Oklahomans.					
Unit of Measure					
Death population per 100,000					
Actuals			Targets		
FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
173.3	No data yet	171	170	169	168

Research					
Goal					
Increase the number of research scientists funded by TSET grants. Increase the number of Oklahomans enrolled in a clinical trial. Advance discoveries and cutting-edge research in cancer, cardiovascular and other related diseases. Leverage additional research dollars for the state (on average, for every dollar TSET invests in research, institutions are able to attract an additional \$3 in outside funding).					
Key Performance Measure					
Expand research funded by TSET.					
Key Performance Measure Description					
Increase the number of researchers at OCASCR.					
Unit of Measure					
Number of people					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
40	41	42	43	44	45
Key Performance Measure					
Increase enrollment in clinical trials.					
Key Performance Measure Description					
Increase the number of children and adults enrolled in a clinical trial at the SCC.					
Unit of Measure					
Number of people					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2,800	2,850	2,900	2,950	3,000	3,050
Key Performance Measure					
Increase tobacco research.					
Key Performance Measure Description					
Increase the number of researchers at the OTRC.					
Unit of Measure					
Number of people					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
12	14	16	18	20	22

Rural Physicians					
Goal					
Reduce tobacco use and obesity while promoting healthy habits among children and adults to enhance rural prevention infrastructure.					
Key Performance Measure					
Increase the number of physicians practicing in rural or underserved areas.					
Unit of Measure					
Number of people					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
42	42	42	42	42	42

Tobacco					
Goal					
Improve the health of Oklahomans by preventing and reducing the leading causes of death, cancer and cardiovascular disease, by preventing and reducing tobacco use.					
Key Performance Measure					
Reduce the rate of cigarette consumption per capita to below the national rate (43.2 in FY 2018).					
Key Performance Measure Description					
Reduce the per capita cigarette consumption by reducing the toll of tobacco and secondhand smoke.					
Unit of Measure					
Number of people per capita					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
58.1	No data yet	52	50	47.5	45
Key Performance Measure					
Reduce adult smoking to below the national average.					
Key Performance Measure Description					
Based on the Centers for Disease Control and Prevention information, in 2018, about 13.7% of adults aged 18 years or older smoked cigarettes.					
Unit of Measure					
Percentage of population					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
20.2%	19.7%	18.7%	17.7%	16.7%	15.8%

Obesity					
Goal					
Reduce the obesity rate in Oklahoma.					
Key Performance Measure					
Reduce the adult obesity rate from 32.8% in 2016 to 27.6% by 2023.					
Key Performance Measure Description					
As measured by the annual Behavioral Risk Factor Surveillance System conducted by the U.S. CDC.					
Unit of Measure					
Percentage of population					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
36.5%	34.8%	33%	31%	29%	27.6%
Key Performance Measure					
Reduce the childhood obesity rate.					
Key Performance Measure Description					
As measured by the odd-year Youth Risk Behavior Surveillance System conducted by the U.S. CDC.					
Unit of Measure					
Percentage of population					
Actuals			Targets		
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
17.1%	NA	16.1%	NA	15.1%	NA

Regional benchmarks and comparisons

Smoking in Oklahoma has decreased 10 times faster than in states with similar tax and policy environments, according to a study by the University of Wisconsin School of Medicine and Public Health. Still, Oklahoma has one of the higher adult smoking rates in the country at 19.7%, down from 28.7% in 2001.

	Adult E-cigarette Use Rate, BRFSS 2016	Adult Smoking Prevalence Rate, BRFSS 2018	Adult Obesity Rate, BRFSS 2018	Oklahoma Tobacco Helpline Quit Rate, NAQC 2017 Regional
National	4.7%	13.7%	30.9%	-
Oklahoma	6.7%	19.7%	34.8%	32.9%
Arkansas	5.8%	22.7%	36.8%	27.0%
Colorado	5.2%	14.5%	23.0%	29.8%
Kansas	4.9%	17.3%	34.4%	-
Missouri	5.0%	19.4%	35%	23.4%
New Mexico	4.9%	15.2%	32.3%	32.4%
Texas	4.7%	14.4%	34.8%	27.6%

Note: BRFSS – Behavioral Risk Factor Surveillance Survey performed by the Centers for Disease Control and Prevention; NAQC – North American Quitline Consortium Annual Survey.

Accomplishments

- Hired a new Executive Director.
- Reorganized the operations staff to better meet organization and customer.
- Created agency wide workflows; updated grant contracts and reviewed grant terms to achieve uniform contracting procedures.
- Created a professional development committee to plan and guide development and training opportunities outside of state-offered trainings; leased new office space by moving from a privately owned building to a state-owned one, reducing the agency's footprint and monthly leasing costs.
- Completed first year of the redesigned incentive grant category; served nearly 30,000 Oklahomans through the Oklahoma Tobacco Helpline.

Savings and efficiencies

- TSET participates in shared services through the state for legal services, technology services, procurement, accounts payable, budget, payroll and human resources.

Agency goals

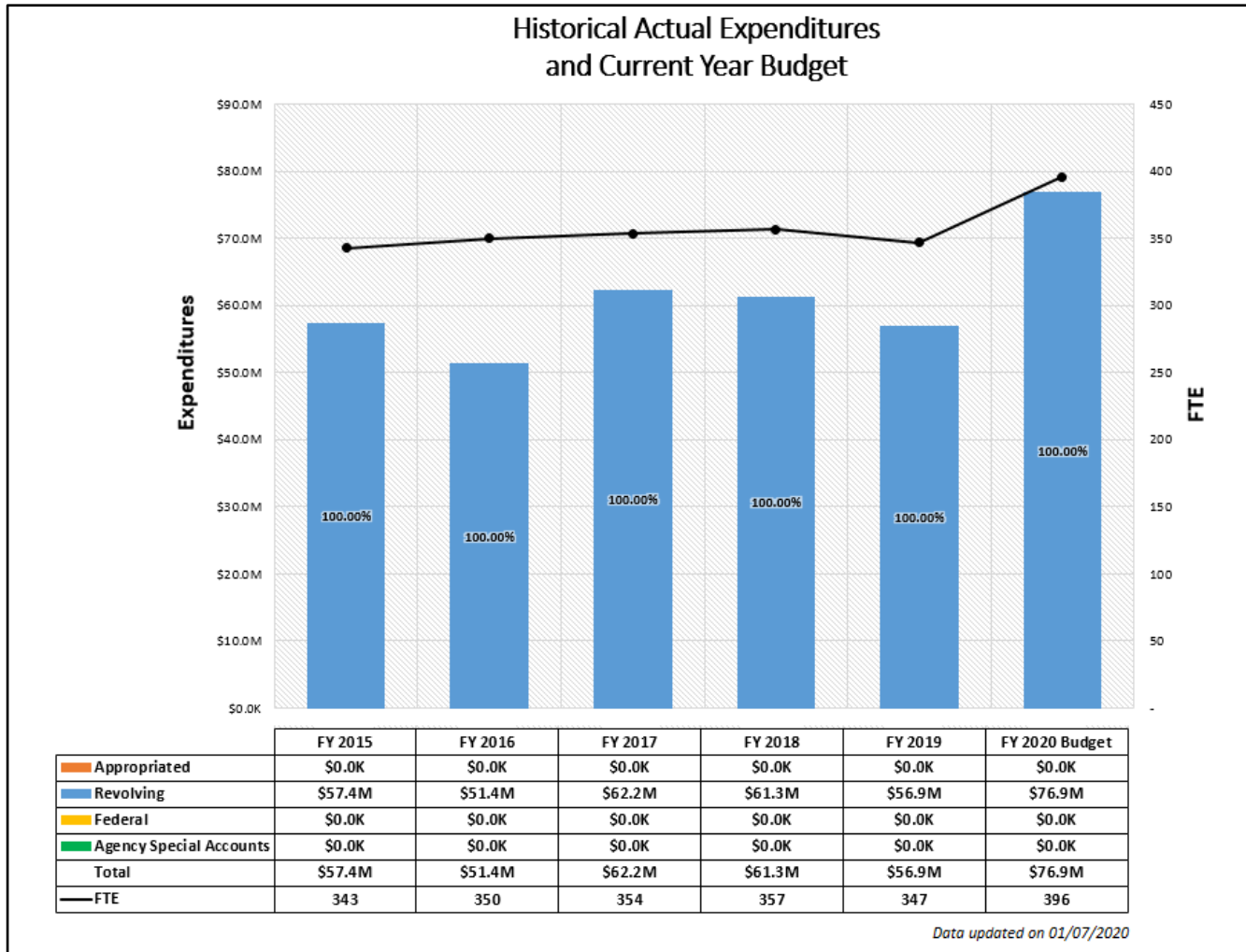
- Successfully launch new Healthy Living Program RFP.
- Continue health education programs with particular emphasis on vaping and youth nicotine addiction.
- Prioritize programs that target youth; communicate and coordinate with key opinion leaders.
- Align TSET Board of Directors and Board of Investors strategies.
- Continue work to place doctors in rural and underserved areas of Oklahoma.

Department of Wildlife Conservation



Agency information

Department of Wildlife Conservation



Note: FY 2020 budgeted appropriations include budgeted carryover.

Mission

The Department of Wildlife Conservation manages and protects fish, wildlife and their habitats. The Department partners with hunters, anglers, and those who love the outdoors to foster stewardship for the land.

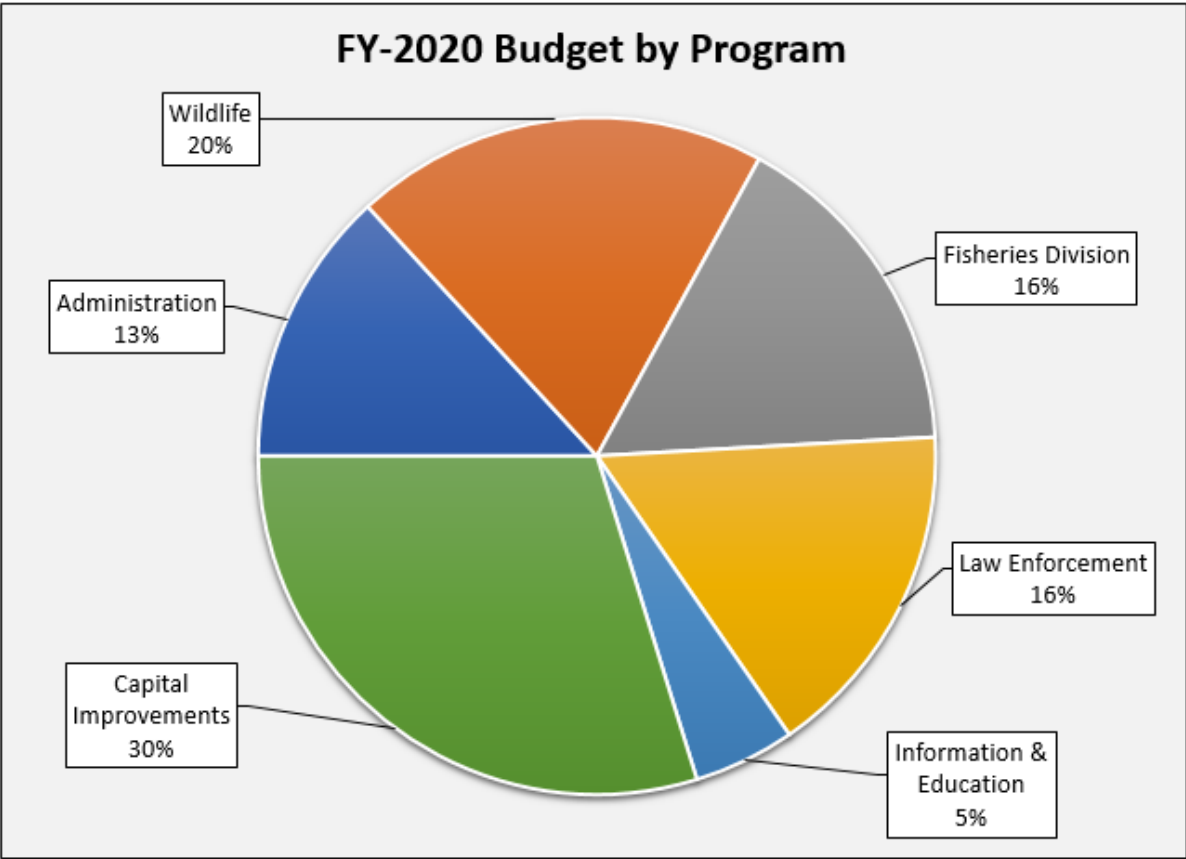
Governance and administration

An eight-member Oklahoma Wildlife Conservation Commission, appointed by the Governor and confirmed by the Senate, serve in an unpaid capacity as the Department's advisory, administrative and policy-making body. The Commission governs all Department operations and financial transactions. It oversees land and equipment purchases, wildlife management areas and fish hatcheries, plus the state's hunting and fishing regulations. The

Director of the Department of Wildlife is J.D. Strong. He was appointed by the Commission in October of 2016. The Director’s annual salary is \$145,000.

Oklahoma Department of Wildlife Conservation					
Name	Appointing Authority	Appointed by Governor	Confirmed by Senate	Term Ends	Other Statutory Requirements (e.g. Congressional districts, specific positions, etc.)
James V. Barwick	Governor	7/1/2017	7/1/2017	6/30/2025	Geographic – District 5
Bill K. Brewster	Governor	7/1/2015	7/1/2015	6/30/2023	Geographic – District 3
Leigh A. Gaddis	Governor	12/1/2014	7/1/2016	6/30/2024	Geographic – District 4
John D. Groendyke	Governor	9/1/1976	7/1/2012	6/30/2020	Geographic – District 8
C. Rick Holder	Governor	7/1/2019	7/1/2019	6/30/2027	Geographic – District 7
Robert S. Hughes II	Governor	7/1/2013	7/1/2013	6/30/2021	Geographic – District 1
Bruce R. Mabrey	Governor	7/1/2002	7/1/2014	6/30/2022	Geographic – District 2
John P. Zelbst	Governor	7/1/2010	7/1/2018	6/30/2026	Geographic – District 6

Programs



Program	FY-2020 Budget
Administration	\$10,132,947
Wildlife	\$15,208,800
Fisheries Division	\$12,427,205
Law Enforcement	\$12,510,120
Information & Education	\$3,725,012
Capital Improvements	\$22,892,661

Administration

This encompasses all agency administrative activities: license, accounting, human resources, property, information technology, federal aid, human dimensions, Director's Office and Legislative Liaison.

Wildlife

Manages the state's wildlife resources and their habitats through public land acquisition and management, technical assistance to private landowners, research and surveys, and public outreach.

Fisheries

Manages Oklahoma's aquatic resources through fish stocking, technical assistance, research, standardized surveys, and public outreach.

Law enforcement

Provide wildlife law enforcement for the State of Oklahoma.

Information and education

Informs Oklahoma citizens about Department programs, policies and regulations. Delivers education programs for children, teachers and other adults. Produces bimonthly magazine, weekly television show, E-newsletters and maintains the Department's website.

Capital improvements

ODWC buildings, inventory, vehicles, equipment, maintenance on land, shooting ranges and land leases.

Performance and projects

Key Performance Measures by program

Administration					
Goal					
Reduce costs of postage/mailing, paper, and ink due to new license system vendor. Since January 7, nearly 50% of all lifetime sales are conducted online and nearly 40% of all license sales are done online					
Key Performance Measure					
License modernization					
Key Performance Measure Description					
Reduce costs of postage/mailing due to new license system vendor. Sportsmen and women are now able to purchase any license online. They are able to apply for Controlled Hunts online, be notified if they are drawn via email, and pay for any privileges online. ODWC no longer mails out notification to people that were drawn out. Sportsmen and women no longer have to carry a physical license because of our new mobile app, Go Outdoors Oklahoma. This syncs all privileges so they can be pulled up even when out of cell range.					
Unit of Measure					
Percent of license sales conducted online					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
34%	38%	40%	42%	44%	46%

Administration					
Goal					
Grow the number of hunters and anglers in the state of Oklahoma at the same rate as Oklahoma's population growth.					
Key Performance Measure					
R3					
Key Performance Measure Description					
Oklahoma has a strong culture of hunting and fishing, but has concerns over national declines in these activities that fund wildlife conservation. Oklahoma has a goal to grow the number of certified sportsmen and women in our state at the same rate as our population grows (per capita). Oklahoma's population is projected to grow at 0.73% per year, so the hope is to grow hunting and fishing numbers at the same rate or higher.					
Unit of Measure					
Per capita change in certified hunters and anglers					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
17.07%	-1.12%	0.74%	0.74%	0.74%	0.74%

Wildlife					
Goal					
Prepare Wildlife Management Area Management Plans that identify goals, objectives, management opportunities and accomplishments					
Key Performance Measure					
Wildlife Management Area Plans					
Key Performance Measure Description					
For ODWC managed properties conduct an inventory of habitat improvement and infrastructure needs through preparation of Management Plans					
Unit of Measure					
Percentage of Wildlife Management Area plans completed					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0%	0%	6%	100%	100%	100%

Wildlife					
Goal					
Identify and monitor visitor use rates at Wildlife Management Areas (WMA) and Department-owned lakes.					
Key Performance Measure					
Monitor Public Use					
Key Performance Measure Description					
Identify baseline visitor use rates at Department areas, and track use to help enhance the public use experience.					
Unit of Measure					
Number of WMAs with vehicle or trail counters deployed to help count and track visitor use of WMAs					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
3	9	19	25	30	35

Fisheries					
Goal					
Stock fish in public waters for the benefit of anglers statewide.					
Key Performance Measure					
Stocked fish					
Key Performance Measure Description					
Utilize hatcheries to grow fish, and stock into public waters for increased fishing quality.					
Unit of Measure					
Number of fish cultured, harvested, and stocked into public waters					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
12,272,995	15,884,552	13 million	13 million	13 million	13 million

Fisheries					
Goal					
Renovate and maintain public lakes to increase public fishing access and make areas a showcase destination for anglers.					
Key Performance Measure					
Lake renovations					
Key Performance Measure Description					
Complete lake renovations to create quality fishing destinations for anglers.					
Unit of Measure					
Percentage of lakes renovated statewide					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
25%	28%	35%	40%	45%	50%

Information and Education Division – Hunter Education Program (Shooting Range Renovation and Construction)					
Goal					
Provide constituents with a safe place for sighting in and target practice in a modern and ADA-compliant shooting range facility.					
Key Performance Measure					
Renovation and construction of gun ranges.					
Key Performance Measure Description					
New and improved gun ranges to be designed, renovated and constructed in federal compliance					
Unit of Measure					
Number of ranges with completed renovation or new construction					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2	2	4	4	4	4

Information and Education Division					
Goal					
To inform and educate Oklahomans about hunting, fishing and other outdoor opportunities.					
Key Performance Measure					
Grow the outdoor community and provide useful and actionable information at wildlifedepartment.com.					
Key Performance Measure Description					
ODWC's goal is to produce a Top Ten website among all fish and wildlife agencies in the nation. Our objective is to provide key information and resources to both in-state and out-of-state hunters, anglers, sport-shooters, boaters and nontraditional customers. To meet this goal it is critical that the agency improve the quality of content, enhance functionality and enhance the aesthetics. The key performance measure the agency is tracking is the number of unique visitors to the website to improve public recognition and support for hunting and fishing opportunities and provide information and educate Oklahomans about aquatic and wildlife-related recreational opportunities.					
Key Performance Measure Description					
Unique visitors to the agency's website, wildlifedepartment.com					
Actuals		Targets			
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1,085,153	1,462,417	1,608,658	1,769,524	1,946,447	2,141,124

Regional benchmarks and comparisons

Although it is challenging to accurately compare fish and wildlife conservation, and hunting and fishing participation to other states, one relatively similar benchmark is license sales. Oklahoma is one of only four states nationally to see increasing per capita hunting license sales. In our region, we have seen the second highest increase in per capita hunting license sales (27% increase between 1991 and 2017), while most states are seeing declines. Unfortunately, the entire region has seen declines in per capita fishing license sales, although Oklahoma has experienced the second smallest decline (11% decline between 1991 and 2017).

Oklahoma caviar market

The Oklahoma paddlefish caviar market peaked in 2015 with record prices and very high demand for both export and domestic caviar. A downward trend began in 2016 due to increased availability of inexpensive, but good quality, farm-raised hybrid sturgeon caviar from China.

During 2017, price and demand for export grade paddlefish caviar dropped significantly. However, one bright spot was a significant increase in domestic sales (although at historically low prices). Beginning in 2018, both price and demand increased and several changes to ODWC's caviar sales policies were implemented to help facilitate sales. The paddlefish caviar market continued improving during 2019, with good demand and increased (yet still comparatively low) prices. Although difficult to predict, current information suggests the 2020 paddlefish caviar market will be similar to 2019's, with a continued trend of slightly higher prices and demand for both export and domestic grades.

Accomplishments

- Implemented a new licensing solution that will benefit the agency and the sportsmen and women of Oklahoma.
- ODWC also went through a strategic planning process. It had not been updated since 1997 and we are currently in our first year of implementation.

Savings and efficiencies

- The modernization of our license system is already yielding an increase in license purchases. Utilizing the online functionality of the system means there is no longer a need to print and mail copies of licenses. Also, utilization of the Google platform in conjunction with the high-tech features of our new headquarters reduces the need for in-person meetings, thus reducing fuel costs; the use of shared drives and folders also yields less printing and filing costs. ODWC also uses the Commissioners of the Land Office to manage our oil and gas leases, and we use inmate labor when possible at our WMAs.

Agency goals

- Continue the work of our 14 strategic planning initiatives. These initiatives include: Rewarding Excellence, Listening for Change, Removing Paper Obstacles, Attracting Top Talent, Building a Team Culture, Leading with Purpose, Aiming for the Target, Spending Wisely, Seeking the Next Generation, Boosting Communication Impact, Laying out the Welcome Mat, Finding new Resources, Flowing into the Future, and Stewarding our Lands. More details can be found here: <https://www.wildlifedepartment.com/strategic-plan-summary>.

Projects for implementation

Our major projects are:

- Several ODWC shooting range renovations.
- Durant State Fish Hatchery renovation.
- J.A. Manning State Fish Hatchery renovation.
- Watonga Lake renovation.
- Schooler Lake renovation.
- Replacing some aged equipment statewide.
- Several habitat renovation projects across the state.

FY 2020 Other Non-appropriated Agency Budgets and FTE

Agency Number and Name	FY 2020 Budget	FY 2020 FTE YTD Average	
20	Accountancy Board, Oklahoma	\$4,360,675	11.0
22	Abstractor Board, Oklahoma	\$283,982	2.0
39	Boll Weevil Eradication	\$883,858	6.9
45	Board of Architects, Oklahoma	\$958,055	4.0
60	Aeronautics Commission, Oklahoma	\$10,262,362	9.2
105	Capitol Improvement Authority, Oklahoma	\$534,186,034	-
140	Podiatry, State Board of	\$19,400	-
145	Chiropractic Examiners Board	\$286,631	3.0
148	Board of Behavioral Health Licensure	\$448,561	3.2
170	Construction Industries Board	\$4,703,114	31.6
190	Board of Cosmetology and Barbering	\$1,965,721	15.0
215	Dentists, Board of	\$1,942,094	6.4
285	Funeral Board	\$542,307	3.0
307	Interstate Oil Compact Commission	\$3,005,309	5.0
343	Perfusionists Board	\$26,700	-
353	Horse Racing Commission	\$10,923,208	32.9
359	Energy Resources Board	\$23,340,527	-
369	Worker Compensation Court of Existing Claims	\$3,081,065	18.0
370	Industrial Finance Authority	\$11,090,980	4.8
445	Liquefied Petroleum Gas Board	\$1,406,661	7.8
448	Licensed Alcohol and Drug Counselors, Board of	\$164,001	1.0
450	Medical Licensure and Supervision, Board	\$6,841,601	24.6
475	Motor Vehicle Commission, Oklahoma	\$696,678	4.0
509	Nursing Homes Administrators Board	\$622,338	3.0
510	Nursing, Board of	\$4,165,872	28.8
520	Optometry Board	\$366,440	2.4
525	Osteopathic Examiners Board	\$1,081,050	7.1
560	Pharmacy Board	\$4,738,336	12.0
563	Board of Private Vocational School	\$202,556	2.0
570	Engineers and Land Surveyors	\$1,824,648	9.0
575	Psychologist Examiners Board	\$267,392	1.0
588	Real Estate Commission	\$2,046,183	14.5
622	Social Workers Board	\$308,467	1.5
625	Secretary of State	\$7,070,394	33.3
632	Speech Pathology and Audiology Board	\$200,836	2.0
675	Self-insurance Guaranty Fund Board	\$650,620	-
678	Council on Judicial Complaints	\$518,259	2.0
753	Uniform Building Code Commission	\$699,598	3.0
755	Used Motor Vehicle and Parts Commission	\$1,210,653	8.4
772	Chemical Tests for Alcohol and Drug Influence	\$636,120	5.0
790	Veterinary Medical Examiners Board	\$810,977	3.5
803	Virtual Charter School Board	\$141,532,724	3.0
865	Workers Compensation Commission	\$8,160,802	44.1
978	Oklahoma Transportation Authority	\$47,182,545	523.6
Total:	\$845,716,334	902.6	

Budget data is current as of January 24, 2020

State Budget Information

Oklahoma State Budget Process
State Revenues
Rainy Day Fund
Appropriation History
Higher Education Allocation

THE BUDGET CYCLE
STATE FISCAL YEAR IS JULY 1 - JUNE 30

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
1. Agencies review program needs and prepare budget requests and strategic plans.	July 1 - Oct 1											
2. Agencies submit budget requests. Strategic plans are submitted every even-numbered year.				Oct 1								
3. Office of Management and Enterprise Services reviews budget requests and strategic plans for development of the Executive Budget Book.				Oct - Nov								
4. December Equalization Board Meeting – expenditure authority is the approved basis for the Executive Budget.						Dec						
5. Submission of Executive Budget to the Legislature. Legislative session begins.								Feb				
6. February Equalization Board – expenditure authority is approved basis for legislative appropriations and Governor's action.								Feb				
7. Legislature reviews agency budgets and finalizes appropriation recommendations.									Feb - May			
8. Governor's action on appropriation bills.									Feb - Mid-June			
9. June Equalization Board Meeting – revenue and expenditure authority adjusted to incorporate statutory changes.												June
10. Budget Work Programs submitted to the Office of Management and Enterprise Services for approval by July 1.	July											

Oklahoma State Budget Process – State Fiscal Year is July 1 through June 30.

1. **Agencies review** program performance and financial needs for preparation of their Budget Request and Strategic Plan.
2. The **Budget Request** is the legal document that contains all financial and program information for each agency, including a listing of all requests for additional state funds and changes in revolving or federal funds. Budget Requests must be submitted October 1 of every year under Section 34.36 of Title 62.
3. **Agency Strategic Plans** include each agency’s mission, goals, indicators used to measure outputs and outcomes of agency programs, and other information as required by the Office of Management and Enterprise Services within a five-year timeline. Section 45.3 of Title 62 requires strategic plans to be submitted October 1 of every even-numbered year.
4. The **Office of Management and Enterprise Services Budget division** reviews agency budget requests and holds agency budget request hearings as necessary for development of the Executive Budget.
5. **December Equalization Board Meeting** – The Equalization Board is the constitutional body responsible for setting revenue and expenditure authority for the Governor and Legislature (Section 23, Article 10 of the Oklahoma Constitution). The expenditure authority approved at this meeting is the base amount used for development of the Executive Budget Book.
6. **Submission of Executive Budget** – The Governor is required to submit an Executive Budget to the Legislature on the first Monday of each regular legislative session. The budget must be balanced using the December Equalization Board amounts and any additional proposed revenues.
7. **February Equalization Board Meeting** – The Board is constitutionally required under Section 23, Article 10 of the Oklahoma Constitution to meet again and incorporate economic adjustments to the revenue and expenditure authority. The limit approved at this meeting constitutes the limit for Legislative appropriations.
8. **Legislative Appropriations Process** – The appropriations subcommittees and legislative staff of each house review agency budgets and budget requests and pass appropriation bills.
9. The **Governor acts**, within constitutional timelines set forth in Sections 11 and 12 of Article 6 of the Oklahoma Constitution, to sign, veto or pocket veto appropriation bills.
10. **June Equalization Board Meeting** – The Board is authorized in Section 23 of Article 10 of the Oklahoma Constitution to meet and incorporate statutory changes that increase or decrease revenue and expenditure authority for the coming fiscal year.
11. **Agency Budget Work Programs** are required under Section 34.42 of Title 62 and serve as the official plan of how the agency intends to utilize available funds to accomplish statutory duties and responsibilities. This document is due on June 1, or as close thereafter as possible, and is approved by July 1.

Oklahoma State Budget Process

State Equalization Board

The Oklahoma Constitution provides for a number of checks and balances to ensure the Governor and Legislature maintain a balanced budget every year. One of the most important provisions is Section 23 of Article 10, which outlines the framework for how Oklahoma sustains a balanced budget. This section designates the State Board of Equalization as the body responsible for establishing expenditure limits for the Governor and the Legislature. The State Board of Equalization is comprised of the Governor, Lieutenant Governor, Treasurer, Auditor and Inspector, Attorney General, Superintendent of Public Instruction and Secretary of Agriculture.

Pursuant to Section 23, the State Equalization Board must meet at least two times every fiscal year:

- “No more than 45 days but no less than 35 days before the start of the legislative session” (sometime in late December or early January); and
- “Within five days after the monthly apportionment in February of each year.”

The Board can only meet again and adjust revenue estimates if the Legislature and Governor enact laws during regular or special session that reduce or increase revenue certified by the Board, transfer cash from one fund to another or establish a new certified, appropriated fund. In practice, the State Equalization Board meets in June to incorporate legislative changes enacted during the session and to re-certify revenue available for the coming fiscal year.

The benefit of this approach is that both the executive branch and legislative body are required to use the same revenue estimate and expenditure limit. State expenditures passed by the Legislature and enacted by the Governor cannot exceed the amount of funds certified and authorized by the Board.

The Office of Management and Enterprise Services, which staffs the Board, compiles revenue projections from various revenue collecting agencies throughout the state, analyzes the information, and presents the information to the Board for its consideration and approval. Projections for the General Revenue Fund, which makes up more than 80% of total state appropriated spending, are estimated utilizing a state economic model developed by Oklahoma State University and modified to fit the state’s customized needs by Oklahoma Tax Commission staff, with additional resources provided by RegionTrack, an Oklahoma City based research firm, and other national forecasts specific to the energy sector. Revenue estimates presented to the Board are based on current and prior year collection trends, economic forecasts, federal and state tax law changes, and other foreseeable factors.

Revenue certified and authorized at the December Board meeting serves as the basis for the Governor’s Executive Budget. The Board considers possible revisions to the December estimate at the February meeting. Revisions to the December estimate are based on economic changes and additional collections data that have been noted since that time, which may increase or decrease anticipated revenue collections. The estimate approved at the February meeting sets the limit on which legislative appropriations are based.

State Revenues and Expenditures

Spending limits

Oklahomans believe in responsible budgeting and limiting state expenditure growth to reasonable levels. This philosophy is cemented in Paragraph 1 of Section 23 in Article 10 of the Oklahoma Constitution. Increases in legislative appropriations in any year are limited to no more than 12% more than the preceding year’s level, adjusted for inflation.

Paragraph 1 of Section 23 provides an additional limit for Oklahoma's state budget. This paragraph limits expenditures of certified funds to 95% of the State Equalization Board estimate. This internal safeguard protects agency budgets from mild fluctuations in revenues in the event revenues do not meet the 100% estimate. Currently, 11 certified funds are directly appropriated by the Legislature and included in the total expenditure authority.

Certain statutory revolving funds are also included in the executive and legislative expenditure authority presented to the State Equalization Board. Estimates for revolving funds are included for informational purposes. The Board does not have to approve expenditures from those funds, since they are not certified funds. Unlike certified funds, the Governor and Legislature can spend 100% of the revolving fund estimates. Seven such revolving fund estimates are included in the executive and legislative expenditure authority. Revenues from four of the seven funds are specifically dedicated to education purposes. Funds from the Tobacco Settlement Fund are directed for health services; the Judicial Fund is directed to district court operations; and the State Transportation Fund is directed to the Oklahoma Department of Transportation.

Cash management

Another internal budget control is provided in Section 34.54 of Title 62 of the Oklahoma Statutes, which creates the Cash Flow Reserve Fund (CFRF). The CFRF is used for two purposes: 1) to make allocations to agencies in July since the General Revenue Fund (GRF) for that year has no collections until the end of July, and 2) to ensure that each monthly allocation of revenue to agencies is equal to one-twelfth of the money appropriated by the Legislature. This second purpose is intended to protect state agencies from variation in monthly revenue collection patterns and in practice the CFRF is used to make up the difference between actual collections in a month and the required allocations for that month.

Money is deposited into the CFRF for the next fiscal year from current year General Revenue Fund collections that are in excess of the amount appropriated from the General Revenue Fund. The limit on deposits into the fund is 10% of the amount certified by the State Board of Equalization as available for appropriation from the General Revenue Fund for the next fiscal year. At the end of each fiscal year any monies remaining in the CFRF that are not necessary for current year cash-flow needs are available for legislative appropriation or are returned to the General Revenue Fund. This provision was affirmed and strengthened by passage of HB 3206 in the 2016 legislative session, requiring OMES to analyze and submit to the State Board of Equalization the amount of monies available for appropriation.

Any excess certified General Revenue Fund collections for the current year, after the CFRF for the next year has been funded, are carried forward as cash that is available for future certification and appropriation by the Legislature. General Revenue Fund collections that are in excess of the total certified estimate are considered surplus funds and cannot be used to make deposits to the CFRF as those monies are directed elsewhere according to the State Constitution.

Budget stabilization

A portion of the revenue collected in excess of 100% of the certified GRF estimate may be deposited in the Constitutional Reserve Fund (CRF), known as the Rainy Day Fund, at the end of the fiscal year. Deposits into the CRF are limited to 15% of the certified actual collections to the GRF for the preceding fiscal year. The CRF can be accessed for three different and distinct purposes: emergencies, future year budget stabilization, and current year budget stabilization. Up to 25% of the fund may be appropriated upon a declaration of an emergency by the Governor with two-thirds legislative concurrence or upon a joint declaration of emergency by the Speaker of the House of Representatives and the President Pro Tempore of the Senate with three-fourths legislative concurrence. Up to three-eighths of the CRF may be appropriated to make up any decline in revenue certified as available for appropriation by the State Board of Equalization from one year to the next. The amount can not exceed the decline in certified revenue. The final three-eighths of the CRF may be appropriated to address a current year

revenue shortfall. To access this money, the BOE board must determine that a revenue failure has occurred in the GRF and Legislative appropriations from the CRF for this purpose are limited to the amount of the shortfall. A Constitutional provision also exists to provide incentive payments of up to \$10 million to support retention of at-risk manufacturing entities under carefully scrutinized, specific circumstances.

A new Revenue Stabilization Fund (RSF) was established with the signing of HB 2763, which took effect November 1, 2016. This fund provides a process whereby above-average revenues from highly volatile sources will be saved and later made available to supplement revenues during times of recession or other economic downturns. Additionally, a long-term effect will be increased stabilization of the state budget overall. The State Board of Equalization is required to certify five-year average annual apportionments to the General Revenue Fund of collections from gross production and corporate taxes beginning in February of 2017. Once total collections to the General Revenue Fund have reached \$6.6 billion for the prior fiscal year, monies above the certified averages from each source, respectively, will be directed into the stabilization fund and the state's Rainy Day Fund (Constitutional Reserve Fund) by specific percentages. Other provisions suspend deposits to the RSF during periods of declared revenue failure or projected downturns in an upcoming fiscal year and detail mechanisms to access the fund. SB 1072, passed during the 2019 legislative session, caps deposits to the RSF at 3% of the certified amount in the General Revenue Fund in that fiscal year and provides for a reduction of the total deposit in the event any one source of revenue falls below the determined five-year average.

Revenue shortfalls

The Director of the Office of Management Enterprise Services is statutorily charged with making allotments to agencies to control expenditures. State law also requires the State's budget to remain in balance every fiscal year. Oklahoma is constitutionally and statutorily barred from expending more money than it collects in a given year.

To ensure that revenues are sufficient to meet the appropriations specified by the Legislature, OMES closely monitors collections throughout the year. The allocation of appropriated monies to agencies occurs on the Tuesday following the second Monday of every month during a fiscal year.

During times of economic recession or distress state, revenue collections can fall below the level of appropriations. Thus, limiting appropriations to only 95% of estimated collections is an insufficient measure to ensure the state maintains a balanced budget and can fully fund all appropriations.

Title 62, Section 34.49 of the Oklahoma Statutes reads, in part:

“At the end of any fiscal year, the entire amount appropriated to any agency must be allotted to the agency by the Director of the Office of Management and Enterprise Services, except where the estimated budget resources during any fiscal year are insufficient to pay all of the appropriations of the state in full for such year. The Director of the Office of Management and Enterprise Services shall not allot to any agency during any fiscal year, an amount which will be in excess of the amount of revenue collected and allocated to appropriations made to such agency. In the event of a failure of revenue, the Director of the Office of Management and Enterprise Services shall control the allotment to prevent obligations being incurred in excess of the revenue to be collected. However, within each state fund where a revenue failure occurs, the Director of the Office of Management and Enterprise Services shall make all reductions apply to each state agency or special appropriation made by the State Legislature, in the ratio that its total appropriation for that fiscal year bears to the total of all appropriations for that fiscal year, as provided in Section 23 of Article X of the Oklahoma Constitution.”

This directs OMES to allocate all of the money appropriated to state agencies, unless revenue collections are less than the amount appropriated. When this occurs, OMES is required by this statute to reduce allocations to agencies to no more than the amount of revenue collected. Further, the reduction in allocations is to be effected

upon all agencies receiving money from the fund in which the failure occurs. Each agency receives a proportional share of the reduction based on their share of appropriations compared to the total appropriations from the fund.

Executive and Legislative Appropriations Process

Executive Budget

The Governor sets the tone for state budget recommendations with the submission of the Executive Budget on the first Monday in February of each regular legislative session. Section 34.37 of Title 62 requires the Governor to submit a balanced budget with detailed revenue and expenditure proposals to the presiding officer of each house. The Director of OMES is required to prepare the document after reviewing state agency budgets and budget requests and developing recommendations. The proposals outlined in the Governor's Executive Budget serve as the Governor's fiscal and policy priorities for the year.

Legislative process

The Legislature reviews the Executive Budget and works with the Governor throughout each session to enact a balanced budget. Establishing the state budget is the responsibility of the appropriations committees of the Senate and the House of Representatives. The committees of each house work through appropriation subcommittees which are categorized by specific budget areas such as general government, education, health, and safety and security. Subcommittees review agency budgets, requests for additional funding, and the Governor's recommendations.

The General Appropriations (GA) Bill is a method to provide a base level of funding. This provision is a safeguard to ensure state government programs and services do not shut down in the event the Legislature and the Governor are unable to agree on a budget. Historically, general appropriation bills are passed in March or April of the regular legislative session.

Last session, the Legislature repealed Section 34.86 of Title 62, passed during the 2003 session, which required the Legislature to present an appropriation bill to fully fund common education to the Governor at least 25 days prior to April 10 (subsection E of Section 6-101 of Title 70) but not later than April 1. The repealing bill, HB 2769, became effective November 1, 2019.

Appropriation decisions for agencies are typically not finalized until April or May when the General Conference Committee on Appropriations, or GCCA, is convened. The primary difference between an appropriation subcommittee of the House or Senate and the GCCA is that the GCCA is comprised of both House and Senate members. Before beginning the GCCA process, the House and Senate agree to allocate a certain amount of available funding to each GCCA subcommittee. Before a formal appropriations bill is presented to either legislative body, the two houses must work together in GCCA, negotiate spending priorities, and produce a unified budget together.

Appropriations bills may be written for individual agencies or groups of agencies that are within the same subject area, such as education. In addition to appropriating funds for the coming fiscal year, appropriation bills may also include agency spending limits, total personnel hiring limits, and the maximum salaries of directors.

If the bill is approved by a majority of both houses, the appropriation bill is sent to the Governor. All legislation, excluding any general appropriation bill, becomes effective 90 days after the end of the legislative session or later if a later effective date is specified. Legislation may become effective earlier if passed with an emergency clause. For an emergency clause to be enacted, two-thirds of each body must approve the emergency clause through a

separate vote on the bill. A general appropriation bill becomes effective at the beginning of its respective fiscal year unless otherwise specified within the bill.

Governor's action

The Oklahoma Constitution, Section 11 of Article 6, provides the Governor five working days, excluding Sundays, to enact or veto all or part of an appropriations bill while the Legislature is in regular session. If the Governor does not sign or veto a bill within five days, the bill automatically becomes law. The Governor has 15 working days to sign or veto a bill after the regular session has adjourned. Any bill presented to the Governor within five days of the end of the regular legislative session must be acted upon within the 15 days also. In contrast to actions taken during session, if the Governor does not sign or veto a bill within the 15 working days after session, the bill fails to become law. This is referred to as a pocket veto.

In addition to these powers, Section 12 of Article 6 of the Oklahoma Constitution gives the Governor the authority to disapprove an entire appropriations bill or any item or single appropriation within the bill. This line-item veto power is one manner by which the Governor exercises control over state budget appropriations.

Vetoes may be overridden by two-thirds majority of each house for bills with no emergency clause and by three-fourths majority of each house for bills with an emergency clause.

Funds Subject to Appropriation

The State Board of Equalization, in accordance with Section 23, Article X of the Oklahoma Constitution, annually certifies the following funds as available for appropriation. Each of these funds is identified in the accounting structure with a three-digit code. The first two digits uniquely identify the fund. The last digit represents the year the funds were collected (e.g., 190 would be the General Revenue Fund monies collected in FY 2020).

General Revenue Fund (Fund 19X):

Income to this fund is from state taxes, fees, regulatory functions, and income on money and property. Approximately one-half of all state revenue is deposited to this fund. Funds are appropriated for the operation of state government and other purposes specified by the Legislature (Article 10, Section 2).

Council on Law Enforcement Education and Training (CLEET) Fund (Fund 58X): Income is derived from penalties, assessment fees, and other receipts pursuant to law. Income is dedicated to peace officer training and other agency duties (Title 20, Section 1313.2; effective November 1, 1988).

Commissioners of the Land Office Fund (Fund 51X): This fund was created to receive revenue collected from surface leasing of lands managed by the Commissioners of the Land Office and 6% of the revenue generated from the Common School Fund, the Education Institutions Fund, the University of Oklahoma Fund, the University Preparatory School Fund, the Oklahoma State University Fund, the Public Building Fund, and the Greer 33 Fund. Funds are used for administrative costs of the Commissioners of the Land Office. Funds not used for administrative costs of the Commissioners of the Land Office are allocated to public schools (Title 64, Section 1009; effective July 1, 1992).

Mineral Leasing Fund (Fund 55X): Income to this fund is from a share of lease sales and royalty payments on oil and gas production on federal lands within the state. Funds are used for the financial support of public schools (Title 62, Section 34.48; effective 1920).

Special Occupational Health and Safety Fund (Fund 54X): Each insurance carrier writing Workers' Compensation Insurance in this state, the State Insurance Fund, and each self-insured employer authorized to make workers

compensation payments directly to employees pay a sum equal to three-fourths of 1% of the total workers compensation losses, excluding medical payments and temporary total disability compensation. Funds are used exclusively for the operation and administration of the Occupational Health and Safety Standards Act of 1970 and other necessary expenses of the Oklahoma Department of Labor (Title 40, Section 417.1; effective July 1, 1986).

Public Building Fund (Fund 11X): Income to the fund is from portions of leases, sales, rentals and royalties of lands set aside for public building purposes by the state's Enabling Act (Section 33) and lands granted in lieu thereof, under the management of the Commissioners of the Land Office. Funds are appropriated for major maintenance and capital improvements of public facilities (Title 64, Section 1079; effective 1910).

Oklahoma Education Lottery Trust Fund (Fund 38X): In November of 2004, voters passed SQ 706, which established this fund as one available for appropriation by the Legislature for the purposes of common education, higher education, and career technology education. Revenue deposited in the fund comes from net proceeds generated by the Oklahoma Lottery (Title 3A, Section 713).

State Public Safety Fund (14X): HB 3208, passed in the 2016 legislative session, established this fund for the Department of Public Safety subject to legislative appropriation. Its initial funding is limited to receipts from a motor vehicle tag reissuance contained in the bill (Title 47, Section 2-147 and Title 47, Section 1113.2). Ongoing funding is established by passage of HB 1845 in the 2017 legislative session and includes specific revenues from certain REAL ID compliance fees.

Health Care Enhancement fund (15X): HB 1016XX, passed in the second extraordinary session of 2018, established this statewide fund, effective July 1, 2019 and subject to legislative appropriation (Title 68, Section 302-7a). The fund consists of monies received from a new tax of \$1 per pack of 20 cigarettes enacted by HB 1010XX during the same session.

Alcoholic Beverage Control Fund (16X): SB 383, passed in the 2016 legislative session and effective October 1, 2018, established this statewide fund subject to legislative appropriation (Title 37A, Section 5-128). The fund consists of revenues collected by the ABLE Commission for the state from license and registration fees pursuant to the Oklahoma Alcoholic Beverage Control Act.

OK Pension Improvement Fund (17X): SB 1128, passed in the 2016 legislative session, established this statewide fund subject to legislative appropriation. Expenditures from the fund are to be used to pay for the cost of any legislatively authorized cost-of-living adjustment for retirees or beneficiaries of the State of Oklahoma retirement systems or to reduce unfunded liabilities of such systems. Revenue to the fund is from \$5 of a \$20 fee assessed through the Uninsured Vehicle Enforcement Diversion Program, established by SB 359 during the 2016 legislative session and administered by the District Attorneys Council.

Agency Budgets

Budget work programs

Oklahoma statutes provide the legal framework under which state agencies budget and expend funds in a responsible manner. Section 34.42 of Title 62 requires every agency to submit a balanced budget on the first day of June or soon thereafter. Funds must be budgeted by program categories and expenditure limits placed in law.

Appropriation bills may set maximum limits on the amount of state appropriated funds, revolving funds, and federal funds that each program may budget and spend for the fiscal year. Maximum limits for personnel or full-time-equivalent personnel, lease-purchase expenditures, and director salaries may also be defined in statute. Budget work programs must conform to these parameters to provide a plan on how the agency will utilize all state, revolving, and federal funds for the fiscal year.

Work programs are reviewed by OMES Budget, and the approved work program serves as a basis for the subsequent allotment of funds. Certified funds such as the General Revenue Fund are allotted to agencies on a monthly basis and cash appropriations are allocated in a lump sum, as available. Budget Work Programs can be revised at any time during the fiscal year if justified. Revisions can be incorporated within various expenditure, full-time-equivalent employee, and transfer limits.

Agencies are allowed under law (Section 34.52 of Title 62) to request to transfer up to 25% of funds between line-items of appropriation, allotment or budget category within the same agency. The Joint Legislative Committee on Budget and Program Oversight and the Director of OMES can further approve transfers between line-items up to 40%. All transfers are subject to review by the Joint Legislative Committee on Budget and Program Oversight to determine if the transfer meets legislative intent or subverts the intention and objectives of the Legislature.

Executive and legislative staff review agency budgets and expenditures throughout the year to ensure each agency is meeting program goals and stated legal expenditure limits.

Strategic planning

While performance informed budgeting looks across the entire enterprise of state government, agencies are still required, by the Oklahoma Program Performance Budgeting and Accountability Act, to submit strategic plans for their internal operations that define their mission, vision, goals, and performance measures. Section 45.3 of Title 62 requires every agency to submit five-year strategic plans on October 1 of every even numbered year.

Strategic planning helps focus agency leadership and staff on short-term and long-term goals and how to achieve those goals. Outcome measures required in strategic plans and agency budget requests focus agency leadership and staff on monitoring and improving performance. This information is a valuable tool for policymakers. Performance information is also used in routine and special performance evaluations and policy analysis conducted by agencies, OMES, legislative staff, the Auditor and Inspector, and outside consultants. Evaluating government programs and services using meaningful data allows elected officials to make better, more informed budgeting decisions.

Budget request

Section 34.36 of Title 62 requires agencies to submit a budget request on October 1, of every year. The budget request serves as the financial plan to the agency's strategic plan. This document outlines program funding and performance information and includes a detailed listing of additional state funding requested by each agency.

Copies of each agency's budget request and strategic plan are submitted to OMES, House and Senate staff, and members of the Legislative Oversight Committee on State Budget and Performance.

Performance informed budgeting

Per statute, agency budgets are prepared using the performance informed budgeting technique. As a part of the budget cycle, agencies align their budgets to strategic priorities of the state. Furthermore, every agency has established measurable Key Performance Metrics (KPMs), and their performance against these KPMs is rigorously tracked over time. By ensuring that agency programs are aligned with strategic priorities and rigorously tracking performance against KPMs, agencies will be able to ensure that resources are effectively allocated against the focal areas that drive meaningful results for Oklahomans.

Financial tools

Comprehensive Annual Financial Report (CAFR)

The CAFR is the primary means of reporting aggregate financial activities for all state agencies. Prepared by OMES Central Accounting and Reporting in conformance with Governmental Accounting Standards Board (GASB) Statements 34 and 35, this model provides a better picture of the state's financial status as a single, unified entity. Financial statements contained in the CAFR include a Statement of Net Assets and Liabilities; Statement of Activities outlining major state expenditures; and a Statement of Revenues, Expenditures, and Changes in Fund Balances. The CAFR is a valuable tool to use when reviewing and analyzing overall state revenue and expenditure trends.

Single Audit

The Single Audit is prepared by the Auditor and Inspector's Office to meet the requirements of the Single Audit Act. The federal funds expended by all state agencies (excluding higher education and civil emergency management) are included within the scope of this report. The Single Audit reports federal fund expenditures for each agency and provides information on the type of federal funds available for state agencies, such as block grants, entitlement programs, and matching grants. This report, required by the federal government, ensures state agencies are properly expending and accounting for federal funds.

Financial System

Daily, monthly, and annual reports generated from OMES financial systems provide quality agency budgeting and expenditure reports which allow policymakers to track funds by program and object code. Other essential financial reports include budget to actual reports, cash balance, and receipts and disbursements for funds.

Capital Budget

The capital budget process

The State of Oklahoma's Capital Improvement Plan (CIP) and the Long-Range Capital Planning Commission were established in 1992 to provide the infrastructure for state and local governments to perform comprehensive capital plans. Capital projects are defined as one-time projects costing at least \$25 thousand with a useful life of at least five years.

The CIP development process begins early in the calendar year. July 1 is the official deadline for agencies, boards, commissions, trusts, colleges, and universities to submit their Capital Budget Requests into a web-based system hosted by OMES. Once received, the commission separates requests into two broad categories: self-funded and appropriation-funded. Generally, the commission accepts an applicant's ranking of self-funded projects without further review.

Projects requiring an appropriation are evaluated according to a ranking process to permit the equitable allocation of limited state resources. The ranking system uses the following criteria:

- Impact on operating and capital costs;
- Leverage of state funding with other resources;
- Legal obligations;
- Impact on service to the public;
- Urgency of maintenance needs;
- Completion of prior phases;
- Health and safety; and
- Advancement of the agency's mission.

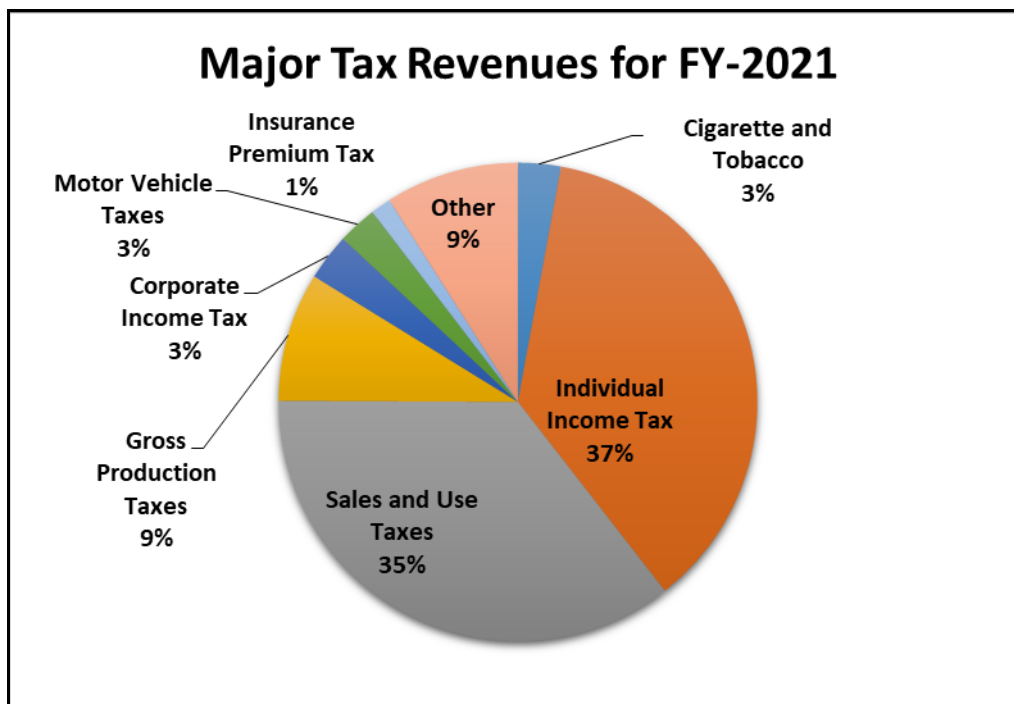
Oklahoma Revenues and Expenditures

Major tax sources

The single largest source of revenue collected by the state comes from taxes paid by Oklahoma citizens, businesses, and others doing business in the state. Most of the state's appropriated revenue is from general taxes. For FY 2019, tax revenue comprised approximately 94% of total appropriated revenue.

Taxes such as income tax are compulsory payments and cannot legally be avoided. This is in contrast to fees, like fishing licenses, which are discretionary and voluntary to the extent one decides to utilize a state service.

The seven major tax revenue sources for FY 2021 (estimated to provide approximately 91% of total state tax revenues) were most recently estimated during the last December Board of Equalization meeting and are shown below.



Individual income taxes

Oklahoma's income tax laws date back to 1915 when an income tax was imposed on the net income of individuals residing in Oklahoma and upon the Oklahoma portion of nonresidents' income. The income tax was extended to corporations and banks in 1931.

The importance of the income tax to state revenues increased when voters approved the 1933 constitutional amendment prohibiting state taxation of property. While there have been numerous changes to the income tax law since its inception, today individual income taxes are the single most important source of state revenue and represent over one-third of all state tax revenue collected for the General Revenue Fund.

The Oklahoma individual income tax calculation employed rates from 0.5% to 5.50% through calendar year 2011. Effective January 1, 2012, the top rate was reduced to 5.25%; and, based on a finding of the State Board of Equalization in December of 2014, has been further reduced to 5.00% beginning January 1, 2016. Federal income

taxes paid are not deductible from net income.

In 2006, the Legislature passed and the Governor approved the largest tax cut package in Oklahoma history. HB 1172 lowered the individual income tax rate and increased the standard deduction over several years. Based on the amount of growth revenue for the coming fiscal year as required by this legislation, the State Board of Equalization determined on February 22, 2011, that conditions had been met to lower the top income tax rate to 5.25% beginning on January 1, 2012. HB 2032, passed in the 2013 legislative session, would have lowered the top rate to 5.0% beginning January 1, 2015, and to 4.85% as of January 1, 2016, contingent upon a determination to be made by the State Board of Equalization pursuant to the enacted statute. This bill was declared unconstitutional by the Oklahoma Supreme Court in December of 2013 because it violated the one-subject rule. SB 1246 passed during the 2014 legislative session implemented a mechanism to reduce the top marginal individual income tax rate to 5.00% and further to 4.85% contingent upon specific findings required of the State Board of Equalization. On December 18, 2014, the board found that conditions had been met to authorize the first reduction to 5.00% for the tax year beginning January 1, 2016. In December of 2016 a required preliminary finding indicated that conditions for the further reduction to 4.85% had not yet been met. SB 170, passed in the first regular session of 2017, repealed the mechanism for reducing the rate to 4.85%.

Since 2006, the standard deduction has gradually increased. By tax year 2011, the standard deduction became equal to the federal standard deduction. HB 2348, passed in the first regular session of 2017, froze the Oklahoma standard deduction at tax year 2017 amounts. The table below shows the individual income tax rates and corresponding standard deduction changes since 2006.

Standard Deduction

	Tax Rate	Married Filing Jointly	Head of Household	Single
2007	5.65%	5,500	4,125	2,750
2008	5.50%	6,500	4,875	3,250
2009	5.50%	8,500	6,375	4,250
2010	5.50%	11,400	8,350	5,700
2011	5.50%	Match Federal Deduction		
2012-15	5.25%*	Match Federal Deduction		
2016	5.00%*	Match Federal Deduction		
2017-2019	5.00%	12,700	9,350	6,350
*Based on the amount of growth revenue determined by the Board of Equalization				

In March 2018, during the second extraordinary session of the 56th Legislature, the Legislature passed and the Governor signed legislation that caps Oklahoma itemized deductions at \$17,000 annually, beginning in 2018. Additional provisions of HB 1011XX exclude deductible medical expenses and charitable donations from the cap.

In April 2018, during the second extraordinary session of the 56th Legislature, the Legislature passed and the Governor signed HB 1014XX that redirected motor vehicle collections authorized in Section 1104 of O.S. 47 from apportionment into the General Revenue Fund to the ROADS Fund. This bill also amended O.S. 69 § 1521 to direct

that amounts previously being taken from individual income tax collections to fulfill ROADS funding requirements be reduced by the total amounts redirected from motor vehicle collections. Beginning in FY 2020 individual income tax collections intended for the General Revenue Fund will no longer be used to fund the entire \$575 million ROADS fund requirement.

The apportionment of individual income tax receipts was changed by the 2006 Legislature. The following table shows those changes. There have been no subsequent effective changes.

Individual Income Tax Apportionments FY 2007 to FY 2020		
	<u>FY 2007</u>	<u>FY 2008 thru FY 2020</u>
General Revenue	86.16%	85.66%
1017 Fund	8.34%	8.34%
Teachers' Retirement Fund	4.50%	5.00%
Ad Valorem Reimbursement Fund	1.00%	1.00%

Corporate income tax: Like current individual income tax rates, corporate income tax rates were progressive when implemented in 1931 and remained that way until 1935 when a flat 6% rate was established. The rate was decreased to 4% in 1947. The rate has since been increased to its original and current level of 6%.

The corporate income tax rate is applied to all taxable income. Manufacturers' exemptions and some targeted credits and incentive payments frequently are used as economic development tools which reduce a company's income tax liability. The largest of these targeted incentive programs is the Quality Jobs program.

While revenue from the corporate income tax is important to the overall revenue picture, it provides approximately 3% of total tax revenue for the General Revenue Fund. That is because corporations subject to the corporate income tax have become, over time, a smaller part of the overall economy. This is due, in part, to the fact that many businesses now organize as subchapter S corporations or limited liability organizations.

Under those classifications, all income immediately goes to the partners or shareholders; and as a result, the companies pay no corporate income tax. The partners or shareholders, however, are taxed on that income, as well as income from other sources, under the individual income tax, rather than under the corporate income tax. Additionally, some businesses may be subject to some other form of taxation, such as the bank privilege tax or the insurance premium tax. Legislation in 2003 changed the apportionment of corporate income tax revenue. The following table shows those changes last effective. There have been no subsequent changes.

Corporate Income Tax Apportionments		
FY 2007 to FY 2020		
	<u>FY 2007</u>	<u>FY 2008 thru FY 2020</u>
General Revenue	78.00%	77.50%
1017 Fund	16.50%	16.50%
Teachers' Retirement Fund	4.50%	5.00%
Ad Valorem Reimbursement Fund	1.00%	1.00%

State sales and use taxes

The state sales and use taxes have varied considerably in both rate and purpose since initial implementation in 1933, when a temporary 1% tax was dedicated to public schools. Two years later, the tax was renewed, but the revenue from the tax was apportioned to the General Revenue Fund. In 1939, the rate was increased to 2% with 97% of the revenue apportioned to the State Assistance Fund or welfare programs administered by what is now the Department of Human Services.

The revenue continued to be dedicated in this manner until the 1980s, when all collections were apportioned to the General Revenue Fund. Since then, the General Revenue Fund has been the primary source of state funds for the Department of Human Services.

When Oklahoma faced a state funding crisis brought on by the decline of the petroleum industry in the 1980s, the state sales tax was increased incrementally to 4%. In 1990, the Education Reform Act, also known as HB 1017, was passed, increasing the sales and use taxes to the current 4.5% level. HB 1017 also created the 1017 Fund for funding education.

The sales and use taxes are imposed on sales of tangible personal property and on the furnishing of some services, such as transportation, meals and lodging, as well as telecommunication services. Most services, however, are not subject to the sales and use taxes. Exemptions are also allowed when the product or service is subject to another tax, such as the motor fuels tax. Other specific exemptions are made for governmental and nonprofit entities, agriculture and to certain areas targeted to encourage economic development.

The value of some of the larger exemptions from the sales and use tax include an exemption on sales to manufacturers equal to more than \$2 billion in sales tax revenue and sales for resale which total over \$4.6 billion in sales and use tax revenue. During the 2005 legislative session, the apportionment for sales and use tax revenues were set to be equivalent and have changed in tandem. The table below shows those changes in apportionment for FY 2007 and forward.

HB 2433, passed in the first regular legislative session of 2017, modified the sales tax exemption for certain motor vehicle transfers to provide that a portion of the state sales tax levy (1.25%) will apply to the sales of motor vehicles beginning July 1, 2017. The sales tax is paid by the consumer in the same manner and time as the motor vehicle excise tax, but is a partial repeal of the sales tax exemption and is apportioned along with other sales tax collections.

The latest significant change in use taxes occurred during the second special session in 2017 with the passage of HB 1019XX. The first \$19.6 million in use taxes collected in FY 2019 were apportioned to the Education Reform Revolving Fund and from FY 2020 onward the initial apportionment was increased to \$20.5 million.

Sales Tax and Use Tax Apportionment FY 2007 to FY 2020		
	<u>FY 2007</u>	<u>FY 2020</u>
General Revenue	85.04%	83.61%
1017 Fund	10.46%	10.46%*
Teachers' Retirement Fund	4.50%	5.00%
OK Historical Society Capital Improvement & Operations Revolving Fund	0%	0.06%
OK Tourism Promotion Revolving Fund	0%	0.3132%
OK Tourism Capital Improvement Revolving Fund	0%	0.5568%
*The first \$19.6 M and \$20.5 M in use taxes collected in FY 2019 and FY 2020, respectively, were apportioned to 1017 before application of normal use tax apportionment rates.		

Motor vehicle taxes

Motor vehicle taxes and fees have a long history in Oklahoma. Oklahoma City was the birthplace of the parking meter in 1913 and it was here that horseless carriages were tagged before it was required by the state.

Oklahoma’s modern day motor vehicle taxes are comprised of a broad category of taxes and fees imposed on the purchase and use of motor vehicles, including an excise tax levied on the purchase of cars, trucks, buses, boats and motors, as well as annual registration fees.

Motor vehicle registration fees, commonly called tag fees, are paid annually in lieu of ad valorem or personal property taxes. Voter’s passage of State Question 691 in 2000 tied the cost of registration fees to the age of the vehicle:

- Years 1 – 4: \$91 annually
- Years 5 – 8: \$81 annually
- Years 9 – 12: \$61 annually
- Years 13 – 16: \$41 annually
- Years 17 and beyond: \$21 annually

SQ 691 also changed the calculation of the motor vehicle excise tax, which is paid in lieu of state and local sales taxes. Previously, the tax was assessed at 3.25% of the factory delivered price and depreciated at a rate of 35% annually. The state question’s approval left the rate the same, but assessed it against the actual sales price of the vehicle, which is usually lower than the factory delivered price of a new vehicle. HB 2433, passed in the first regular legislative session of 2017, modified the sales tax exemption for certain motor vehicle transfers to provide that a portion of the state sales tax levy (1.25%) will apply to the sales of motor vehicles beginning July 1, 2017. The sales

tax will be paid by the consumer in the same manner and time as the motor vehicle excise tax, but is a partial repeal of the sales tax exemption and is apportioned along with other sales tax collections.

Motor vehicle taxes are collected by independent businesses operating as motor license agents or tag agents. The only exception to this is the taxes and fees imposed on trucks and trailers used in interstate commerce, which are collected by the Oklahoma Tax Commission. HB 2249, passed in the 2012 legislative session and effective January 1, 2013, reapportioned motor vehicle taxes previously flowing into the General Revenue Fund to increase funding for the County Improvements for Roads and Bridges Fund over time.

In April of 2018, during the second extraordinary session of the 56th Legislature, the Legislature passed and the Governor signed HB 1014XX that redirected motor vehicle collections from Section 1104 of O.S. 47 from apportionment into the General Revenue Fund to the ROADS Fund. As a result, the largest portion of motor vehicle tax collections will be used to fund transportation projects beginning in FY 2020. Additionally, HB 1014XX amended O.S. 69, § 1521 to direct that amounts previously being taken from individual income tax collections to fulfill ROADS funding requirements be reduced by the total amounts redirected from motor vehicle collections. Individual income tax collections intended for the General Revenue Fund will no longer be used to fund the entire \$575 million ROADS fund requirement.

The following chart shows the changes in apportionment of motor vehicle taxes and fees.

Motor Vehicle Tax Apportionment					
	<u>FY-2012</u>	<u>FY-2013</u>	<u>FY-2014</u>	<u>FY-2015</u>	<u>FY-2020</u>
General Rev Fund	29.84%	29.34%	26.84%	24.84%	0.00%
State Transportation Fund	0.31%	0.31%	0.31%	0.31%	0.31%
Counties	29.28%	*29.78%	*32.28%	*34.28%	*34.28%
Cities & Towns	3.10%	3.10%	3.10%	3.10%	3.10%
School Districts	36.20%	36.20%	36.20%	36.20%	36.20%
Law Enforcement Retirement	1.24%	1.24%	1.24%	1.24%	1.24%
Wildlife Conservation	0.03%	0.03%	0.03%	0.03%	0.03%
ROADS Fund					24.84%

*This change increased apportionment to the County Improvements for Roads & Bridges Fund (CIRB), which is part of apportionments to counties. STF, county/city funds & CIRB were capped at FY-2015 amounts in the 2015 Legislative Session.

Motor fuel taxes

In 1910, local roadways were maintained by requiring able-bodied males to provide four days of labor per year – less if they brought their own horse. By 1916, a two mill tax was levied in townships to supplement the work requirement but both were completely abolished by 1933.

Oklahoma’s first state gasoline tax became effective in 1923 and was used for the construction and maintenance of roads and bridges. Prior to that time, local governments were responsible for roads and bridges, which were supported through ad valorem taxes at the local level.

Motor fuel taxes in Oklahoma are a form of selective sales tax and include the gasoline tax and diesel excise tax, the motor fuel importer use tax and the special fuel use tax. The taxes are levied on the quantity or volume of fuel

sold, rather than the price. The state gasoline tax was 16 cents per gallon, plus a 1 cent per gallon special assessment through fiscal year 2018. The state tax on diesel fuel was 13 cents per gallon, plus a 1 cent per gallon assessment through 2018. HB 1010XX, passed in March, 2018, during the second extraordinary session of the 56th Legislature, added additional motor fuels taxes of 3 cents per gallon on gasoline and 6 cents per gallon on diesel fuel. Proceeds from these additional taxes are directed to the General Revenue Fund for fiscal year 2019 and to the ROADS fund in fiscal year 2020 and all subsequent years.

There are some major exemptions to the payment of motor fuel taxes. All government entities are exempt and the tax paid on diesel fuel used off-road and for agricultural purposes may be refunded upon application to the Oklahoma Tax Commission. These exemptions were also applied to the new taxes levied by HB 1010XX.

Fuel used by all recognized Indian tribes for tribal governmental purposes may be exempt. Tribes may request a refund for taxes paid on motor fuel used for tribal purposes, or in the alternative, they may enter into a compact with the state to receive a portion of the motor fuels tax collections. If they compact with the state, the tribes must agree not to challenge the constitutionality of the motor fuel tax code. The law permitting the sharing of motor fuels revenue went into effect in 1996.

Motor fuels tax revenue supports road and bridge building, plus maintenance, for both state and local governments. The 1 cent per gallon special assessment provides for environmental cleanup of leaking petroleum storage tanks. Almost one-third of the total motor fuel revenue is apportioned for local uses with the remainder used for state purposes. According to state statute, motor fuel taxes, like sales taxes, are assessed on the consumer when they purchase fuel. This tax incidence was defined by statute during the 1996 legislative session as the result of a court ruling that required whoever actually paid the tax be specified in the statutes. Yet while the statutes identify the consumer as paying the tax, it is technically collected and remitted at the terminal rack or refinery level.

The following chart shows the apportionment of the 13 cent gasoline and 16 cent diesel taxes, after mandated apportionments to the Public Transit Revolving Fund, the Oklahoma Tourism and Passenger Rail Revolving Fund and a specified apportionment off the top each month to the State Transportation Fund and to contracted tribes:

Motor Fuels Tax Apportionment		
	<u>Gasoline</u> <u>Tax 16¢</u>	<u>Diesel</u> <u>Tax 13¢</u>
High Priority State Bridge Fund	1.625%	1.39%
State Transportation Fund	63.75%	64.34%
Counties for Highways	30.125%	30.43%
Cities and Towns	1.875%	-
County Bridge & Road Improvement Fund	2.297%	3.36%
Statewide Circuit Engineering Districts Fund	0.328%	0.48%

Gross production taxes

Gross production, or severance, taxes are imposed on the removal of natural products, such as natural gas and oil, from land or water and are determined by the value and quantity of the products removed. Gross production taxes placed on the extraction of oil and gas were separated from the ad valorem property tax in 1910. For the first 20 years of statehood, oil and gas gross production and the ad valorem property tax were the major sources of state revenue.

While the ad valorem property tax became strictly a local tax in the 1930s, the oil and gas gross production taxes have continued to be an important source of revenue for state government, schools, and road building and maintenance.

During the 2006 legislative session, The Rural Economic Access Plan (REAP Fund) apportionment from the gross production tax on oil was divided between three new funds. Each of the three funds receives 33.33% of the 4.28% apportioned to the REAP Fund. A cap of \$150 million applies to six of the funds receiving gross production oil revenue (identified by an asterisk in the apportionment chart that follows). Oil revenue collected above the \$150 million cap that would have been apportioned to those funds is deposited into the General Revenue Fund after the cap is reached.

Prior to July 1, 2013, oil and natural gas production was subject to a three-tiered tax rate structure that specified a certain tax rate based on the current price of oil or natural gas. For natural gas, if the price per thousand cubic feet was equal to or greater than \$2.10, the tax rate was 7%. If the price was less than \$2.10 and equal to or greater than \$1.75 per MCF, then the rate was 4% and any price lower than \$1.75 resulted in a tax rate of 1%. For oil, for prices greater than \$17 per barrel the tax rate was 7%. If the price was between \$17 and \$14 per barrel, the tax rate was 4%, and a price below \$14 per barrel yielded a 1% tax rate.

Under legislation passed in the 2014 legislative session all new wells with a drilling start date after July 1, 2015, were taxed at a 2% rate for 36 months and were subject to a 7% rate thereafter. Collections received at the 2% rate were apportioned 50% to the General Revenue Fund, 25% to counties for the County Highway Fund and 25% to counties for individual school districts.

HB 2377, passed in the first regular legislative session of 2017, set all sunset dates for remaining exemptions to July 1, 2017, and required that incentive rebates that have previously qualified for extended production periods be claimed by September 30, 2017. The legislation suspended payment of all incentive rebate claims for the 2018 fiscal year, requiring that such claims be paid in equal payments over a period of 36 months beginning July 1, 2018. Additionally, this bill ended the qualification date for the economically at-risk rebate at the end of calendar year 2016 and provided that the Oklahoma Tax Commission not accept or pay any claim for refund filed on or after July 1, 2017. Also passed in the first regular session of 2017, HB 2429 modified the gross production incentive offered for a period of 48 months for horizontally drilled wells which had qualified for the incentive by July 1, 2015, from 1% to 4% effective July 1, 2017, for the remainder of the wells' qualifying term.

HB 1085X, passed in the first extraordinary session of 2017, modified the tax exemption for specific oil and natural gas wells drilled prior to July 1, 2015. The 4% reduced rate previously allowed during specified exception periods was increased to 7%, affecting production beginning December 1, 2017.

HB 1010XX, passed in March of 2018 during the second extraordinary session of the 56th Legislature, modifies the 2% gross production incentive offered for a period of 36 months for wells which had qualified for the incentive after July 1, 2015, to 5% for the remainder of the wells' qualifying terms.

The following information and charts show statutory apportionment for oil and natural gas tax collections:

All new revenue from oil and gas wells collected at the 2% rate through FY 2019 only were apportioned:

- 50% to GR;
- 25% to counties for the County Highway Fund; and
- 25% to counties for individual school districts.

Oil revenue collected at the 5% rate is apportioned as follows:

Gross Production Tax – Oil Apportionment		
	<u>FY-2019</u>	<u>FY-2020</u>
*Common Education Technology Fund	23.75%	23.75%
*OK Student Aid Revolving Fund	23.75%	23.75%
*Higher Education Capital Fund	23.75%	23.75%
County Highways	10.00%	10.00%
School Districts	10.00%	10.00%
County Roads and Bridges	3.28%	3.28%
Statewide Circuit Engineering Dist. Fund	0.47%	0.47%
REAP Fund	<u>5.00%</u>	<u>5.00%</u>
*Tourism Capital Expenditure Fund	33.33%	
*Conservation Commission Fund	33.33%	
*Community Water Revolving Fund	33.33%	
*OK Water Resources Board Economic Action Plan Water Projects Fund		

*Indicates Capped Funds

Oil revenue collected at the 7% rate is apportioned as follows:

Gross Production Tax – Oil Apportionment	
*Common Education Technology Fund	25.72%
*OK Student Aid Revolving Fund	25.72%
*Higher Education Capital Fund	25.72%
County Highways	7.14%
School Districts	7.14%
County Roads and Bridges	3.745%
Statewide Circuit Engineering Dist. Fund	0.535%
REAP Fund	<u>4.28%</u>
*Tourism Capital Expenditure Fund	33.33%
*Conservation Commission Fund	33.33%
*Community Water Revolving Fund	33.33%
*Indicates capped funds	

Natural gas at 5%:

Gross Production Tax – Natural Gas Apportionment	
General Revenue Fund	80.00%
County Highways	10.00%
School Districts	10.00%

Natural Gas at 7%:

Gross Production Tax – Natural Gas Apportionment	
General Revenue Fund	85.72%
County Highways	7.14%
School Districts	7.14%

Constitutional Reserve "Rainy Day" Fund History					
Description	FY 95	FY 96	FY 97	FY 98	FY 99
Beginning RDF balance	45,574,052	45,574,052	114,300,821	308,906,533	297,360,609
Adjustments to the balance	0	12,909	388,745	0	1,119,324
Appropriations	0	(22,688,345)	(52,825,496)	(154,444,000)	(148,621,410)
End of fiscal year deposit	0	91,402,205	247,042,463	142,898,076	0
Ending balance	45,574,052	114,300,821	308,906,533	297,360,609	149,858,523
Description	FY 00	FY 01	FY 02	FY 03	FY 04
Beginning RDF balance	149,858,523	157,542,574	340,685,730	72,398,995	136,333
Adjustments to the balance	28,700	9,826	299,087	0	0
Appropriations	(74,929,261)	(78,771,287)	(268,585,822)	(72,262,663)	0
End of fiscal year deposit	82,584,612	261,904,617	0	0	217,364,966
Ending balance	157,542,574	340,685,730	72,398,995	136,333	217,501,299
Description	FY 05	FY 06	FY 07	FY 08	FY 09
Beginning RDF balance	217,501,299	461,316,574	495,690,168	571,598,627	596,573,270
Adjustments to the balance	0	268,565	0	0	0
Appropriations	0	0	0	0	0
End of fiscal year deposit	243,815,275	34,105,029	75,908,459	24,974,643	0
Ending balance	461,316,574	495,690,168	571,598,627	596,573,270	596,573,270
Description	FY 10	FY 11	FY 12	FY 13	FY 14
Beginning RDF balance	596,573,270	249,143,318	249,203,157	577,460,132	535,185,888
Adjustments to the balance	0	0	0	0	0
Appropriations	(347,429,952)	(249,143,316)	0	(45,000,000)	0
End of fiscal year deposit	0	249,203,155	328,256,975	2,725,756	0
Ending balance	249,143,318	249,203,157	577,460,132	535,185,888	535,185,888
Description	FY 15	FY 16	FY 17	FY 18	FY 19
Beginning RDF balance	535,185,888	385,185,888	240,741,180	93,352,678	451,648,953
Adjustments to the balance	0	0	0	0	0
Appropriations	(150,000,000)	(144,444,708)	(147,388,502)	(23,338,169)	0
End of fiscal year deposit	0	0	0	381,634,444	354,589,664
Ending balance	385,185,888	240,741,180	93,352,678	451,648,953	806,238,617
Description	FY 20	FY 21	FY 22	FY 23	FY 24
Beginning RDF balance	806,238,617	Undetermined			
Adjustments to the balance	0	Undetermined			
Appropriations	0	Undetermined			
End of fiscal year deposit	Undetermined	Undetermined			
Ending balance	Undetermined	Undetermined			

FY 2016 through FY 2020 APPROPRIATION HISTORY

Agency/Cabinet Name	FY 2016 Appropriation	FY 2017 Appropriation	FY 2018 Appropriation	FY 2019 Appropriation	Percent Change	Percent of Total	FY 2020 Appropriation	Percent Change	Percent of Total
SUMMARY BY CABINET									
Governor	\$1,866,218	\$1,725,051	\$1,630,146	\$1,676,281	2.83%	0.02%	\$3,706,187	121.10%	0.05%
Lieutenant Governor	423,877	391,814	370,258	378,720	2.29%	0.00%	484,026	27.81%	0.01%
Agency Accountability	42,874,967	38,911,744	36,651,765	45,699,822	24.69%	0.60%	96,459,940	111.07%	1.19%
Agriculture	35,075,732	32,842,866	33,077,738	34,552,122	4.46%	0.45%	41,343,427	19.66%	0.51%
Commerce and Workforce Development	37,357,701	34,966,880	33,337,037	29,154,566	-12.55%	0.38%	34,732,600	19.13%	0.43%
Digital Transformation and Administration	56,077,648	56,920,234	55,990,677	58,030,091	3.64%	0.76%	59,382,098	2.33%	0.73%
Energy and Environment	23,766,138	22,461,762	21,226,001	23,240,861	9.49%	0.30%	31,802,074	36.84%	0.39%
Health and Mental Health	1,367,504,405	1,419,386,408	1,448,762,842	1,575,945,298	8.78%	20.54%	1,531,419,772	-2.83%	18.84%
Human Services and Early Childhood Initiatives	781,810,030	776,905,522	821,288,047	860,669,147	4.80%	11.22%	882,142,992	2.50%	10.85%
Public Safety	666,817,885	663,528,057	669,491,668	713,633,585	6.59%	9.30%	794,719,953	11.36%	9.78%
Science and Technology	15,594,979	14,415,329	13,622,253	13,657,825	0.26%	0.18%	14,754,997	8.03%	0.18%
Secretary of State and Education	3,495,995,738	3,378,465,063	3,335,327,541	3,836,968,988	15.04%	50.00%	4,039,866,353	5.29%	49.69%
Tourism and Branding	35,198,929	31,521,916	30,244,642	32,545,508	7.61%	0.42%	36,470,175	12.06%	0.45%
Transportation	184,901,463	154,958,361	154,070,148	165,853,359	7.65%	2.16%	168,917,715	1.85%	2.08%
Veterans Affairs and Military	44,356,656	41,092,891	40,553,792	42,552,215	4.93%	0.55%	50,874,825	19.56%	0.63%
Maintenance of State Buildings Revolving Fund	0	0	0	0	N/A	0.00%	6,100,000	N/A	0.08%
Total Executive Branch	6,789,622,366	6,668,493,898	6,695,644,555	7,434,558,388	11.04%	96.88%	7,793,177,134	4.82%	95.86%
The Legislature	32,500,290	35,725,647	34,335,731	37,444,752	9.05%	0.49%	48,770,455	30.25%	0.60%
The Judiciary	75,589,583	73,966,466	72,502,527	73,072,579	0.79%	0.95%	82,267,343	12.58%	1.01%
Total Legislative and Judiciary	108,089,873	109,692,113	106,838,258	110,517,331	3.44%	1.44%	131,037,798	18.57%	1.61%
Total Excluding Supplementals/Retirement Systems	6,897,712,239	6,778,186,011	6,802,482,813	7,545,075,719	10.92%	98.32%	7,924,214,932	5.02%	97.47%
Supplementals and Emergency Fund	48,762,889	133,731,831	186,136,849	128,944,662	-30.73%	1.68%	205,860,748	59.65%	2.53%
Total	\$6,946,475,128	\$6,911,917,842	\$6,988,619,662	\$7,674,020,381	9.81%	100.00%	\$8,130,075,680	5.94%	100.00%
GOVERNOR AND LIEUTENANT GOVERNOR									
Governor	1,866,218	1,725,051	1,630,146	1,676,281	2.83%	0.02%	3,706,187	121.10%	0.05%
Lieutenant Governor	423,877	391,814	370,258	378,720	2.29%	0.00%	484,026	27.81%	0.01%
AGENCY ACCOUNTABILITY									
Auditor and Inspector	3,960,553	3,640,536	3,440,248	3,649,500	6.08%	0.05%	4,479,495	22.74%	0.06%
Management and Enterprise Services, Office of	38,914,414	35,271,208	33,211,517	42,050,322	26.61%	0.55%	91,980,445	118.74%	1.13%
TOTAL AGENCY ACCOUNTABILITY	42,874,967	38,911,744	36,651,765	45,699,822	24.69%	0.60%	96,459,940	111.07%	1.19%
AGRICULTURE									
Agriculture	23,671,242	22,059,218	23,420,893	24,826,526	6.00%	0.32%	28,905,612	16.43%	0.36%
Conservation Commission	9,517,953	9,039,814	9,656,845	9,725,596	0.71%	0.13%	12,437,815	27.89%	0.15%
Horse Racing Commission	1,886,537	1,743,834	0	0	N/A	0.00%	0	N/A	0.00%
TOTAL AGRICULTURE	35,075,732	32,842,866	33,077,738	34,552,122	4.46%	0.45%	41,343,427	19.66%	0.51%
COMMERCE AND WORKFORCE DEVELOPMENT									
Commerce, Department of	22,768,911	21,611,249	20,716,179	15,392,016	-25.70%	0.20%	17,878,478	16.15%	0.22%
REAP – local governments through commerce	10,403,777	9,658,172	9,126,817	10,126,817	10.96%	0.13%	13,126,817	29.62%	0.16%
Labor Department	4,185,013	3,697,459	3,494,041	3,635,733	4.06%	0.05%	3,727,305	2.52%	0.05%
TOTAL COMMERCE AND WORKFORCE DEVELOPMENT	37,357,701	34,966,880	33,337,037	29,154,566	-12.55%	0.38%	34,732,600	19.13%	0.43%

Agency/Cabinet Name	FY 2016 Appropriation	FY 2017 Appropriation	FY 2018 Appropriation	FY 2019 Appropriation	Percent Change	Percent of Total	FY 2020 Appropriation	Percent Change	Percent of Total
DIGITAL TRANSFORMATION AND ADMINISTRATION									
Bond Advisor, State	119,744	110,687	0	0	N/A	0.00%	0	N/A	0.00%
Consumer Credit, Department of	0	0	0	0	N/A	0.00%	0	N/A	0.00%
Ethics Commission, Oklahoma	802,937	739,754	699,055	710,351	1.62%	0.01%	716,621	0.88%	0.01%
Insurance Department	1,589,343	0	0	0	N/A	0.00%	0	N/A	0.00%
Judicial Complaints, Council on	0	0	0	0	N/A	0.00%	0	N/A	0.00%
Land Office, Commissioners of the	8,538,600	8,538,600	8,538,600	8,654,371	1.36%	0.11%	8,728,413	0.86%	0.11%
Merit Protection Commission	410,805	379,730	358,839	361,044	0.61%	0.00%	402,009	11.35%	0.00%
Tax Commission	41,566,159	44,336,000	43,733,616	45,525,057	4.10%	0.59%	46,678,127	2.53%	0.57%
Treasurer	3,050,060	2,815,463	2,660,567	2,779,268	4.46%	0.04%	2,856,928	2.79%	0.04%
TOTAL TRANSFORMATION AND ADMINISTRATION	56,077,648	56,920,234	55,990,677	58,030,091	3.64%	0.76%	59,382,098	2.33%	0.73%
ENERGY AND ENVIRONMENT									
Corporation Commission	10,182,682	10,182,682	9,622,470	10,628,177	10.45%	0.14%	17,568,600	65.30%	0.22%
Environmental Quality, Department of	6,776,896	5,987,388	5,657,985	6,493,879	14.77%	0.08%	8,009,249	23.34%	0.10%
Mines, Department of	839,256	775,772	733,092	775,859	5.83%	0.01%	802,014	3.37%	0.01%
Water Resources Board	5,967,304	5,515,920	5,212,454	5,342,946	2.50%	0.07%	5,422,211	1.48%	0.07%
TOTAL ENERGY AND ENVIRONMENT	23,766,138	22,461,762	21,226,001	23,240,861	9.49%	0.30%	31,802,074	36.84%	0.39%
HEALTH AND MENTAL HEALTH									
Health Care Authority	930,748,510	991,050,514	1,018,713,566	1,132,465,946	11.17%	14.76%	1,000,039,368	-11.69%	12.30%
Health Department	57,952,493	54,978,498	52,735,866	54,874,700	4.06%	0.72%	60,768,712	10.74%	0.75%
Mental Health and Substance Abuse Department	326,295,845	324,823,085	325,824,832	337,108,145	3.46%	4.39%	351,218,376	4.19%	4.32%
OSU Medical Authority	10,994,700	10,163,028	10,776,487	10,776,487	0.00%	0.14%	42,203,628	291.63%	0.52%
Physician Manpower Training Commission	3,771,244	3,484,558	3,292,852	3,300,781	0.24%	0.04%	7,236,330	119.23%	0.09%
University Hospitals Authority	37,741,613	34,886,725	37,419,239	37,419,239	0.00%	0.49%	69,953,358	86.94%	0.86%
TOTAL HEALTH AND MENTAL HEALTH	1,367,504,405	1,419,386,408	1,448,762,842	1,575,945,298	8.78%	20.54%	1,531,419,772	-2.83%	18.84%
HUMAN SERVICES AND EARLY CHILDHOOD INITIATIVES									
Children and Youth Commission	1,885,662	1,743,024	1,647,131	1,678,244	1.89%	0.02%	2,391,056	42.47%	0.03%
Disability Concerns	265,750	245,647	232,133	240,548	3.63%	0.00%	282,821	17.57%	0.00%
Human Services Department	651,323,594	651,500,262	695,270,253	729,431,808	4.91%	9.51%	741,423,816	1.64%	9.12%
J.D. McCarty Center	4,134,762	3,895,191	3,839,642	4,506,969	17.38%	0.06%	4,941,089	9.63%	0.06%
Office of Juvenile Affairs	94,623,230	92,069,101	90,924,763	92,784,336	2.05%	1.21%	96,795,111	4.32%	1.19%
Rehabilitation Services, Department of	29,577,032	27,452,297	29,374,125	32,027,242	9.03%	0.42%	36,309,099	13.37%	0.45%
TOTAL HUMAN SERVICES AND EARLY CHILDHOOD INITIATIVES	781,810,030	776,905,522	821,288,047	860,669,147	4.80%	11.22%	882,142,992	2.50%	10.85%
PUBLIC SAFETY									
ABLE Commission	2,704,920	2,500,312	2,441,678	2,989,728	22.45%	0.04%	3,019,364	0.99%	0.04%
Attorney General	13,289,254	6,326,057	10,009,373	10,261,403	2.52%	0.13%	9,913,006	-3.40%	0.12%
Corrections Department	467,486,201	484,900,943	482,822,248	517,255,503	7.13%	6.74%	555,559,824	7.41%	6.83%
District Attorneys Council	37,129,645	34,468,685	32,572,351	36,073,093	10.75%	0.47%	58,779,782	62.95%	0.72%
Emergency Management	544,857	503,643	475,934	496,122	4.24%	0.01%	505,859	1.96%	0.01%
Fire Marshal	1,556,885	1,430,946	0	0	N/A	0.00%	0	#DIV/0!	0.00%
Indigent Defense System	15,368,991	14,954,141	15,854,326	17,128,633	8.04%	0.22%	18,237,878	6.48%	0.22%
Investigation, Bureau of	13,268,809	12,392,064	11,827,606	12,363,750	4.53%	0.16%	17,180,122	38.96%	0.21%
Law Enforcement Education and Training	3,296,355	2,912,329	2,752,104	2,848,337	3.50%	0.04%	3,511,284	23.27%	0.04%
Medicolegal Investigations Board	9,268,429	8,749,068	10,898,174	11,131,182	2.14%	0.15%	17,991,357	61.63%	0.22%
Narcotics and Dangerous Drugs Control	3,498,917	3,091,293	2,921,223	3,141,712	7.55%	0.04%	3,276,385	4.29%	0.04%
Pardon and Parole Board	2,357,653	2,294,013	2,167,806	2,333,154	7.63%	0.03%	2,368,125	1.50%	0.03%
Public Safety Department	97,046,969	89,004,563	94,748,845	97,610,968	3.02%	1.27%	104,376,967	6.93%	1.28%
TOTAL PUBLIC SAFETY	666,817,885	663,528,057	669,491,668	713,633,585	6.59%	9.30%	794,719,953	11.36%	9.78%

Agency/Cabinet Name	FY 2016 Appropriation	FY 2017 Appropriation	FY 2018 Appropriation	FY 2019 Appropriation	Percent Change	Percent of Total	FY 2020 Appropriation	Percent Change	Percent of Total
SCIENCE AND INNOVATION									
Center for Advancement of Science and Technology	15,264,816	14,110,140	13,333,855	13,356,927	0.17%	0.17%	14,371,398	7.60%	0.18%
Space Industry Development	330,163	305,189	288,398	300,898	4.33%	0.00%	383,599	27.48%	0.00%
TOTAL SCIENCE AND TECHNOLOGY	15,594,979	14,415,329	13,622,253	13,657,825	0.26%	0.18%	14,754,997	8.03%	0.18%
SECRETARY OF STATE AND EDUCATION									
Career and Technology Education	128,202,556	118,276,325	111,769,218	124,337,661	11.24%	1.62%	142,956,809	14.97%	1.76%
Education, Department of	2,415,950,913	2,426,721,434	2,432,159,067	2,912,985,147	19.77%	37.96%	3,070,951,054	5.42%	37.77%
Educational TV Authority	3,241,340	2,838,163	2,682,018	2,779,283	3.63%	0.04%	2,842,713	2.28%	0.03%
Educational Quality and Accountability	1,773,574	1,677,237	1,612,469	1,624,791	0.76%	0.02%	1,632,509	0.48%	0.02%
Election Board	7,338,152	7,893,267	7,786,023	7,846,513	0.78%	0.10%	8,601,035	9.62%	0.11%
Higher Education, Regents for	927,925,904	810,022,109	768,878,667	776,707,167	1.02%	10.12%	802,070,058	3.27%	9.87%
Libraries, Department of	4,988,746	4,611,382	4,357,682	4,483,010	2.88%	0.06%	4,527,411	0.99%	0.06%
School of Science and Math	6,574,553	6,425,146	6,082,397	6,205,416	2.02%	0.08%	6,284,764	1.28%	0.08%
Workers' Compensation Commission	0	0	0	0	N/A	0.00%	0	N/A	0.00%
TOTAL SECRETARY OF STATE AND EDUCATION	3,495,995,738	3,378,465,063	3,335,327,541	3,836,968,988	15.04%	50.00%	4,039,866,353	5.29%	49.69%
TOURISM AND BRANDING									
Arts Council	3,355,339	2,938,293	2,776,639	2,799,266	0.81%	0.04%	2,912,531	4.05%	0.04%
Historical Society	11,066,260	11,005,649	10,857,102	11,407,032	5.07%	0.15%	14,002,540	22.75%	0.17%
J. M. Davis Memorial Commission	262,257	242,420	229,082	243,259	6.19%	0.00%	322,906	32.74%	0.00%
Scenic Rivers Commission	259,006	0	0	0	N/A	0.00%	0	N/A	0.00%
Tourism and Recreation	19,621,453	17,335,554	16,381,819	18,095,951	10.46%	0.24%	19,232,198	6.28%	0.24%
Will Rogers Memorial Commission	634,614	0	0	0	N/A	0.00%	0	N/A	0.00%
TOTAL TOURISM AND BRANDING	35,198,929	31,521,916	30,244,642	32,545,508	7.61%	0.42%	36,470,175	12.06%	0.45%
TRANSPORTATION									
Transportation Department	184,901,463	154,958,361	154,070,148	165,853,359	7.65%	2.16%	168,917,715	1.85%	2.08%
TOTAL TRANSPORTATION	184,901,463	154,958,361	154,070,148	165,853,359	7.65%	2.16%	168,917,715	1.85%	2.08%
VETERANS AFFAIRS AND MILITARY									
Military Department	10,790,955	10,035,604	9,906,466	10,195,256	2.92%	0.13%	15,558,432	52.60%	0.19%
Veterans Affairs Department	33,565,701	31,057,287	30,647,326	32,356,959	5.58%	0.42%	35,316,393	9.15%	0.43%
TOTAL VETERANS AFFAIRS AND MILITARY	44,356,656	41,092,891	40,553,792	42,552,215	4.93%	0.55%	50,874,825	19.56%	0.63%
MAINTENANCE OF STATE BUILDINGS REVOLVING FUND									
	0	0	0	0	N/A	N/A	6,100,000	N/A	N/A
TOTAL EXECUTIVE BRANCH	6,789,622,366	6,668,493,898	6,695,644,555	7,434,558,388	11.04%	96.88%	7,793,177,134	4.82%	95.86%
LEGISLATURE									
House of Representatives	15,926,558	12,497,306	11,809,752	12,511,402	5.94%	0.16%	19,873,257	58.84%	0.24%
Legislative Service Bureau	4,676,569	13,892,835	13,704,076	15,713,929	14.67%	0.20%	17,420,199	10.86%	0.21%
Senate	11,897,163	9,335,506	8,821,903	9,219,421	4.51%	0.12%	11,476,999	24.49%	0.14%
TOTAL LEGISLATURE	32,500,290	35,725,647	34,335,731	37,444,752	9.05%	0.49%	48,770,455	30.25%	0.60%
JUDICIARY									
Court of Criminal Appeals	3,469,743	3,630,199	3,580,876	3,951,743	10.36%	0.05%	3,977,067	0.64%	0.05%
District Courts	55,481,547	55,000,000	54,252,727	54,422,613	0.31%	0.71%	62,288,829	14.45%	0.77%
Supreme Court	16,638,293	15,336,267	14,668,924	14,698,223	0.20%	0.19%	16,001,447	8.87%	0.20%
Workers' Compensation Court Of Existing Claims	0	0	0	0	N/A	0.00%	0	N/A	0.00%
TOTAL JUDICIARY	75,589,583	73,966,466	72,502,527	73,072,579	0.79%	0.95%	82,267,343	12.58%	1.01%
Total Excluding Supplementals/Retirement Systems	6,897,712,239	6,778,186,011	6,802,482,813	7,545,075,719	10.92%	98.32%	7,924,214,932	5.02%	97.47%
TOTAL SUPPLEMENTALS AND EMERGENCY FUND									
	48,762,889	133,731,831	186,136,849	128,944,662	-30.73%	1.68%	205,860,748	59.65%	2.53%
TOTAL APPROPRIATIONS	\$6,946,475,128	\$6,911,917,842	\$6,988,619,662	\$7,674,020,381	9.81%	100.00%	\$8,130,075,680	5.94%	100.00%

SUMMARY OF OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION ALLOCATIONS (2019-2020)

<u>Regents' Allocation</u>	ORIGINAL ALLOCATION	% OF ORIGINAL ALLOCATION
Universities, colleges and constituent agencies	\$676,382,071	
University of Oklahoma	107,160,026	12.19%
OU Law Center	4,685,656	0.53%
OU Health Sciences Center	74,265,319	8.45%
OU Tulsa	6,211,618	0.71%
Oklahoma State University	95,876,935	10.90%
OSU Agriculture Experiment Station	20,655,813	2.35%
OSU Agriculture Extension Division	22,471,369	2.56%
OSU Technical Branch, Okmulgee	11,341,416	1.29%
OSU College of Veterinary Medicine	8,554,168	0.97%
OSU, Oklahoma City	9,923,087	1.13%
OSU Center for Health Sciences	11,936,166	1.36%
OSU Tulsa	8,551,153	0.97%
University of Central Oklahoma	41,944,986	4.77%
East Central University	13,659,879	1.55%
Northeastern State University	28,680,568	3.26%
Statewide Literacy Program - NSU	49,173	0.01%
Northwestern Oklahoma State University	7,968,416	0.91%
Southeastern Oklahoma State University	14,518,771	1.65%
Southwestern Oklahoma State University	17,743,937	2.02%
Cameron University	16,807,337	1.91%
Langston University	14,501,775	1.65%
Oklahoma Panhandle State University	5,637,064	0.64%
University of Science & Arts of Oklahoma	5,780,285	0.66%
University of Science & Arts - Jane Brooks	18,156	0.00%
Rogers State University	11,175,030	1.27%
Carl Albert State College	5,081,511	0.58%
Connors State College	5,352,159	0.61%
Eastern Oklahoma State College	5,082,345	0.58%
Murray State College	4,588,047	0.52%
Northeastern Oklahoma A&M College	6,944,614	0.79%
Northern Oklahoma College	8,142,069	0.93%
Oklahoma City Community College	20,494,137	2.33%
Redlands Community College	5,008,688	0.57%
Rose State College	16,315,619	1.86%
Seminole State College	4,698,880	0.53%
Tulsa Community College	29,036,610	3.30%
Western Oklahoma State College	4,533,616	0.52%
University Center of Southern OK, Ardmore	490,121	0.06%
Ponca City Learning Site	495,552	0.06%

SUMMARY OF OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION ALLOCATIONS 2019-2020

	ORIGINAL ALLOCATION	% OF ORIGINAL ALLOCATION
State Regents' Operations Budget	\$8,199,758	0.93%
OneNet Higher Education User Fees	\$2,362,180	0.27%
Capital and One-Time Allocations	\$744,993	0.08%
Quartz Mountain	\$848,835	0.10%
OSF CORE Assessment Fees	\$105,882	0.01%
Special Programs:		
Section 13 Offset Program	\$14,105,467	1.60%
Endowed Chairs Program	\$11,429,849	1.30%
Grants Programs/Econ Dev/OEIS	\$296,834	0.03%
Summer Academies Program	\$402,897	0.05%
Student Preparation Program	\$788,811	0.09%
Adult Degree Completion Program	\$335,747	0.04%
Teacher Shortage Incentive Program	\$270,406	0.03%
OCIA Debt Service	\$42,524,505	4.84%
Scholar-Enrichment Program	\$205,398	0.02%
EPSCoR	\$1,850,423	0.21%
National Lambda Rail	\$1,026,883	0.12%
Academic Library Databases	\$275,313	0.03%
Student Assistance Programs:		
Oklahoma Tuition Aid Grant Program	\$14,996,715	1.71%
Oklahoma Academic Scholars Program	\$6,305,863	0.72%
Oklahoma Higher Learning Access Program	\$77,300,000	8.79%
Oklahoma National Guard Waiver Program	\$1,448,153	0.16%
Oklahoma Tuition Equalization Act	\$2,625,301	0.30%
Regional University Scholarships	\$746,517	0.08%
Prospective Teacher Scholarships	\$70,793	0.01%
Chiropractic Scholarships	\$28,317	0.00%
Tulsa Reconciliation/ Wm. P. Willis Scholarship	\$35,397	0.00%
George and Donna Nigh Scholarship Program	\$49,555	0.01%
Concurrent Enrollment Waiver Reimbursement	\$13,516,349	1.54%
International Scholars Program	\$90,848	0.01%
TOTAL ALLOCATIONS OF APPROPRIATIONS*	\$879,370,060	100.00%

*Includes \$47,111,412 from the Higher Education Capital Revolving Fund, \$47,111,412 from the Student Aid Revolving Fund, \$24,975,665 from the Lottery Trust Fund, \$77,300,000 designated General Revenue for Oklahoma's Promise, and \$682,871,569 from the General Revenue Fund.

Appendix

Appropriation/Authorization History
Expenditure History
Pensions
Cost of Tax Incentives and Exemptions
Budget and Fiscal/Research Staff
State Organization Charts
Historical FTE by Cabinet and Agency
Glossary
Contact Information

APPENDIX A

FIVE-YEAR HISTORICAL APPROPRIATIONS/AUTHORIZATIONS

	FY 2017 ACTUAL EXPENDITURES	FY 2018 ACTUAL EXPENDITURES	FY 2019 ACTUAL EXPENDITURES	FY 2020 ACTUAL EXPENDITURES	FY 2021 DECEMBER EXP AUTHORITY*	FY 2020 - FY 2021 DIFFERENCE (\$\$)	FY 2020 - FY 2021 DIFFERENCE (%)
CERTIFIED							
General Revenue Fund	\$4,941,726,210	\$5,194,734,795	\$6,179,126,532	\$6,636,531,493	\$6,473,264,745	-\$163,266,748	-2.5%
CLEET Fund	3,045,807	3,307,771	3,259,190	2,914,014	2,930,901	\$16,887	0.6%
Mineral Leasing Fund	3,610,000	4,275,000	2,850,000	3,800,000	3,800,000	\$0	0.0%
OSHA Fund	1,840,674	1,425,000	1,330,000	950,000	760,000	-\$190,000	-20.0%
Public Building Fund	2,888,409	2,140,521	2,902,407	2,367,343	1,793,144	-\$574,199	-24.3%
Commissioners of the Land Office Fund	8,538,600	8,538,600	8,654,371	8,728,413	8,993,745	\$265,332	3.0%
Oklahoma Education Lottery Trust Fund	49,146,825	57,644,246	67,392,744	47,500,000	68,400,000	\$20,900,000	44.0%
State Public Safety Fund	12,333,333	17,860,182	21,743,580	22,260,696	24,367,443	\$2,106,747	9.5%
Health Care Enhancement Fund	0	0	0	131,062,000	144,807,550	\$13,745,550	10.5%
Alcoholic Beverage Control Fund	0	0	0	13,915,218	10,893,261	-\$3,021,957	-21.7%
OK Pension Improvement Revolving Fund	0	0	0	0	59,608	59,608	N/A
TOTAL CERTIFIED FUNDS	5,023,129,858	5,289,926,115	6,287,258,824	6,870,029,177	6,740,070,397	-129,958,780	-1.9%
AUTHORIZED							
1017 Fund	696,954,056	695,407,138	818,166,976	854,300,525	849,673,627	-4,626,898	-0.5%
Common Ed. Technology Fund (GP – Oil)	41,168,478	47,372,299	50,470,751	47,111,412	46,938,566	-172,846	-0.4%
OK Student Aid Fund (GP – Oil)	41,168,478	47,372,299	50,470,751	47,111,412	46,938,566	-172,846	-0.4%
Higher Education Capital Fund (GP – Oil)	41,168,478	47,372,299	50,470,751	47,111,412	46,938,566	-172,846	-0.4%
Tobacco Fund	13,687,500	11,797,214	12,579,769	13,383,490	11,718,750	-1,664,740	-12.4%
Judicial Revolving Fund	47,000,000	50,758,000	46,500,000	43,487,000	37,000,000	-6,487,000	-14.9%
Transportation Fund	154,958,361	154,070,148	165,853,359	168,917,715	219,158,085	50,240,370	29.7%
TOTAL AUTHORIZED FUNDS	\$1,036,105,351	\$1,054,149,397	\$1,194,512,357	\$1,221,422,966	\$1,258,366,160	36,943,194	3.0%
CASH	\$671,762,817	\$412,021,162	\$184,249,200	\$238,623,537	\$341,020,419	\$102,396,882	42.9%
CASH FLOW RESERVE FUND	\$0	\$0	\$0	\$0	\$0	\$0	N/A
CONSTITUTIONAL RESERVE FUND	\$144,444,708	\$170,726,672	\$0	\$0	\$0	\$0	N/A
AGENCY REVOLVING FUND AUTHORITY	\$32,275,108	\$28,999,818	\$8,000,000	\$0	\$0	\$0	N/A
REAPPROPRIATIONS	\$0	\$2,044,712	\$495,664	\$2,600,000	\$0	-\$2,600,000	N/A
TOTAL ALL FUNDS	\$6,907,717,842	\$6,957,867,876	\$7,674,516,045	\$8,332,675,680	\$8,339,456,976	\$6,781,296	0.1%

APPENDIX B

State of Oklahoma Changes in Fund Balance, Governmental Funds Last Five Fiscal Years

(expressed in thousands)

	2015	2016	2017	2018	2019
Revenues					
Taxes:					
Income taxes – individual	\$ 2,965,231	\$ 2,944,246	\$ 2,948,868	\$ 3,240,777	\$ 3,469,633
Income taxes – corporate	373,518	333,838	169,639	251,163	312,862
Sales tax	2,553,978	2,481,242	2,460,238	2,823,427	3,076,488
Gross production taxes	543,656	326,608	412,898	596,196	1,037,656
Motor vehicle taxes	772,697	761,052	757,223	868,042	887,074
Fuel taxes	424,048	432,607	432,780	441,978	539,150
Tobacco taxes	252,978	257,813	254,935	261,234	360,886
Insurance taxes	183,722	181,133	164,008	181,614	176,198
Beverage taxes	112,718	116,246	118,449	122,541	139,737
Other taxes	429,572	397,902	412,914	444,700	453,214
Licenses, permits and fees	695,364	682,750	711,014	780,649	808,705
Interest and investment revenue	318,679	254,610	655,229	435,657	496,851
Federal grants	6,652,689	6,667,592	6,695,846	6,440,084	6,811,030
Sales and services	180,315	212,169	222,086	217,647	236,892
Other	810,615	729,640	759,334	700,142	977,713
Total revenues	17,269,780	16,779,448	17,175,461	17,805,851	19,784,089
Expenditures					
Education	4,459,227	4,373,024	4,247,212	4,262,822	4,799,146
Government administration	1,522,733	1,699,571	1,935,755	1,981,752	2,043,121
Health services	5,636,440	5,704,161	5,614,255	5,595,980	5,954,945
Legal and judiciary	248,668	251,114	254,551	255,739	263,275
Museums	9,698	9,074	7,444	7,650	12,553
Natural resources	273,081	281,530	295,638	252,484	449,324
Public safety and defense	786,197	826,716	837,157	838,098	833,423
Regulatory services	150,864	191,627	95,621	114,355	150,625
Social services	2,177,124	2,347,661	2,192,547	2,145,461	2,179,379
Transportation	203,021	237,427	203,290	215,428	233,357
Capital outlay	1,451,605	1,764,073	1,575,479	1,506,734	1,400,527
Debt service					
Principal retirement	408,643	191,272	179,384	140,272	157,460
Interest and fiscal charges	60,833	76,228	72,994	59,145	53,036
Total expenditures	17,388,134	17,953,478	17,511,327	17,375,920	18,530,171
Revenues in excess of (less than) expenditures	(118,354)	(1,174,030)	(335,866)	429,931	1,253,918
Other Financing Sources (Uses)					
Transfers in	83,587	85,002	81,634	78,997	90,891
Transfers out	(7,376)	(6,023)	(16,178)	(15,996)	(23,335)
Bonds issued	189,250	39,535	265,665	27,215	268,105
Notes issued	-	-	-	61,505	-
Refunding bonds issued	-	-	-	-	-
Bond issue premiums	18,398	5,276	39,067	10,023	23,381
Bond issue discounts	-	-	-	-	-
Payment to refunded bond escrow agent	-	-	-	-	-
Capital leases and certificates of participation	365	-	440	-	-
Sale of capital assets	87,267	14,451	13,343	10,447	23,870
Total other financing sources (uses)	371,491	138,241	383,971	172,191	382,912
Net Changes in Fund Balances	253,137	(1,035,789)	48,105	602,122	1,636,830
Fund balances – beginning of year (as restated)	7,486,221	7,728,478	6,692,689	6,740,794	7,645,668
Fund balances – end of year	\$ 7,739,358	\$ 6,692,689	\$ 6,740,794	\$ 7,342,916	\$ 9,282,498
Debt service as a percentage of noncapital expenditures	2.9%	1.7%	1.6%	1.3%	1.2%

Comprehensive Annual Financial Report
Office of Management and Enterprise Services
Fiscal year ended June 30, 2019

OKLAHOMA PENSION SYSTEMS

The State of Oklahoma has seven retirement systems as follows:

- Oklahoma Firefighters Pension and Retirement System (OFPRS).
- Oklahoma Public Employees Retirement System (OPERS).
- Oklahoma Law Enforcement Retirement System (OLERS).
- Oklahoma Police Pension and Retirement System (OPPRS).
- Oklahoma Teachers' Retirement System (TRS).
- Retirement Plan for Full-time Employees of the Department of Wildlife (Wildlife).
- Uniform Retirement System for Justices and Judges (URSJJ), administered by OPERS.

Systems are funded with employee contributions, employer contributions, returns on investment and, in some cases, dedicated revenue streams. All systems provide defined benefits plans; OPERS is unique in that it also administers a mandatory defined contribution plan for eligible state employees hired on or after November 1, 2015. Figure 1, below, are the systems' basic membership information for their defined benefits plans.

Figure 1: Membership information fiscal year ending June 30.

System	Active Members	Retirees and Beneficiaries*
OFPRS	12,347	11,203
OPERS	34,536	35,869
OLERS	1,234	1,435
OPPRS	4,902	3,815
TRS	90,014	64,821
Wildlife	201	229
URSJJ	269	300

*Excludes vested terminated members and deferred option plan members.

Figure 2, below, is a summary of funding information from the retirement systems' actuarial valuation reports from fiscal year 2019.

Figure 2: Comparison of liabilities and assets with funding ratio included (in millions).

FY 2019	Accrued Liability	Actuarial Assets	Unfunded Accrued Liability	Funded Ratio
OFPRS	\$3,892	\$2,756	\$1,136	70.8%
OPERS	\$10,047	\$9,910	\$138	98.6%
OLERS	\$1,175	\$1,052	\$123	89.6%
OPPRS	\$2,613	\$2,677	(\$65)	102.5%
TRS	\$23,680	\$17,150	\$6,530	72.4%
Wildlife	\$129	\$117	\$12	90.6%
URSJJ	\$309	\$345	(\$37)	111.9%
TOTAL	\$41,845	\$34,007	\$7,837	81.3%

2019 Income Tax Preferences (Tax Year 2017 Data)*

(Includes credits, deductions and exemptions for tax year 2017; excludes credits with impacts under \$50,000 for repealed credits.)

Type	Citation	Amount used*	Number of returns	Final year/date credits may be earned (but not used)**	Notes:
CREDITS					
Low income special county sales tax relief (REFUNDABLE)	68 O.S. § 1370.3	\$0			No applicable sales tax levied
Taxes paid to another state by OK residents for personal services	68 O.S. § 2357	\$36,860,000	29,714		
Child credit OR child care credit ¹	68 O.S. § 2357	\$21,964,000	355,611		Federal AGI must be below \$100K
Oklahoma investment/new jobs (for TY 2016 - TY 2018, total amount allowed capped at \$25M)	68 O.S. § 2357.4	\$24,577,979	1,017		For either an investment in specific depreciable property or facility or for increased net employment ²
Venture capital (NONREFUNDABLE, TRANSFERRABLE)	68 O.S. § 2357.7	\$11,167,561	76	2008	20% of qualified investments – carryforward 3 yrs
Oklahoma coal production (TRANSFERRABLE if earned before 1/1/14, REFUNDABLE at 85% thereafter AND if earned 2016 or later, credit is 75% of value)	68 O.S. § 2357.11	\$3,304,842	10	2021	Beginning TY 2018, \$5M cap applies
Investments in clean-burning motor vehicles or motor vehicle property (including CNG)	68 O.S. § 2357.22	\$11,091,753	507	2026	5-yr carryover; Nonrefundable; \$20M total cap per year beginning with TY 2020
Child care service providers	68 O.S. § 2357.27	\$20,741	10	2015	20% of eligible business expenses; 4-yr carryforward
Natural disaster credit (REFUNDABLE) Credit calculated from ad valorem tax differences before and after completed improvements	68 O.S. § 2357.29A	\$42,000	325		Eligible claims up to 5 consecutive yrs after improvements made; credit 80% of previous yr credit after 1st yr claimed
Small business guaranty fee credit (for financial institutions)	68 O.S. § 2370.1	\$1,261,211	34	2021	
Credit for electricity generated by zero-emission facilities (incl. wind) (TRANSFERRABLE if earned before 1/1/14, REFUNDABLE at 85% thereafter; 10-yr carryforward)	68 O.S. § 2357.32A	\$93,163,097	67	depends on facility type and start date ³	First impact of sunset on wind facilities in 2027
Tax credit for qualified historic rehabilitation expenditures (TRANSFERRABLE)	68 O.S. § 2357.41	\$5,735,531	83		10-yr carryover
Oklahoma earned income tax credit (REFUNDABLE before tax year 2016; NONREFUNDABLE beginning in 2016)	68 O.S. § 2357.43	\$15,849,000	298,033		5% of federal EITC

Type	Citation	Amount used*	Number of returns	Final year/date credits may be earned (but not used)**	Notes:
Credit for donations to biomedical research institute	68 O.S. § 2357.45	\$727,249	1,104		50% of donation, \$1K per taxpayer; 4-yr carryover; \$1M cap
Credit for donations to cancer research institutes	68 O.S. § 2357.45	\$359,837	1,658		50% of donation, \$1K per taxpayer; 4-yr carryover; \$1M cap
Credit for energy efficient residential construction (TRANSFERRABLE)	68 O.S. § 2357.46	\$3,638,894	206	6/30/2016	Credit up to \$4K for eligible expenses; 4-yr carryover
Railroad modernization credit (TRANSFERRABLE and value reduced by 25% for credits earned 2016 and after)	68 O.S. § 2357.104	\$1,320,141	15		TY 2018 and after, \$2M cap applies; 5-yr carryover
Donation to Oklahoma scholarship-granting and educational opportunity organizations	68 O.S. § 2357.206	\$4,469,491	2,875		\$5M cap; 3-yr carryover
Aerospace industry employer tuition reimbursement	68 O.S. § 2357.302	\$0	0	2025	50% of tuition per qualified employee; 1st-4th employment yrs
Aerospace industry employer credit for compensation	68 O.S. § 2357.303	\$314,861	48		10% for 1st-5th yrs if OK grad; 5% for out-of-state grads; up to \$12,500 per employee
Aerospace industry employee credit	68 O.S. § 2357.304	\$7,400,323	2,384		\$5K cap per yr up to 5 yrs; 5 additional yrs carryover
Wire transmitter fee (electronic fund transfer)	68 O.S. § 2357.401	\$130,489	1,149	2016	5-yr carryover
Investments in affordable housing	68 O.S. § 2357.403	\$657,596	24		\$4 million cap; 1st yr – 2016
Vehicle manufacturing industry employer tuition reimbursement	68 O.S. § 2357.404			2025	First year – 2019, \$5M soft cap on 3 credits combined; 5-yr carryover
Vehicle manufacturing industry employer credit for compensation	"			2025	
Vehicle manufacturing industry employee credit	"			2025	
Volunteer firefighter credit	68 O.S. § 2358.7	\$668,982	2,167		
Low income property tax relief (REFUNDABLE)	68 O.S. § 2907 & 2908	\$77,000	432		
Film rebate program	68 O.S. § 3624	\$5,000,000			\$8M cap beginning FY 2020
Sales tax relief (REFUNDABLE)	68 O.S. § 5011	\$35,393,000	404,731		\$40 per qualified exemption; income caps and other applications

Type	Citation	Amount used*	Number of returns	Final year/date credits may be earned (but not used)**	Notes:
DEDUCTIONS AND EXEMPTIONS***		Tax Expenditure			
Oil and gas depletion allowance (deduction)	68 O.S. § 2353	\$8,699,000	82,441		Individual tax returns only
Taxpayers with physical disabilities	68 O.S. § 2358	\$69,000	510		
Nonrecurring adoption expenses	68 O.S. § 2358	\$151,000	576		\$20K cap
Oklahoma college savings program	68 O.S. § 2358	\$3,325,000	13,486		Up to \$10K indiv.; \$20K joint filing
Members of the armed services	68 O.S. § 2358	\$20,691,000	22,050		100% of income
Itemized deductions	68 O.S. § 2358	\$401,634,000	469,678		Beginning TY 2018, cap of \$17K applies
Standard deduction	68 O.S. § 2358	\$387,968,000	1,255,270		After 2016 indiv. deduction amount is frozen
OK source capital gains – individual	68 O.S. § 2358	\$121,558,000	16,330		Qualifying capital gains ⁴
Swine and poultry producers investments	68 O.S. § 2358	Not Available			Cannot be estimated with current reported data
Transfers of technologies to small business	68 O.S. § 2358	Not Available			Cannot be estimated with current reported data
Discharge of farm indebtedness income	68 O.S. § 2358	Not Available			Cannot be estimated with current reported data
OK Police Corps scholarship program	68 O.S. § 2358	Not Available			Cannot be estimated with current reported data
Personal exemption	68 O.S. § 2358	\$118,967,000	1,724,948		\$1K in lieu of federal
Blind individuals	68 O.S. § 2358	\$104,000	4,221		\$1K/blind individual
Low income individuals 65 or older	68 O.S. § 2358	\$288,000	84,991		\$1K/qualifying indiv
Retirement benefits – public sector	68 O.S. § 2358	\$22,560,000	59,864		1st \$10K of most OK and fed retirement benefits
Social Security benefits	68 O.S. § 2358	\$139,108,000	218,193		SSI included in federal AGI
Civil service retirement benefits in lieu of Social Security	68 O.S. § 2358	\$31,269,000	24,268		
Military retirement benefits	68 O.S. § 2358	\$2,280,300	29,205		Capped – greater of 75% or \$10,000
Retirement benefits – other than public sector	68 O.S. § 2358	\$74,845,000	249,274		Capped – \$10,000

Type	Citation	Amount used*	Number of returns	Final year/date credits may be earned (but not used)**	Notes:
Deferred compensation – certain lump-sum distributions	68 O.S. § 2358	Not Available			Cannot be estimated with current reported data
Medical savings account contributions and earned interest on such	68 O.S. § 2358	Not Available			Cannot be estimated with current reported data
Competitive livestock show award	68 O.S. § 2358	Not Available			On amounts less than \$600; cannot be estimated
Agricultural commodity processing facilities	68 O.S. § 2358	Not Available			15% of certain investments; cannot be estimated
Safety Pays OSHA consultation exemption	68 O.S. § 2358	Not Available			\$1K annual exemption; cannot be estimated
Prisoners of war	68 O.S. § 2358.1	\$0			
Death benefits from armed forces in combat zone – EXEMPT	68 O.S. § 2358.1A	Not Available			
Foster care deduction	68 O.S. § 2358.5-1	\$243,000	1,518		Tax yrs 2014-2017; cap of \$5K
Royalty income for inventors	68 O.S. § 5064.7	Not Available			Exempt up to 7 yrs; cannot be estimated
Small business incubators – sponsors	74 O.S. § 5075	Not Available			Exempt up to 10 yrs; cannot be estimated
Small business incubators – tenants	74 O.S. § 5078	Not Available			Exempt up to 10 yrs; cannot be estimated
TOTAL		\$1,618,954,878			

*Amount actually used may be less than amount claimed due to carryover periods, annual caps, or lack of refundability.

**Dollar figures may reflect carryover period for credits which have reached sunset or repeal date.

***Deductions and exemptions are estimated October 2019, based on 2016 data. Source: Oklahoma Individual Income Tax Micro Simulation Model.

¹The qualifying taxpayer may claim the greater of 20% of the credit for child care expenses allowed under the federal IRS code or 5% of the child tax credit allowed under the federal IRS code. (Nonrefundable). Approximately 88.5% of the total is based on the federal child tax credit and the remaining amount is claimed for child care.

²ITC credits may be carried forward indefinitely for capital investments and 15 years beyond the original five for addition of jobs. SB 1582 (2016 session) limited the credit to \$25 million per year for TY 2016 - 2018. In TY 2016, the result is carryforward of \$627 million, with \$71 million established TY 2016.

³Wind facility must be placed in service on or before 7/1/17 and may claim credits for 10 years after start date. Non-wind facilities capped at \$5 million annually beginning TY 2019, through TY 2020.

⁴Gain must be on real or tangible personal property located in Oklahoma, sale of stock or ownership interest in Oklahoma headquartered entity, or on sale of real property, tangible personal property or intangible personal property located in Oklahoma.

SOURCE: 2017-2018 OTC Tax Expenditure Report and selected updates updated 10_19

APPENDIX D (Continued) – Sales Tax Preferences (Exemptions)

Source: Oklahoma Tax Commission – *Excludes minimal and zero impacts, impacts that cannot be estimated and information that may not be disclosed. Updated for FY 2019, October, 2019.

Type	Citation	Estimate*	Notes:
Sales for resale (sales and use taxes)	68 O.S. 1357	\$7,277,507,000	Avoids double taxation
Sales to manufacturers (sales and use taxes)	68 O.S. 1359	\$2,236,029,000	Avoids double taxation
Drugs (prescribed only)	68 O.S. 1357	\$228,169,000	Includes insulin and medical oxygen
Utilities for residential use	68 O.S. 1357	\$150,246,000	Natural or artificial gas and electricity
Subdivisions or agencies of the state	68 O.S. 1356	\$146,245,000	Property and services sold to such
State of Oklahoma	68 O.S. 1356	\$117,566,000	Property and services sold to the state and its political subdivisions
Agricultural sales	68 O.S. 1358	\$103,769,000	Various exemptions
Livestock purchased outside the state	68 O.S. 1404	\$73,194,000	Purchased for feeding or breeding purposes, later resold
Sales of certain types of advertising	68 O.S. 1357	\$53,099,000	Space in certain media types
Disabled veterans in receipt of compensation at the 100% rate	68 O.S. 1357	\$42,802,000	\$25,000 per year; honorably discharged from active duty
Water, sewage and refuse services	68 O.S. 1354	\$16,612,000	Sales of certain such services
Drugs and medical devices	68 O.S. 1357.6	\$13,621,000	When reimburseable under Medicare or Medicaid
Newspapers and periodicals	68 O.S. 1354	\$11,456,000	
Sales by schools	68 O.S. 1356	\$8,404,000	Tangible personal property sold for fundraising purposes
Rural electric cooperatives	18 O.S. 437.25	\$8,131,000	
School cafeterias	68 O.S. 1356	\$7,689,000	K-12, colleges, universities
Sales tax holiday	68 O.S. 1357.10	\$7,394,000	Local taxes reimbursed to cities/counties
Churches	68 O.S. 1356	\$6,951,000	Property and services sold to or by such
Fraternal, religious, civic, charitable or educational societies	68 O.S. 1356	\$4,558,000	Dues paid to such
Private education institutions	68 O.S. 1356	\$3,859,000	Institutions accredited by SDE
Aircraft repair and modification	68 O.S. 1357	\$2,747,000	
Sales of horses	68 O.S. 1357.7	\$1,495,000	
Out-of-state tax credit	68 O.S. 1404	\$1,756,000	On tangible personal property, paid to another state
Admission to professional sporting events	68 O.S. 1356	\$796,000	
Bad debt credit	68 O.S. 1366	\$434,000	Exempts taxes paid on uncollectable gross receipts
Tourism broker transportation services	68 O.S. 1354	\$625,000	Services incidental to brokerage services
Sales by fire departments	68 O.S. 1356	\$602,000	First \$15,000 sold for fundraising
Funeral home transportation services	68 O.S. 1354	\$371,000	Services provided to family members, etc., for a funeral
Local transportation	68 O.S. 1357	\$309,000	Fares less than \$1; other local transportation excluding taxis
Cultural organizations	68 O.S. 1356	\$136,000	First \$15,000 sold by or to such
Children's homes	68 O.S. 1357	\$96,000	Operated under IRS code, 26 § 501 (c)(3)
Motion picture and television production companies	68 O.S. 1357	\$50,000	For eligible production
Irrigation districts	82 O.S. 277.17	\$55,000	On purchases or use of tangible personal property by irrigation districts
Oklahoma Housing Authority	63 O.S. 1066	\$36,000	For property purchased by OHA
TOTAL		\$10,526,809,000	

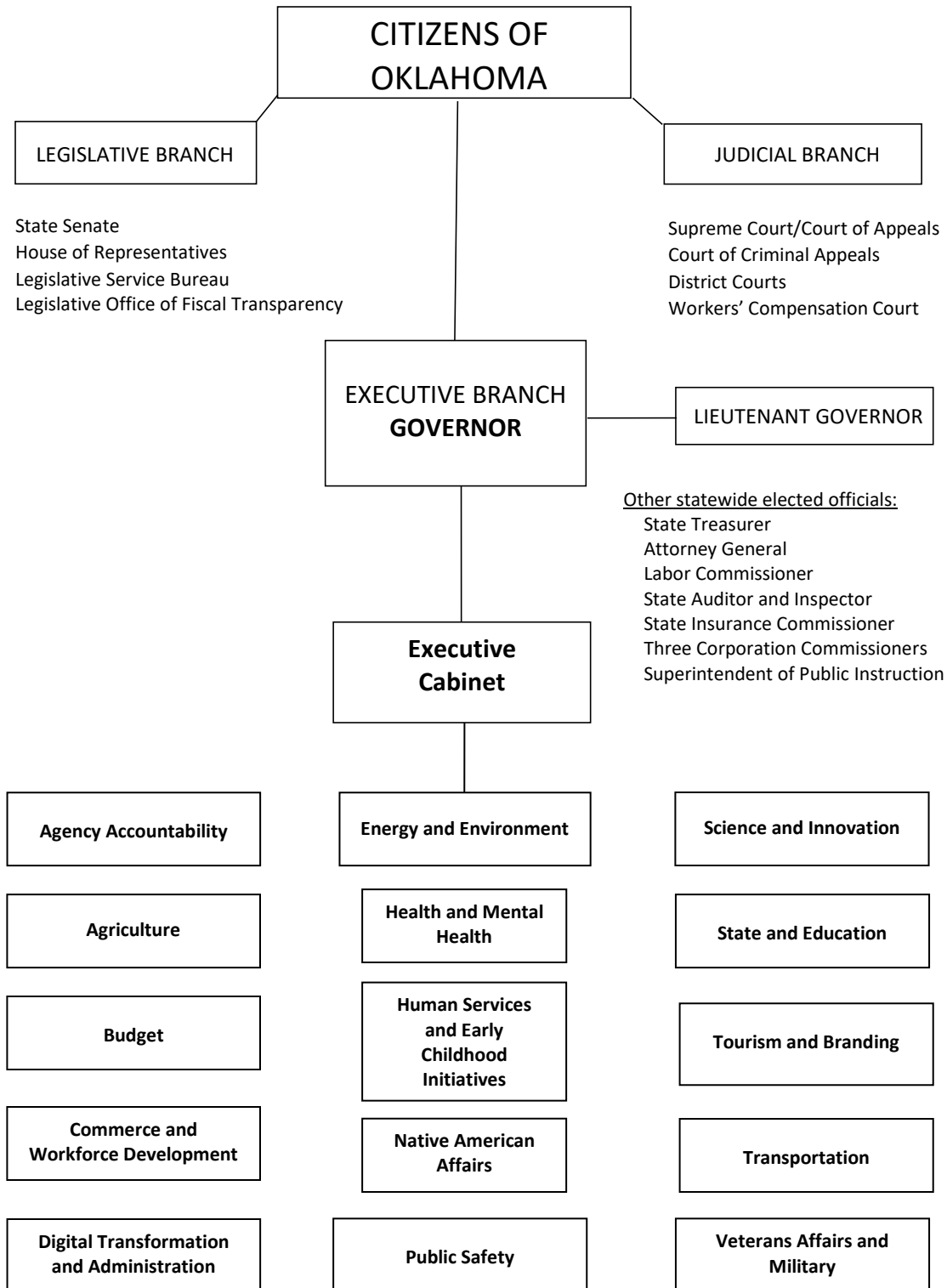
**Office of Management and Enterprise Services
Budget Division**

Please direct all press inquiries to Jake Lowrey at 405-521-2048.

If you have questions about this function of government:

Then please contact:

Budget Policy and Process	Brandy Manek 405-521-3786 brandy.manek@omes.ok.gov
The Oklahoma State Budget and Budget Process	Shelly Paulk 405-522-2603 shelly.paulk@omes.ok.gov
Agriculture, Commerce, Energy and Environment, Tourism	Collette Stender 405-521-3643 collette.stender@omes.ok.gov
General Government and Infrastructure.....	Brett Deibel 405-522-1317 brett.deibel@omes.ok.gov
Human Services, Veterans Affairs.....	Christine Patton 405-521-6369 christine.patton@omes.ok.gov
Health and Mental Health	Christina Tian 405-522-4305 christina.tian@omes.ok.gov
Finance, Retirement Systems, Revenue	John Gilbert 405-522-5743 john.gilbert@omes.ok.gov
Education Science and Innovation.....	Meagan Rhodes 405-521-6664 meagan.rhodes@omes.ok.gov
Public Safety, Military, Judiciary	James Kentopp 405-522-3170 james.kentopp@omes.ok.gov
Non-appropriated and Regulatory.....	Jordan Fletcher 405-521-3729 jordan.fletcher@omes.ok.gov



The cabinet secretaries are appointed by the Governor with the approval of the Senate. Many of the Secretaries are also heads of executive branch agencies. Most state agencies have a controlling board or commission that appoints a chief operating officer. Most board and commission members are appointed by the Governor, some requiring Senate approval. Some agencies do not have a controlling board, and most of those agency heads are appointed by the Governor with Senate approval. State agencies are assigned to a cabinet department by the Governor.

	Average FY 2016	Average FY 2017	Average FY 2018	Average FY 2019	Average YTD FY 2020
FTE Summary by Executive Cabinet Departments					
Governor	22.5	26.8	19.9	17.4	24.2
Lieutenant Governor	4.6	4.3	4.4	4.1	4.0
Agency Accountability	1,407.7	1,435.9	1,304.6	1,280.3	1,196.6
Agriculture	443.9	468.7	415.4	419.4	444.6
Commerce and Workforce Development	1,093.8	1,109.2	802.9	924.6	921.8
Digital Transformation and Administration	1,004.2	1,006.9	1,036.8	1,020.2	1,013.8
Energy and Environment	2,120.4	2,081.9	1,895.0	2,162.5	2,230.7
Health and Mental Health	4,473.5	4,423.7	4,647.5	3,921.0	4,101.5
Human Services and Early Childhood Initiatives	9,260.5	9,290.3	7,946.8	7,651.3	7,741.2
Public Safety	7,988.6	7,712.3	8,159.5	8,169.2	8,208.9
Science and Innovation	22.1	23.1	21.1	20.2	19.9
State and Education	1,091.8	1,105.7	895.5	1,093.7	1,134.6
Tourism and Branding	797.9	811.4	751.3	771.9	825.8
Transportation	2,920.6	2,938.1	2,894.1	2,945.9	2,949.5
Veterans Affairs and Military	2,422.7	2,450.7	2,089.0	1,947.4	1,914.4
Subtotal	35,082.5	34,891.7	32,882.4	32,393.8	32,787.6
Higher Education	34,573.8	33,383.8	31,415.0	32,241.0	32,166.5
Subtotal	34,573.8	33,383.8	31,415.0	32,241.0	32,192.1
Total Executive Branch	69,656.3	68,275.5	64,297.4	64,631.8	64,954.3
Legislature	397.5	399.8	388	381.4	367.1
Judiciary	858.8	861.3	815	802.9	803.0
Subtotal	1,256.3	1,261.1	1,203.3	1,184.3	1,170.1
Total – Excluding Higher Education	36,338.8	36,152.8	34,085.7	33,578.1	33,785.7
Grand Total	70,958.3	69,581.6	65,500.7	65,852.2	66,296.2

Governor	22.5	26.8	19.9	17.4	24.2
Lieutenant Governor	4.6	4.3	4.4	4.1	4.0
Total	27.1	31.1	24.3	21.4	28.2

State Agencies by Executive Cabinet Department

AGENCY ACCOUNTABILITY

Management and Enterprise Services, Office of	1,286.4	1,318.2	1,194.8	1,167.4	1,083.5
Auditor and Inspector, State	121.3	117.7	109.8	112.9	113.2
Total	1,407.7	1,435.9	1,304.6	1,280.3	1,196.6

AGRICULTURE

Boll Weevil Eradication Organization	4.9	6.0	4.7	4.6	6.9
Agriculture, Food and Forestry, Department of	354.8	373.0	336.4	335.7	352.3
Horse Racing Commission	31.6	34.8	29.2	32.2	32.9
Conservation Commission	48.8	50.4	41.1	43.5	48.9
Veterinary Medical Examiners Board	3.8	4.5	4.0	3.5	3.5
Total	443.9	468.7	415.4	419.4	444.6

COMMERCE AND WORKFORCE DEVELOPMENT

Accountancy Board	11.0	10.8	11.4	11.0	11.0
Licensed Architects, Landscape Architects and Registered Interior Designers, Board of	3.0	3.0	3.0	3.1	4.0
Commerce, Department of	99.5	116.0	102.4	94.7	103.2
Construction Industries Board	32.0	30.9	32.1	30.7	31.6
Employment Security Commission	607.6	613.5	480.2	444.7	435.2
Industrial Finance Authority	5.0	5.0	4.8	5.0	4.8
Insurance Department	118.9	121.1	0.0	121.4	118.9
Labor Department	77.0	72.2	73.6	75.1	71.8
Motor Vehicle Commission	4.0	4.0	4.0	4.1	4.0
Private Vocational Schools, Board of	2.6	2.4	2.7	2.0	2.0
Engineer and Land Surveyors	8.6	8.5	8.4	8.4	9.0
Real Estate Commission	14.1	14.2	12.6	13.5	14.5
Uniform Building Code Commission	3.0	2.9	3.0	3.0	3.0
Used Motor Vehicle and Parts Commission	9.6	9.3	9.3	9.0	8.4
Housing Finance Authority	97.9	95.4	55.4	98.9	100.5
Total	1,093.8	1,109.2	802.9	924.6	921.9

DIGITAL TRANSFORMATION AND ADMINISTRATION					
Abstractor Board	1.9	2.5	2.0	2.0	2.0
Banking Department, State	43.3	41.0	41.2	42.6	43.9
Ethics Commission	6.3	5.3	6.6	7.0	6.0
Merit Protection Commission	3.9	3.6	2.4	2.2	2.3
Firefighters Pension and Retirement System	11.0	10.9	10.2	10.0	10.0
Law Enforcement Retirement System	5.0	5.0	5.0	4.6	5.0
Lottery Commission	28.3	27.8	29.4	29.8	30.8
Public Employees Retirement System	52.5	52.1	55.4	54.4	54.3
Police Pension and Retirement System	11.2	10.4	10.8	10.8	11.0
Bond Advisor, State	2.9	2.6	0.7	0.0	0.0
Securities, Department of	27.9	27.0	26.1	25.0	24.0
Consumer Credit, Department of	30.6	27.8	40.2	39.8	40.2
Tax Commission	704.2	715.3	725.3	705.4	700.9
Teachers Retirement System	35.2	32.8	36.1	38.6	37.0
Treasurer, State	40.0	42.8	45.4	48.0	46.3
Total	1,004.2	1,006.9	1,036.8	1,020.2	1,013.8

ENERGY AND ENVIRONMENT					
Mines, Department of	31.3	31.2	33.5	31.4	29.3
Corporation Commission	467.1	468.0	499.0	530.4	542.8
Environmental Quality, Department of	528.4	515.3	520.7	514.4	523.2
Interstate Oil Compact Commission	5.2	5.2	5.7	4.8	5.0
Wildlife Conservation, Department of	349.8	342.6	356.7	346.5	347.5
Energy Resources Board	0.0	0.0	0.0	0.0	0.0
Liquefied Petroleum Gas Board	7.4	8.5	9.0	8.1	7.8
Water Resources Board	92.0	98.0	97.0	92.0	104.0
Grand River Dam Authority	573.0	549.8	334.1	564.0	600.3
Municipal Power Authority	66.2	63.3	39.3	70.9	70.8
Total	2,120.4	2,081.9	1,895.0	2,162.5	2,230.7

HEALTH AND MENTAL HEALTH					
Tobacco Settlement Trust Board	22.0	20.9	22.6	21.0	20.7
Chiropractic Examiners, Board Of	3.0	3.1	3.0	3.0	3.0
Behavioral Health Licensure, Board of	4.4	4.0	3.1	3.1	3.2
Cosmetology and Barbering, Board of	11.2	11.7	0.0	14.7	15.0
Dentistry, Board of	5.1	4.6	4.8	6.2	6.4
Funeral Board	2.6	2.5	3.3	3.0	3.0
Health, Department of	2,120.0	2,086.9	1,818.2	1,599.3	1,715.7
Alcohol and Drug Counselors, State Board of Licensed	1.5	1.7	2.0	1.7	1.0
Board of Medical Licensure and Supv			22.1	23.0	24.6
Mental Health and Substance Abuse Services, Department of	1,668.0	1,668.6	1,623.7	1,654.4	1,697.3
Long Term Care Administrators, State Board of Examiners for	3.0	3.0	0.0	3.0	3.0
Nursing, Board of	27.9	28.0	27.7	27.5	28.8
Optometry, Board of Examiners in	2.3	2.4	0.0	2.3	2.4
Osteopathic Examiners, State Board of	6.8	7.0	7.0	7.1	7.1
Pharmacy, State Board of	11.0	10.6	10.6	12.2	12.0
Psychologists, Board of Examiners of	1.0	1.1	1.0	1.0	1.0
Physician Manpower Training Commission	5.8	6.0	5.1	6.7	5.8
Speech Pathology and Audiology, Board of Examiners for	1.5	1.5	1.9	1.7	2.0
Health Care Authority	558.2	540.3	545.7	530.1	549.6
University Hospitals Authority	18.2	19.8	545.7	0.0	
Total	4,473.5	4,423.7	4,647.5	3,921.0	4,101.5

HUMAN SERVICES AND EARLY CHILDHOOD INITIATIVES					
Children and Youth, Commission on	21.7	24.1	18.4	15.8	17.7
Disability Concerns	5.7	5.7	4.4	5.5	5.5
Juvenile Affairs, Office of	772.8	732.5	724.7	646.8	602.9
Licensed Social Workers, Board of	1.9	1.6	1.8	1.7	1.5
J.D. McCarty Center	228.6	232.9	227.3	235.2	243.0
Rehabilitation Services, Department of	943.5	953.9	896.3	884.7	878.6
Human Services, Department of	7,286.3	7,339.6	6,073.9	5,858.6	5,992.0
Total	9,260.5	9,290.3	7,946.8	7,648.3	7,741.2

PUBLIC SAFETY					
Alcoholic Beverage Laws Enforcement Commission	32.1	34.4	30.5	32.5	32.7
Indigent Defense System	107.4	107.4	105.7	103.8	104.1
Attorney General	206.9	203.6	196.3	200.3	199.4
Corrections, Department of	4,377.4	4,105.8	4,730.1	4,724.7	4,773.9
District Attorneys Council	1,111.7	1,103.6	1,020.2	1,012.1	1,015.9
Pardon and Parole Board	27.4	28.9	21.3	20.6	21.3
Investigation, State Bureau of	308.4	314.9	283.7	285.1	290.3
Emergency Management, Department of	27.6	27.8	33.9	35.2	43.2
Fire Marshal, Office of State	20.3	21.6	15.4	15.6	14.1
Medical Examiner, Office of the Chief	86.8	87.0	99.1	99.2	98.6
Law Enforcement Education and Training, Council on	40.4	41.2	37.4	39.0	41.0
Narcotics and Dangerous Drugs Control, Bureau of	135.5	137.0	132.3	142.3	140.1
Public Safety, Department of	1,501.4	1,493.1	1,448.7	1,452.8	1,429.2
Alcohol and Drug Influence, State Board of Tests for	5.3	6.0	4.9	6.0	5.0
Total	7,988.6	7,712.3	8,159.5	8,169.2	8,208.9

SCIENCE AND INNOVATION					
Space Industry Development Authority	5.7	5.2	6.0	5.6	6.1
Center for the Advancement of Science and Technology	16.4	17.9	15.1	14.6	13.8
Total	22.1	23.1	21.1	20.2	19.9

STATE AND EDUCATION					
Education, State Department of	271.8	272.4	283.0	313.3	339.1
Educational Television Authority	48.3	54.2	42.2	41.1	41.5
Election Board, State	21.6	19.8	22.1	23.7	25.5
Education Quality and Accountability, Office of	12.0	10.8	8.9	8.0	8.0
Multiple Injury Trust Fund	10.0	10.0	9.0	8.7	8.4
Land Office, Commissioners of the	61.6	59.6	0.0	62.5	63.2
Libraries, Department of	39.4	42.8	33.5	33.9	34.0
State Regents For Higher Education	200.7	201.5	148.6	171.6	172.0
Student Loan Authority	74.8	75.0	0.0	86.8	95.8
Secretary of State	26.4	27.9	32.6	32.3	33.3
School of Science and Mathematics	53.0	53.7	54.4	53.7	51.2
Career and Technology Education, Department of	230.9	245.4	216.1	213.6	215.5
Statewide Virtual Charter School Board	3.0	0.0	3.0	3.0	3.0
Workers' Compensation Commission	38.3	32.6	42.1	41.5	44.1
Total	1,091.8	1,105.7	895.5	1,093.7	1,134.6

TOURISM AND BRANDING					
Arts Council	14.1	13.6	12.1	10.0	12.0
J.M. Davis Memorial Commission	5.4	5.2	3.5	3.9	3.7
Historical Society	138.4	150.2	130.2	134.8	134.8
Tourism and Recreation, Department of	573.4	575.3	562.6	578.6	625.8
Quartz Mountain Resort Arts & Conference Center	54.3	53.5	42.9	44.6	49.4
Will Rogers Memorial Commission	12.3	13.6	0.0	0.0	0.0
Total	797.9	811.4	751.3	771.9	825.8

TRANSPORTATION					
Aeronautics Commission	10.0	10.8	10.0	9.8	9.2
Transportation, Department of	2,368.2	2,378.0	2,338.9	2,396.4	2,416.6
Turnpike Authority	542.4	549.3	545.2	539.7	523.6
Total	2,920.6	2,938.1	2,894.1	2,945.9	2,949.5

VETERANS AFFAIRS AND MILITARY					
Military Department	330.4	337.2	342.1	347.2	358.1
Veterans Affairs, Department of	2,092.3	2,113.5	1,746.9	1,600.3	1,556.3
Total	2,422.7	2,450.7	2,089.0	1,947.4	1,914.4

LEGISLATURE					
State Senate	161.7	158.0	165.0	159.0	155.2
House of Representatives	229.6	235.7	217.0	216.7	206.3
Legislative Service Bureau	6.2	6.1	5.9	5.7	5.6
Total	397.5	399.8	387.9	381.4	367.1

JUDICIARY					
Criminal Appeals, Court of	29.0	26.9	26.7	28.3	29.9
District Courts	613.2	614.7	589.7	581.8	588.3
Workers' Compensation Court	32.0	31.0	25.0	21.7	18.0
Supreme Court/Court of Appeals	184.6	188.7	171.9	169.2	164.8
Council on Judicial Complaints			2.1		2.0
Total	858.8	861.3	815.4	801.0	803.0

HIGHER EDUCATION					
Oklahoma State University (all branches)	8,166.9	7,900.7	6,900.9	8,121.6	7,875.3
Western Oklahoma State College	156.3	161.3	147.0	126.8	118.0
Cameron University	616.7	603.8	538.0	510.3	478.6
Carl Albert State College	263.5	258.0	228.1	225.0	216.7
University of Central Oklahoma	1,724.2	1,613.5	1,762.9	1,460.9	1,650.6
University of Science and Arts of Oklahoma	191.7	186.2	195.3	195.3	181.7
Connors State College	161.9	179.5	44.1	132.3	102.9
East Central University	540.4	580.3	511.4	525.4	497.2
Eastern Oklahoma State College	219.8	217.4	182.4	203.2	199.4
Redlands Community College	168.9	176.5	147.2	141.1	126.0
Langston University	414.5	438.5	446.4	364.0	379.9
Rogers State University	411.6	398.2	376.8	374.6	369.7
Murray State College	230.0	214.8	151.9	206.9	189.3
Northeastern Oklahoma A&M College	243.5	249.6	198.4	221.9	202.1
Northeastern State University	1,158.3	1,182.6	1,059.0	1,079.2	1,048.3
Northern Oklahoma College	351.5	325.6	296.1	321.4	267.3
Northwestern Oklahoma State University	307.7	317.3	280.8	289.4	262.1
Oklahoma Panhandle State University	135.4	137.5	120.8	126.9	121.9
Rose State College	473.6	492.2	411.2	424.4	409.0
University Center of Southern Oklahoma	13.9	14.6	12.6	12.0	12.4
Regional University System of Oklahoma	6.3	6.0	3.1	6.8	6.6
Seminole State College	145.3	154.8	132.3	142.4	139.4
Oklahoma City Community College	710.3	328.7	549.7	570.7	512.2
Southeastern Oklahoma State University	543.4	548.5	485.5	513.3	495.2
Southwestern Oklahoma State University	685.0	732.5	700.5	708.1	636.5
Tulsa Community College	1,380.7	1,235.0	1,200.1	1,278.9	1,144.8
University Center at Ponca City	7.9	7.9	4.0	6.1	6.5
University of Oklahoma	7,689.7	7,431.9	7,444.4	7,280.5	6,904.7
OU – Health Science Center	6,455.6	6,335.0	5,970.6	5,608.5	6,588.6
OU – Health Science Professional Practice Plans	999.3	955.4	913.5	1,063.1	1,049.2
Total – College and University	34,573.8	33,383.8	31,415.0	32,241.0	32,192.1

Grand Total	70,958.3	69,581.6	65,500.7	65,852.2	66,296.2
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Note: Due to variations in reporting practices over time, averages may not sum to totals.

GLOSSARY

Actuarial Accrued Liability (re: retirement): That portion, as determined by a particular cost method, of the actuarial present value of pension plan benefits and expenses that is not provided for by normal cost contributions.

Actuarial Assumptions (re: retirement): Assumptions as to the occurrence of future events affecting pension costs, such as: mortality, withdrawal, disablement and retirement; changes in compensation and government provided benefits; rates of investment earnings and asset appreciation or depreciation; procedures used to determine the actuarial value of assets; characteristics of future entrants and other relevant items.

Annualization: The computation of costs or revenues for a full year – usually applied when calculating the full year impact/cost of a program that was funded for a partial year in a previous budget.

Apportionment: The process by which monies are directed into specific funds upon collection as required by law.

Appropriation: Legal authorization granted by the Legislature to make expenditures or incur obligations that may be limited by fund, agency, department, program, object, character, time period, or amount. Unexpended appropriations lapse back to the original fund after the lapse (expiration) date – 30 months after appropriation unless otherwise specified by law, per the state constitution.

Appropriations Base: An agency's previous year appropriation reduced by one-time appropriations.

Board of Equalization: A constitutional body, the State Board of Equalization is made up of the Governor, Lieutenant Governor, State Treasurer, State Auditor and Inspector, Attorney General, Superintendent of Public Instruction, and President of the State Board of Agriculture. This board annually certifies the amount of state funds available for appropriation. The board also has duties regarding the equalization of ad valorem taxes among the counties.

Budgeted Vacancy: A vacant employee position which is funded in an agency's current budget (in many instances, the vacancy has remained unfilled for an extended period of time).

Budget Request (due October 1, statutorily): A detailed outline of an agency's financial needs for the upcoming fiscal year.

Budget Work Program (due July 1, statutorily): A detailed outline of planned expenditures for the ensuing or current fiscal year, which takes into consideration funds appropriated by the Legislature and other funds available to the agency, and any expenditure limitations or directives expressed in legislation.

Capital Expenditure/Outlay: Expenditures made for securing capital assets. Capital assets are significant, tangible assets with a value greater than \$25,000 that have a life greater than one year and will be used in providing services.

Carryover: This term refers to unobligated monies an agency has available to fund its operations in succeeding fiscal years. Generally, carryover monies are considered non-recurring in nature.

Cash-flow Reserve Fund: This fund was established as a fiscal management tool. General Revenue Fund cash is set aside in this fund at the end of each fiscal year. Monies in this fund are used to make cash available for the July allocation of general revenue funds to state agencies and to provide for monthly cash allocations in those months in which receipts are below needed levels. The use of this fund reduces the need for "seasonal borrowing."

Certified Fund: As defined by the Oklahoma state Constitution, a certified fund is any fund that is directly appropriated by the Legislature.

Constitutional Reserve Fund: Designed to cushion against economic emergencies, this fund, popularly known as the "Rainy Day Fund," was established by constitutional amendment in 1985. All General Revenue Fund receipts collected in excess of the total certified estimate are deposited in this fund until the fund is equal to 15% of the certified general revenue funds from the preceding fiscal year. Up to three-eighths of the balance may be appropriated only in the event that the upcoming year's General Revenue certification is lower than the preceding year's. Up to \$10 million may be expended for incentives to support retention of at-risk manufacturing establishments under certain conditions and after unanimous finding by the Governor, the Speaker of the House of Representatives and the President Pro Tempore of the Senate. Up to three-eighths of the balance may be appropriated in the event of a current-year revenue failure, declared by the State Board of Equalization. Up to one-fourth of the balance may be appropriated upon the declaration of an emergency by the Governor and approval by two-thirds of both legislative houses; or, absent a gubernatorial declaration of emergency, approval by three-fourths of both houses.

Custodial Fund: A fund that contains monies held and administered on behalf of a beneficiary.

Disbursing Fund: A fund that contains a mix of appropriated, revolving, and/or federal monies, used by agencies to quickly effectuate eminent operational expenditures. These funds require additional oversight because they are inherently less transparent.

Expenditure: The disbursement of monies from a state fund for the purchase of goods and services.

Fiscal Year: The 12-month period beginning July 1 and ending June 30 used by the state government for accounting purposes. The fiscal year designation depends on the year in which it ends [e.g., fiscal year 2011 (FY 2011) runs from July 1, 2010, to June 30, 2011].

FTE: Full-time equivalent is a calculation used to compare agency employment levels. FTE is based upon 2,080 hours per year or 173 hours per month. The annual FTE comparison includes total number of hours worked (including full-time, part-time, and more than full-time hours), rather than referring to a per person number of employees (headcount).

Fund: A legal accounting entity with a self-balancing set of accounts. Expenditures from a fund may be restricted to specified purposes.

General Revenue Fund: This fund is the principal funding source for state government operations. State taxes, fees and charges, and proceeds from investments make up the revenue to the General Revenue Fund. The fund's resources can be used for any purpose specified by legislative appropriation. All monies collected that are not dedicated to another fund are deposited in the General Revenue Fund.

Line-Item Veto: Authority given to the Governor pursuant to Article 6, Section 12 of the State Constitution to approve or deny any single item contained within any bill passed by the Legislature making appropriations of money.

Non-appropriated Funds: A term sometimes used to refer to agency revolving funds. Since such funds have statutorily established revenue sources and uses, there is no need for them to be annually appropriated. Non-appropriated funds are also called "continuing appropriations." The terms have the same meaning.

One-time: Budget items that receive funding for one fiscal year (for example, funding for a feasibility study, funding for the replacement of major equipment items, funding for the purchase of furniture for a new facility, etc.). This term may also apply to revenue sources that may be the result of a one-time increase in revenue collections (non-recurring) as opposed to ongoing or recurring revenues expected to continue each fiscal year.

Program Budgeting: A tool to organize budget data by program, rather than item of expenditure or organizational location (generally an agency or division). Program budgeting seeks to link the expenditure of resources with the original mission or purpose of the appropriation of tax dollars.

Rainy Day Fund: See Constitutional Reserve Fund.

Revenue Failure: A situation in any fiscal year when budget resources apportioned into the General Revenue Fund are deemed insufficient to pay all appropriations of the state in full for such year, and requiring the director of the Office of Management and Enterprise Services to reduce allotments in accordance with Title 62, Section 34.49 to prevent obligations being incurred in excess of revenues collected.

Revenue Stabilization Fund: Established with the signing of House Bill 2763, which took effect November 1, 2016, this fund provides a process whereby above-average revenues from highly volatile sources will be saved and later made available to supplement revenues during times of recession or other economic downturns. Additionally, a long-term effect will be increased stabilization of the state budget overall. The State Board of Equalization is required to certify five-year average annual apportionments to the General Revenue Fund of collections from gross production and corporate taxes. Once total collections to the General Revenue Fund have reached \$6.6 billion for the prior fiscal year, monies above the certified averages from each source, respectively, will be directed into the stabilization fund and the state's Rainy Day Fund (Constitutional Reserve Fund) by specific percentages. Statutory provisions suspend deposits to the RSF during periods of declared revenue failure or projected downturns in an upcoming fiscal year and detail mechanisms to access the fund.

Revolving Fund: A fund created statutorily or by inference to finance and account for a particular department or division. Fees received, transfers of appropriations, or other fund transfers support expenditures paid from revolving funds. Revolving funds are continuing funds and are not subject to fiscal year limitations. Agencies generally may exercise greater control over the expenditure of revolving funds than they may over appropriated dollars.

Supplemental Appropriation: This refers to a subsequent appropriation made to an agency in addition to the agency's initial annual appropriation. Supplemental appropriations are to deal with current year funding issues and may be made for a variety of reasons, such as to offset a revenue shortfall or to offset insufficient funds to operate a program effectively.

Unfunded Liability (re: retirement): The excess of the actuarial accrued liability (that portion, as determined by a particular actuarial cost method, of the actuarial present value of pension plan benefits and expenses which is not provided for by future normal costs) over the actuarial value of assets (the value of cash, investments and other property belonging to a pension plan), as used by the actuary for the purpose of an actuarial valuation.

This Executive Budget was prepared by the Budget division of the Office of Management and Enterprise Services, under the supervision of the Secretary of Budget.

Mike Mazzei

Secretary of Budget

John Budd

Secretary of Agency Accountability

Steven Harpe

Director of the Office of Management and Enterprise Services

Brandy Manek

Director of Budget, Policy, and Gaming Compliance

Shelly Paulk

Budget Director

Budget and Policy Division

John Gilbert

Finance and Retirement Systems; Revenue

Collette Stender

Agriculture, Tourism and Branding;
Commerce and Workforce Development;
Energy and Environment

Christine Patton

Human Services and Veterans Affairs

Meagan Rhodes

Education, Science and Innovation

Christina Tian

Health and Mental Health

James Kentopp

Public Safety, Military, Judiciary

Brett Deibel

General Government, Agency Accountability,
Transportation

Jordan Fletcher

Non-appropriated and Regulatory

Colleen Flory

Director of Statewide Performance

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