



STITT
ADMINISTRATION
ANNUAL
ACCOMPLISHMENTS
REPORT

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DEAR OKLAHOMANS,

As I close my first year as governor of the great State of Oklahoma, I want to thank you for giving me this great honor and for staying engaged in making Oklahoma the best state in the nation – a Top Ten state our children will be proud of!

You elected me with a mandate to put a fresh set of eyes on state government, to put an end to short-term, status quo decision making, and to deliver strong accountability and transparency.

I can confidently say that with your help we have achieved a year of historic firsts!

For the first time in state history, we introduced a governor's budget that shows a full picture of the total tax dollars spent across state government, providing Oklahomans with a transparent breakdown of where your money goes.

We are no longer just reviewing 30% of the budget signed off by the Legislature – we are now showing YOU and also discussing the other 70% of funding coming from the feds, fines and fees. Your tax dollar is your tax dollar, and ALL of it should be accounted for!

For the first time in state history, we also launched Oklahoma's online checkbook, delivering near-real-time data on the state's budget across our largest agencies. In the Stitt administration, we were awarded seventh place in December for online budget transparency, moving 40 positions in just one year, and we have a plan to keep moving towards No. 1 in this critical category of transparency.

For the first time in state history, we achieved more than \$1 billion for the state's savings account. A cornerstone of my first budget was setting aside an extra \$200 million beyond the collections generated with the Rainy Day Fund. This fiscal discipline is already protecting core public services as we head into the FY 21 budget planning process, with the State Board of Equalization projecting flat revenues due to a 60% loss in oil and gas drilling activity and below average price for natural gas.

In 2019, we enacted historic accountability legislation, giving the executive branch the ability to hire the agency directors for five of the 12 largest agencies, ensuring state agency leaders are held accountable to the will of the people.

We also gave Oklahoma teachers a second pay raise, bringing them to the top of our region in salary and benefits for the first time in state history. And we increased the state's budget for common education to more than \$3 billion – the largest state investment, as well, in Oklahoma's history.

... And there is so much more, all of which you will find in this inaugural edition of the Stitt administration's annual accomplishments report.

At the heart of all of this success have been the hard-working Oklahomans from all four corners of the state who have shared their stories and voiced their ideas for what a Top Ten state means to them.

My administration has made it a priority to get outside of the State Capitol and into your communities through our Top Ten cabinet tour. During these tours, my cabinet and I have traveled across the state to hold public events, meet with Oklahomans, listen to the issues you want to see state government address, and see firsthand the exciting things going on in your cities and communities.

Progress is underway, but it is important you remain involved. As I said on my first day in office, state government is not the sole answer to our problems. This turnaround is only possible when we are all working together toward our shared vision to see Oklahoma celebrated as one of the best states in the nation.

I remain humbled by the trust you placed in me to serve as your governor, and I thank you for your continued prayers, support and encouragement. Thank you for your commitment to help make Oklahoma a great place to live, to work and to raise a family.

Sincerely,



Kevin Stitt
Governor of Oklahoma

TABLE OF CONTENTS

GOVERNOR'S OFFICE END-OF-YEAR REPORT

Agency Accountability and Fiscal Responsibility	5
Budget and Savings	7
Economic Growth	8
Public Education and Teacher Pay	9
Criminal Justice Reform and Public Safety	10
Digital Transformation	11
Culture	12
Governor's Office	13
Other	13

AGENCY ACCOMPLISHMENTS

Oklahoma Department of Commerce	15
Oklahoma Department of Human Services	17
Oklahoma Department of Public Safety	18
Oklahoma Energy and Environment	19
Oklahoma Department of Agriculture, Food and Forestry	21
Oklahoma Department of Emergency Management	23
Oklahoma Health Care Authority	24
Office of Management and Enterprise Services	25
Oklahoma Department of Tourism and Recreation	26
Oklahoma Department of Transportation	28
Oklahoma Turnpike Authority	29
Oklahoma Pardon and Parole Board	30
Oklahoma Tax Commission	31
Oklahoma Office of Juvenile Affairs	32
Oklahoma Department of Veterans Affairs	34
Oklahoma Department of Corrections	35
Commissioners of the Land Office	36
Oklahoma State Department of Health	37
Secretary of State	39

OKLAHOMA

GOVERNOR'S OFFICE
END-OF-YEAR
REPORT

Chan
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LASTMILE
THE POWER OF THE MILE

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GEORGE KAYES
LAW OFFICES

UMW
UNION TRADER



2019 PILLARS, FEATURED TRAVEL AND GOVERNOR OFFICE SPOTLIGHT

AGENCY ACCOUNTABILITY AND FISCAL RESPONSIBILITY

The Stitt administration is committed to delivering accountability in state government, to delivering measurable outcomes with state services, and to ensuring every dollar matches the value and vision of Oklahoma becoming a Top Ten state.

However, we can only guarantee such accountability when state agencies are structured to serve and answer to the people of Oklahoma. This will demand a long-term commitment and bold vision to change how Oklahoma's 400 agencies and commissions are comprised. The Stitt administration is committed to working with the Legislature in order to deliver needed accountability, transparency and efficiency. In the governor's first year in office, significant strides have been made, to include the following actions taken by the governor and cabinet:

Signed into law legislation that forces five of the 12 largest agencies to answer to the executive branch. Past governors have produced blue ribbon studies showing that responsibility and power is spread so far and thin across state government that essentially few can truly be held accountable by the voters. Within the first two months of the Stitt administration, the governor and the Legislature worked together to produce historic reform in five of the largest agencies.

This reform now allows the governor to fire poor performing agency directors and recruit the best talent to come serve in these critical leadership positions, answering directly to the executive branch for the first time in state history.

For example, prior to the reform, the Oklahoma Health Care Authority was the only Medicaid state agency in all 50 states that didn't have direct accountability to the executive branch.

Additional accountability was included through the creation of new governing boards with representation from the executive branch, the state Senate, and the state House of Representatives. The boards will vote in public meetings on contracts, regulations and other actions spearheaded by the agency director.

Requested performance and financial audits. The most notable audit underway, at the request of Gov. Kevin Stitt, is an audit of the Medicaid rolls. Both Republican and Democratic states have conducted Medicaid audits to ensure the system is providing benefits to those who need it the most, while removing able-bodied individuals and addressing fraud. Gov. Stitt also requested an audit of Epic Charter Schools, as well as resumed the state's practice to conduct revenue reviews of Class III gaming and review the tribes' audits, and underlying documents, of the more than 100 casinos across Oklahoma. Gov. Stitt also appropriated \$700,000 to hire more auditors and increase the state auditor's office capability to conduct more regular audits across state agencies.

Issued an executive order to shine light on the \$1.2 million in taxpayer dollars being spent on contract lobbyists. Within the first month, Gov. Stitt issued an executive order requiring state agencies to disclose their contracts with external lobbyists, a request never made before by previous governors. The executive order also put a freeze on state agencies entering into new contracts, or altering their contracts, with contract lobbyists. Gov. Stitt extended this executive order in July through [EO 2019-29](#).

Issued [EO 2019-04](#) to sell the state plane serving the governor, which led to a larger consolidation of aviation equipment across state government. In April, the state-owned aircraft servicing the governor's office sold for \$1.2 million. The money was put towards a Department of Public Safety trooper academy to train up to 80 new safety professionals to keep our communities and highways safe.

Reduced the previous administration's emergency supplemental budget request for the Office of Management and Enterprise Services from \$23 million in October 2018 down to \$0. OMES is an interfacing state agency that provides IT, human resources and other services to state agencies. Prior to the Stitt

administration taking office, OMES notified the Legislature that the agency needed an emergency injection of an additional \$23 million before the end of the fiscal year. Within the first two months, Gov. Stitt's new Chief Operating Officer John Budd dug into the finances of the agency and brought the emergency request down to zero by changing processes within OMES, renegotiating vendor contracts and leveraging the agency's existing resources.

Filled out the cabinet, which is tasked with delivering accountability and connecting all decisions back to spurring growth in Oklahoma. Highlights from the cabinet include:

- Within the first year, cabinet members have reached out to or met face-to-face with all their assigned agency heads and commission directors, with some directors saying it was their first time to be in contact with a governor's cabinet member.

- Cabinet members are setting metrics in each agency that the agencies will publish and be held accountable to the public on a simple digital dashboard that will be released in 2020.

- The cabinet includes the first chief operating officer, a position seen in other states providing support in managing the day-to-day work of agencies.
- The cabinet includes the first secretary of digital transformation who is implementing a digital modernization plan to deliver efficiency, improve customer service and create stronger accountability through data.
- More than half of the cabinet is made of experts who came from the private sector in Oklahoma, bringing a fresh set of eyes to state government.

Appointed new leadership with a business mindset and get-it-done attitude to help lead Oklahoma's turnaround. Gov. Stitt has pushed to bring change across state government, no matter the size of the agency. As a result, he has replaced 18 agency directors to date and made more than 410 new appointments to boards and commissions.

Held strategy meetings with each agency to identify best practices of cost containment and financial reporting. By digging into financial records, organizational charts, the number of computers and cellphones in agencies, and the number of state vehicles, agencies can determine ways to reduce unnecessary costs. While it has taken the year to get agencies aligned to discover efficiencies, in 2020 the Stitt administration will share its findings and how the state can continue to cut waste and streamline operations.

Issued an executive order to create stronger oversight and accountability around state agencies' pursuit of new federal funds and other grant resources. In September, Gov. Stitt issued [EO 2019-40](#), which requires state agencies, boards or commissions to first submit any federal grant application for review to the Office of the Governor and for approval by the secretary of budget before the agency's final submission to the funding source. With this executive order, the Stitt administration is working to avoid the pursuit of short-term federal money that often leaves taxpayers holding the bag when funding dries up, while also making sure the federal funds that agencies apply for match the vision and values of Oklahomans.

Conducted the Oklahoma Statewide Employee Engagement Survey. The survey is the first of its kind to take the pulse of state employees, to determine the level of employee engagement by agency, and to identify opportunities for efficiencies, waste elimination and overall improvement.

Held the Governor's Inaugural Leadership Summit, with roughly 200 agency directors and other agency leaders. This event brought together key personnel across state government to surface issues, talk about critical problems and align on priorities going forward. This was the first time many of the attendees had met the governor, a cabinet secretary or each other.



BUDGET AND SAVINGS

Gov. Stitt was elected on a mandate to get to the bottom of every tax dollar and to clearly communicate what his administration uncovers. Gov. Stitt strongly believes this process requires looking at the full \$20 billion the state is spending, instead of only centering debate around the 30-40% of the funds often identified as general revenue. It also demands better, real-time data that comes with a modernized online checkbook. In just the first year, the Stitt administration has taken the following steps to deliver stronger budget practices and overdue transparency:



Introduced the first Oklahoma governor's budget to outline total dollars spent by state government.

Previous governors' budgets focused solely on the portion of tax dollars appropriated by the Legislature. Gov. Stitt's budget also outlines federal dollars being spent to support state government as well as apportionments and fees directly collected by state agencies. The governor's budget was provided online the first of February for all Oklahomans to read and review while the Legislature began budget negotiations.

Led the state to build its largest savings account in state history. The cornerstone of Gov. Stitt's budget was centered on setting aside an additional \$200 million, beyond the Rainy Day Fund's automatic collection, while also increasing funding for core services by more than 5%. Now, the state has more than \$1 billion

in savings, allowing Oklahoma to better protect core services during inevitable and unforeseen changes in the economy.

Prioritized improving Oklahoma's credit rating.

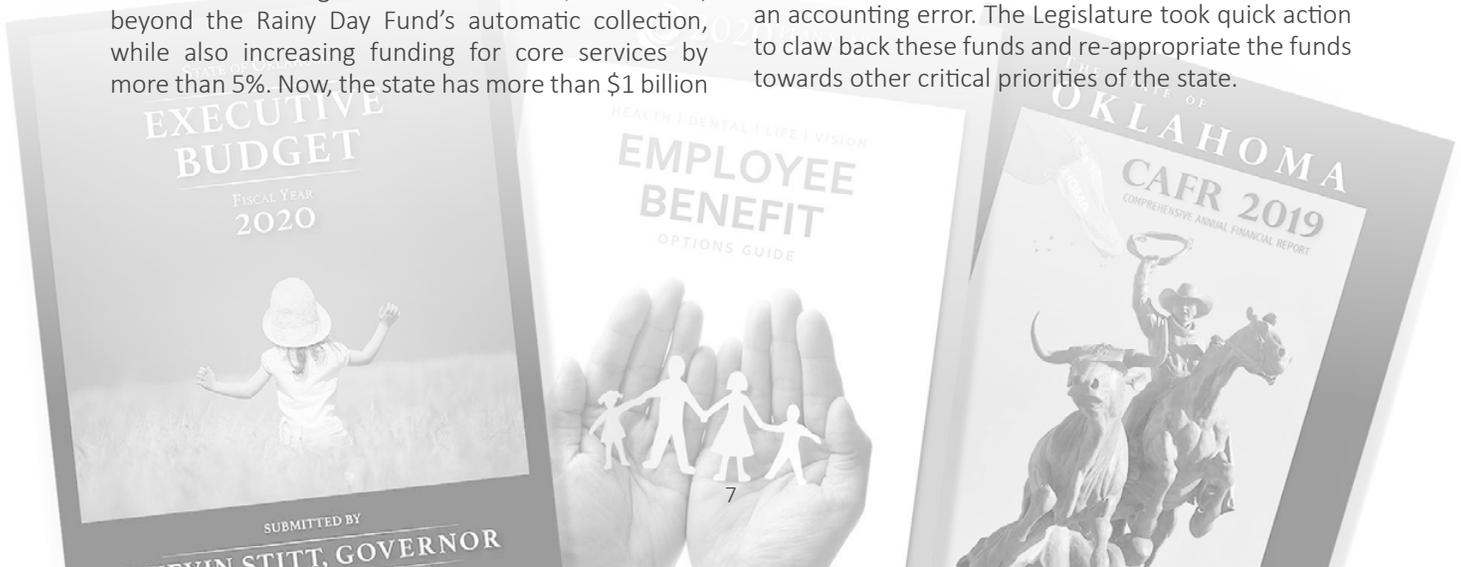
In October, Moody's Investors Service upgraded the state's credit outlook from stable to positive. Moody's action followed a meeting with Gov. Stitt and other state leaders to provide rating analysts with an update on the economy, credit trends and policy priorities. Oklahoma's positive outlook reflects the Stitt administration's 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.

Moved the state's online budget transparency ranking to seventh place at the end of 2019, a significant move from 47th in 2018.

The Stitt administration reached out to West Virginia and Ohio, states that have an A rating in budget transparency, to connect with the vendors who built their online state checkbooks. In June, the Stitt administration launched checkbook.ok.gov, fulfilling a campaign promise to provide Oklahomans with an easy-to-navigate site so they can understand how their taxpayer dollars are being spent. The interactive website, which provides near-real-time data on the state's expenses, ensures citizens can quickly and easily review the state's ledger, providing a greater means of accountability and transparency. With the new checkbook and additional efforts by the Stitt administration to improve digital transparency, the state moved from 47th to seventh in the nation for online budget transparency.

Recalled the \$30 million given to the Health Department in December 2018.

In his State of the State speech, Gov. Stitt called for the Legislature to recall the \$30 million that had been provided to the Oklahoma State Department of Health to address a crisis under previous leadership that turned out to be an accounting error. The Legislature took quick action to claw back these funds and re-appropriate the funds towards other critical priorities of the state.



ECONOMIC GROWTH

Gov. Stitt has cast a vision that in all decisions his administration makes, there needs to be a direct connection to growing the state and diversifying the economy. Gov. Stitt believes our state is at its best when people are gainfully employed, when wages are improving, and when people have freedom to innovate and access to opportunity. To send a message to the nation that Oklahoma is open for business, the Stitt administration has made the following progress in the first year:

Secured \$19 million for the Quick Action Closing Fund. Since the creation of this fund in 2011 to help recruit job creators to Oklahoma, it had only received a total of \$15 million in funding. When Gov. Stitt came into office, the account was nearly empty. With the booming economy across the nation, Oklahoma now has a more robust tool, used successfully in Texas and Arkansas, to attract well-paying jobs to the state.

Testified before a U.S. Senate Committee. Gov. Stitt testified before the U.S. Senate Environment and Public Works Committee in November about the importance of Oklahoma's energy sector and in support of the Trump administration's efforts to clarify and streamline environmental regulations in order to support critical infrastructure development across state lines and ensure Oklahoma can get its products to market across the nation and to the world.

Became the first state in the nation to align its state incentives with the federally designated opportunity zones created in the tax cut bill passed in Washington, D.C. last year. The Oklahoma Department of Commerce has reached out to the 250 companies in Oklahoma that exist in federally designated opportunity zones to alert them to the benefits of growing their businesses today.



Established four economic growth advisory councils in the Oklahoma Department of Commerce: The Minority

Business Council, the Tribal Business Council, the Nonprofit Council and the Venture Advisory Council.

Made direct, personal contact by the governor, lieutenant governor or commerce secretary with over 230 companies in the first year to recruit new job opportunities to the State of Oklahoma.

Hosted ambassadors, consul generals or representatives from the United Kingdom, Azerbaijan, Japan, Canada, Italy, Taiwan, Mexico and Indonesia to advance export opportunities for Oklahoma's agriculture industry and other state-based businesses.

Represented the State of Oklahoma at the world's largest aerospace and aviation show. Gov. Stitt attended the 2019 Paris Air Show in June where he met with businesses and companies specializing in the aviation and space industry in order to promote Oklahoma's robust aerospace industry and recruit businesses and jobs to the state. During the air show, Pratt & Whitney, a division of United Technologies Corp., announced an expansion of its military aftermarket services in Oklahoma. Pratt & Whitney plans to make a multimillion-dollar investment to upgrade existing facilities, supporting sustainment operations at the Oklahoma City Air Logistics Complex based at Tinker Air Force Base. This expansion will create more than 100 jobs over the next several years.

Issued an executive order consolidating the Oklahoma Office of Workforce Development under the umbrella of the Oklahoma Department of Commerce. Gov. Stitt issued [EO 2019-43](#) in order to streamline services and increase collaborative efforts to strengthen workforce development across the state.

Prioritized economic development and job growth across the state through the FY 2020 budget by appropriating:

- \$1 million for additional job growth and economic development specifically in the automotive industry and in aerospace through the Department of Commerce's Aerospace Commerce Economic Services program.
- \$1 million to assist new entrepreneurs and small business innovators through the Oklahoma Center for Advancement of Science and Technology.
- \$5.3 million to modernize and expedite the Oklahoma Corporation Commission's permit processing for energy development.

PUBLIC EDUCATION AND TEACHER PAY

The Stitt administration believes every child in Oklahoma deserves to be inspired by the very power of education itself and the potential of a bright future. Gov. Stitt is committed to improving, reforming and investing in public schools in order to make the vision of a Top Ten education system possible. As of this school year, Oklahoma is investing more state tax dollars into public schools, Pre-K through 12th grade, than ever before in state history, with more than \$3 billion in state dollars supporting the classroom. To prioritize education this year, Gov. Stitt:



Toured nine public schools in the first year, to include visiting Broken Arrow Public Schools to celebrate Donna Gradel being selected as one of the four finalists to be National Teacher of the Year and Will Rogers Junior High in Claremore to celebrate eighth-grade teacher Brooke Lee receiving the prestigious Milken Educator Award. The governor also played basketball

with students at Fort Gibson Public Schools during the summer flooding events, participated in a student award ceremony at L.W. Westfall Elementary, and read books to students at Amber-Pocasset Elementary.

Called for and signed into law another teacher pay raise, for a second year in a row and increased the state's spending in public education to a historic high of \$3 billion total annually. New funding provided the following:

- \$157.7 million for common education.
- \$1,220 teacher pay raise, providing teachers with a pay raise for the second year in a row and bringing them to top of the region in salary and benefits.
- \$5.5 million for the Reading Sufficiency Act, fully funding the third-grade reading initiative for the first time in state history.
- An additional \$74.3 million for local schools to use to hire additional teachers, counselors and social workers, or to address their unique needs in their districts.

Increased state spending in career tech and higher education, as follows:

- \$18 million for career tech centers to increase compensation for employees and teachers.
- \$28 million for higher education to bolster research programs and provide a salary increase for college teachers.
- \$62.8 million for the Graduate Medical Education program to support physician training for rural hospitals.



CRIMINAL JUSTICE REFORM AND PUBLIC SAFETY

The Stitt administration remains committed to reversing Oklahoma's high incarceration ranking and to changing the way the state sees a person who is in a cycle of incarceration for nonviolent crimes. In the first year, Gov. Stitt has worked to reform the funding structure for district attorneys and courts; invest in diversion and treatment programs; and release nonviolent offenders from prison who were sentenced on drug charges under old laws. The Stitt administration has also focused on how to ensure Oklahomans re-entering society have opportunities to successfully reintegrate and be gainfully employed while also keeping our streets safe. Criminal justice reforms accomplished by the Stitt administration in the first year include:



Signed the largest single-day commutation in U.S. history.

On Nov.1, Gov. Stitt signed 523 commutations, with over 450 immediately released, that were sent to his desk by the Pardon and Parole Board under the HB 1269 docket, giving hundreds of nonviolent, low-level offenders an opportunity at a second chance. This historic commutation docket was the result of months-long collaboration between the Department of Corrections, Pardon and Parole Board, 200 nonprofit volunteers and many more. On Nov. 4, Gov. Stitt and First Lady Sarah Stitt greeted the 55 women at the Dr. Eddie Warrior Correctional Facility who were released through the HB 1269 docket.

Launched first ever re-entry fairs inside prisons across the state to connect inmates with resources prior to leaving prison. With the leadership of the governor's office, Pardon and Parole Board, and dozens of nonprofits, Oklahoma Department of Corrections held its first-ever transition fairs for inmates at 28 facilities across the state. More than 200 people from 45 community partners, nonprofits and state agencies attended to help provide inmates with the support and resources they need in order to successfully reintegrate into society. These fairs connected 781 inmates

with information and tools to help them as they leave the criminal justice system and return to their families and friends.

Moved the needle in criminal justice reform by investing in drug courts and diversion programs in the FY 2020 budget, including:

- \$10 million for Smart on Crime programs through the Department of Mental Health and Substance Abuse Services.
- \$1.5 million for the Women in Recovery diversion program.
- \$1.7 million to address increasing demand for mental health services.

Reformed how district attorneys are funded. In the FY 2020 budget, Gov. Stitt directed \$20 million to reform the funding of district attorney offices so they are not reliant on high fines, fees and court costs.

Signed legislation to implement licensing reform. Gov. Stitt signed HB 1373 which allows Oklahomans with a nonviolent felony conviction to be licensed in occupations so long as the occupation is not substantially related to the offense. This reform removes one of the major barriers to opportunity that exists for Oklahomans to be productive and contribute to society, even after they have already paid the price for their crime. Allowing Oklahomans to have a second chance, instead of a second incarceration, is a benefit to everyone in our state.

Welcomed The Last Mile program to Oklahoma. Gov. Stitt participated in the announcement that The Last Mile program is partnering with the Mabel Bassett Correctional Center. The nonprofit provides coding classes to incarcerated individuals and graduated 500 students in correctional facilities across the country.

Provided \$2 per hour pay increase for correctional officers, which equated to a 14% raise. This brings correctional officer pay to the regional market average and in turn will bolster the department's recruitment effort to fill vacancies.

Issued an executive order to address the crisis of contraband cellphones in state prisons across Oklahoma. [EO 2019-41](#) directs the secretary of public safety, the secretary of digital transformation and administration and the Oklahoma Department of Corrections to research and implement technology solutions in order to eliminate the public safety threat of contraband cellphones in Oklahoma prisons and correctional facilities.

Signed SB 975 and appropriated \$1 million to reduce the backlog of untested rape kits.

Prioritized funding for two new trooper academies, putting an estimated 80 more troopers on the roads in 2020.

DIGITAL TRANSFORMATION

The governor has cast a bold vision to bring Oklahoma state government fully into the digital age to maximize services while creating an efficient process that allows state government to do it at the lowest possible costs. The following steps are underway to begin this bold digital transformation effort:

Began the process to modernize state parks with parks now accepting credit cards in the field for the first time in state history. Prior to this, transactions at state parks were cash only.



Brought together more than 100 creative directors and thinkers in Oklahoma to craft a new branding campaign for the State of Oklahoma, an initiative being led by Lt. Gov. Matt Pinnell who is serving on the governor's cabinet as secretary of tourism and branding.

Became the second state in the nation to launch a Mobile ID application, allowing Oklahomans to have their licenses accessible on their smartphone devices. The new Oklahoma Mobile ID application offers Oklahomans a secure, official identification that provides additional measures to reduce fraud and is a major step in bringing technology innovation to Oklahoma citizens.

Launched phase one of digital government, allowing citizens to renew tags and order birth certificates online and through a mobile app.

Developed and published the Oklahoma Broadband Plan, with a steering committee made up of industry leaders and local and state government agencies. The plan focuses state grants in rural communities, encourages public-private partnerships in the 117 Opportunity Zones, and streamlines permitting in the state's rights-of-way. The steering committee is focused on progressing and fine-tuning broadband mapping to meet the state's critical goals in underserved areas.

Began the process to modernize the administrative rules website to make it more user friendly and transparent. The high traffic website hasn't been updated in 19 years. The project will be accomplished without additional funding needs from the Legislature.

Signed legislation to allow for remote notaries. The Stitt administration worked with Senator Paul Rosino to pass and sign into law SB 915, which allows notaries to perform their services online over secure audio video calls rather than in person.

CULTURE

Gov. Stitt believes the best solutions to fixing government come from the combined wisdom and experience of a team. This team is best built by staying plugged in to communities across the state, by recruiting new individuals to serve in state government, and by empowering current state employees to step forward with their talents and innovative ideas for change. He has made it a priority since day one to continue to hold community meetings across Oklahoma and to also get to know his colleagues at all levels of state government in Oklahoma City, soliciting everyone's input on creating desired goals and pursuing measurable results to make Oklahoma Top Ten.

Launched the Top Ten Cabinet Tour to engage with Oklahomans across the state. The Stitt administration is committed to listening to and working with the people of Oklahoma to deliver a Top Ten state, which is why the governor took cabinet members on the road to hold public meetings and tour local businesses and state field offices. The Top Ten Cabinet Tour made stops in Woodward, Owasso, Lawton and McAlester.

Toured more than 30 state agencies, field offices and prisons across Oklahoma. Gov. Stitt made it a priority to visit state agencies, shake hands with state employees and hear from those who have made their careers in public service. While walking the halls of several of the agencies, such as the Department of Education, he learned that he was the first governor to visit and go beyond the front lobby.

Launched the first Governor's Relay Challenge with the Oklahoma City Memorial Marathon. Gov. Stitt often says that he never asks anyone to do anything he wouldn't do himself. To encourage Oklahomans to address the state's bottom-of-the-list rankings in various areas related to health, Gov. Stitt participates in public sports activities. In his first year in office

he launched the Governor's Relay Challenge in partnership with the Oklahoma City Memorial Marathon and participated in a Tulsa Tough bike ride.

Collaborated and remained intimately involved with state agencies and local municipalities' response and recovery efforts from historic storm and flood damage in May and June of 2019. Oklahoma faced a busy storm season with different parts of the state experiencing significant tornado, wind and flood damage. Gov. Stitt made visits to various communities affected by these storms to include El Reno, Tulsa, Muskogee and Blue. The governor also welcomed Vice President Mike Pence during a visit to Tulsa following significant flooding events across the state in June.



Toured numerous Oklahoma businesses, including Braum's Dairy Farms in Tuttle, The Goodyear Tire & Rubber Co. in Lawton and American Airlines Tulsa Maintenance Base. Oklahomans are working hard, taking risks, opening new businesses and creating jobs. Gov. Stitt has made it a priority to meet with business owners across the state to better understand the industries that are at the heart of the state and engage in conversations around how Oklahoma can continue to foster a business-friendly environment in the years to come.



GOVERNOR'S OFFICE

During the first year in office, the governor's office operated on the smallest budget since 1982. With a strong team of talented individuals, the governor's office has been able to achieve the following outcomes:

Fulfilled more than 42 open records requests made since Gov. Stitt took office, totaling more than 7,245 pages.

Implemented a new software called IQ, creating efficient and effective monitoring and response to constituent's calls, emails, letters and casework needs coming into the governor's office. This software is commonly used across the U.S. in the federal and state government offices, but has never before been used in Oklahoma.

Responded to more than 11,812 emails and calls from constituents contacting the governor's office about policy interests or government service needs and completed over 1,555 constituent cases.

Granted 290 pardons, 101 paroles and 774 commutations to Oklahomans.

Recruited and placed more than 410 Oklahomans in appointments across state government to deliver oversight and accountability for government operations. Four of the appointments were made to higher education.

Fulfilled 222 proclamation requests and 1,029 commendations and citations, recognizing Oklahomans for the great things they are doing as citizens of the state.

Found over \$85,000 in savings and efficiencies by digging into office expenses to find items that were on autopilot from previous operations or were redundant. The Office of the Governor will continue to find savings and efficiencies without compromising quality or professionalism.

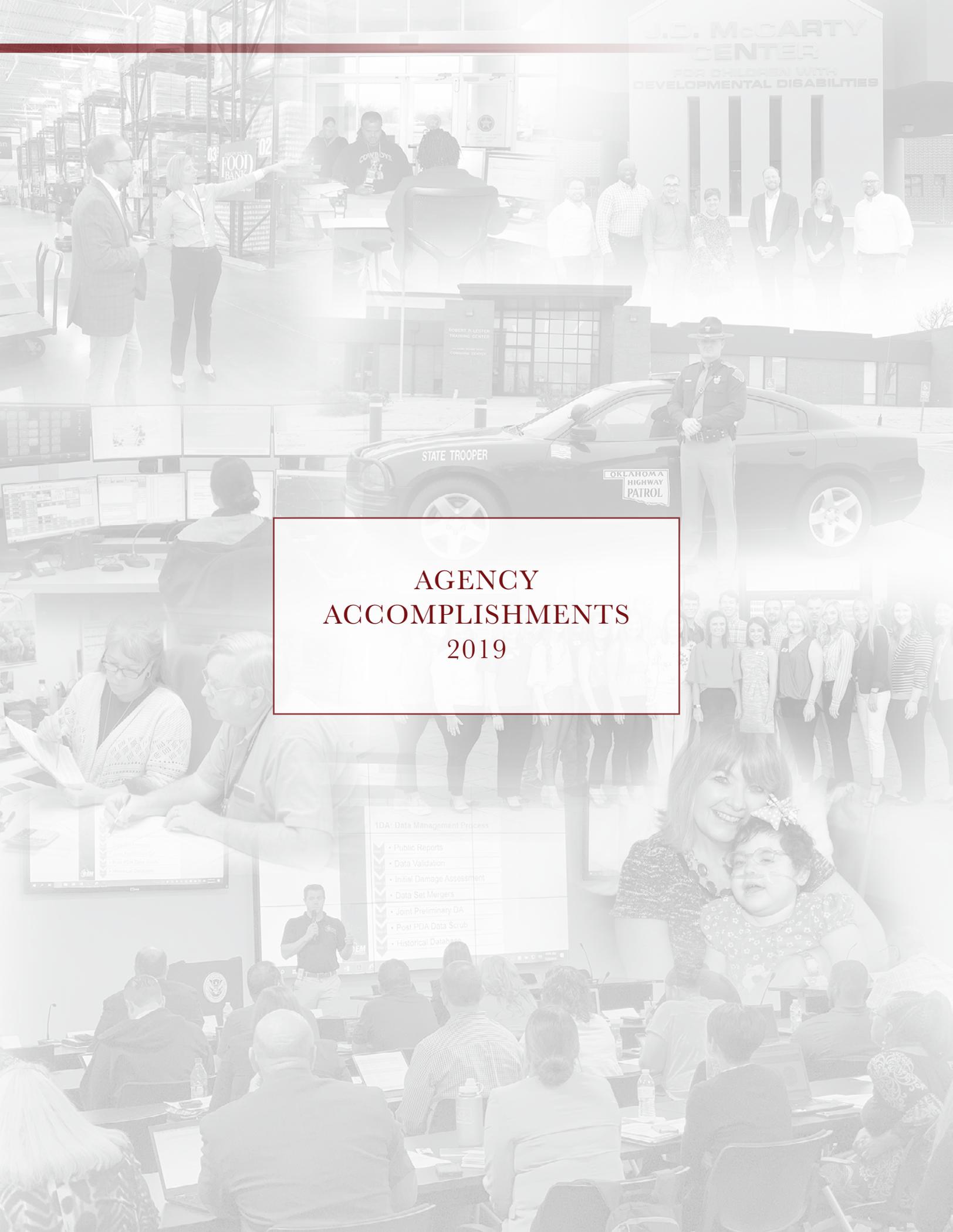
Coordinated meetings with every House and Senate member at the mansion. The governor met with all 101 House and 48 Senate members in small group settings to hear about their legislative priorities and their districts during the 2019 session.

OTHER

Appointed two state Supreme Court justices. In his first year in office, Gov. Stitt appointed M. John Kane IV and Dustin P. Rowe to the Oklahoma Supreme Court. Under the previous administration, only two Supreme Court vacancies took place in eight years.

Championed judicial reform legislation, creating five judicial districts mirroring Oklahoma's congressional districts. The state is presently divided into nine judicial districts to reflect the number of congressional districts Oklahoma had in 1967. The legislation, which will be implemented into law in 2020, will expand the pool of highly qualified candidates to seats on the Oklahoma Supreme Court and Oklahoma Court of Criminal Appeals.

Fulfilled a campaign commitment to sign into law legislation to allow for constitutional carry in the State of Oklahoma, while also supporting additional measures to protect the rights of private property owners and public school buildings.



AGENCY ACCOMPLISHMENTS 2019

10A: Data Management Process

- Public Reports
- Data Validation
- Initial Damage Assessment
- Data Set Mergers
- Joint Preliminary DA
- Post PDA Data Scrub
- Historical Database

OKLAHOMA DEPARTMENT OF COMMERCE

Secretary of Commerce and Workforce Development: Sean Kouplen | Executive Director: Brent Kisling

Collaborated with Lt. Gov. Matt Pinnell and the OklaX Committee to brand Oklahoma

- In 2019, at the charge of Gov. Kevin Stitt, the Oklahoma Department of Commerce, Lt. Gov. Matt Pinnell and the OklaX Committee worked together to create Oklahoma's new brand identity that will be released in 2020.

Identified ways to grow and diversify Oklahoma's economy

- To keep growing and diversifying Oklahoma's economy, Commerce has hired a new automotive industry contractor that is focused on how Oklahoma can become a location of choice for the automotive and automotive parts manufacturing industries.
- Commerce created rules for a new rural set-aside in the governor's Quick Action Closing Fund that will focus on smaller projects in rural Oklahoma. We know that smaller projects have a large impact on the economies of our rural areas.

Focused on Oklahoma's workforce development

- Commerce collaborated to create the new Oklahoma Works Together Workforce Development plan for the State of Oklahoma.
- The Oklahoma Workforce Office is merging and moving under the Department of Commerce to better align the goals of workforce development.
- Commerce has hired a director for a new innovation office that will work to connect the dots between entrepreneurs, venture capital and state government.
- In partnership with the Oklahoma Employment Security Commission, Workforce launched an OKJobMatch mobile app as part of our efforts to improve job seeker experiences. The app pulls thousands of job postings from OKJobMatch and gives job seekers the tools to easily create resumes, apply to jobs, receive one-on-one support, and get funding for education and training.

Created four councils to help grow Oklahoma's economy

- Commerce leadership created a new Minority Business Council, Tribal Business Council, Nonprofit Council and Venture Advisory Council that have been meeting to come up with big ideas to help grow Oklahoma's economy.

Worked to improve participation in the 2020 census

- The Oklahoma Department of Commerce is the lead agency for the 2020 census. The department has worked with many partners from across the state to identify every address possible. In October, we submitted over 350,000 new addresses to the Census Bureau and they accepted 340,000 of them. We believe this might be more additions than any other state has made. We also participated in the Census Bureau's New Construction Program and were able to submit 15,467 residential addresses of homes that were constructed after January 2018.
- Commerce also created a state Complete Count Committee with 20 members from several state agencies, partner organizations, ethnic groups and geographic representatives. Brent Kisling serves as the chair of this committee and Marnie Taylor, CEO of the Center for Nonprofits, is the vice chair. Marnie has also formed a state Nonprofit Complete Count Committee to engage the nonprofits from around the state. We are also identifying county Complete Count chairs. To date, we have 58 of the 77 counties with a Complete Count chair.



Building Businesses and Communities

Learn more about what makes Oklahoma the land of opportunity.

Relaunched its website to include a new design, increased customer focus and modern features

- The Oklahoma Department of Commerce recently relaunched its website OKcommerce.gov with a new design, increased customer focus and modern features. As the lead economic development organization for the State of Oklahoma, Commerce works with various audiences, from Oklahomans to site selectors and global business executives. The site also serves to show how Oklahoma is a premier destination for new business investment to attract new, well-paying jobs to communities throughout the state.

Implemented digital strategies to increase awareness about Commerce programs

- Two Commerce goals in 2019 were to connect with more constituents and to help elevate Oklahoma's image as a Top Ten state. To accomplish this, Commerce hired a full-time social media manager to join the Marketing team. The SMM's new strategy includes taking a deep dive into the agency's social media demographics to consciously cater the content to constituents, increasing awareness about Commerce programs, sharing business announcements and letting Oklahomans know what Commerce is doing to benefit them. Comparing 2018 and 2019, this strategy led to 179% growth in reach on Facebook and 157% growth in current engagement, and increased Twitter engagement by 15.4%. The Commerce website and New Pioneer newsletter are important components to the strategy. The majority of social posts led to Commerce's website and the newsletter subscription link was shared frequently. This, along with more engaging material, led to 20% growth in web visits, 21% growth in unique visitors and 22% growth in newsletter subscribers. Newsletter click-throughs and open rates also grew by 8% and 7%, respectively.

Crafted stories focusing on business success stories

- Commerce also took on the goal of telling more Oklahoma business success stories, as an awareness of these accomplishments bolsters pride in the state and demonstrates that one does not have to go out of state to achieve great success. Commerce created a nomination form on the website and Marketing staff selected companies from the nominees to highlight with a short narrative. The #OKBizSuccess campaign has been told through press releases, newsletters, video, social media and short animated clips produced in-house. On Facebook alone, these videos have had an organic reach of 20,000+ people. More than 6,300 minutes were watched during 2019 – an increase in video viewership of more than 19,000%.

OKLAHOMA'S ECONOMY

- Gross Domestic Product \$201.099 Billion Real GDP Q2 2019.
- Quarterly Growth Q1 2019-2Q 2019
 - OK: \$1.340 billion growth | 0.7% increase | National ranking: 9.
 - US: \$94.579 billion growth (GDP: \$19 trillion) | 0.5% increase.
- Year-over-Year Growth Q2 2018-Q2 2019
 - OK: \$4.972 billion growth | 2.5% increase | National ranking: 14.
 - US: \$423.725 billion growth | 2.3% increase.
- Oklahoma's economy (measured in inflation-adjusted dollars at \$201.1 billion) exceeded \$200 billion for the first time.
- Economic growth nationally and in the state slowed in Q2 2019 compared to Q1 2019, but Oklahoma's performance is still in the top 10 states nationally.
- Since January 2019, Oklahoma's economy has created 4,500 jobs (0.3% employment growth), which ranks #33 in jobs created and #38 in percentage growth since January 2019.

OKLAHOMA DEPARTMENT OF HUMAN SERVICES

Secretary of Human Services and Early Childhood Initiatives: Steven Buck | Executive Director: Justin Brown

2019 DHS Annual Report

Incorporated workforce stabilization methods

- In September, Gov. Stitt, OKDHS Director Justin Brown and House Appropriations and Budget Chair Kevin Wallace announced a 13% pay raise for more than 3,700 employees, of which 80% are positions in the agency's 92 field offices delivering services on the front lines to Oklahoma's most vulnerable citizens. The pay raises were paid for by consolidating 850 vacant and fully funded positions. The agency's leadership determined that it will remove 400 vacant positions, totaling \$10.8 million, which will fully fund salary adjustments without additional funding. The effect of the pay increases was to bring wages for employees of this critical agency up to the level of other state agencies.
- In October, OKDHS launched a new HR platform, Jazz HR (www.okdhs.org/careers), in order to expand the reach and response to agency job postings. The platform cross-posts job openings across dozens of job seeker sites in order to maximize visibility. This effort has been a tremendous success in just two and a half months, attracting 13,720 applicants to date, in contrast with calendar year 2018 when OKDHS had approximately 25,000 applicants for all job postings.

Increased innovation and strategic engagement platforms

- In October, OKDHS launched the new www.ourOKDHS.org platform to engage the community in the agency's work. The platform allows Oklahomans to "Raise their Hand" to assist the agency in transforming services and practices by applying improvements aimed at providing meaningful change for the agency's customers. To date, 88 ideas and potential partnerships have been submitted and 12 have moved into the incubation process within the agency's Innovation Services division. The agency hosted its first Innovation Roundtable on the topic of improving quality and affordable child care options for all Oklahoma children in December.
- In addition to www.ourOKDHS.org serving as an engagement platform, it also houses the agency's new True North goals. These goals represent the key metrics for each division of the agency, as well as the Executive Leadership Team, and are tied to scorecard measures that will indicate success. OKDHS is also the first state agency embracing the science of HOPE, understanding trauma and providing interventions in order to serve our customers in a different and deeper way.
- OKDHS is currently working to implement robotic process automation to improve business practices and make the agency more efficient. The first robot, Nadine, was able to process 30 time sheets within 15 seconds and create an exception report to identify inaccurate records along with available leave amounts and categories. This process was previously handled by 12 timekeepers for the entire agency and would take up to 1,350 hours per month.

Refocused the agency

- In order to streamline agency operations, create efficiency and to focus the agency on True North goals, Director Brown consolidated his direct reports into four positions (chief of staff, chief operating officer, chief of innovation, and chief of strategic engagement). Previously the director had 13 direct reports. In addition, the agency recently hired a new CFO.
- Director Brown has made relationship building and improvement a primary focus in his first six months, including focusing an entire Strategic Engagement Team on this priority. This effort has already included improved outreach to the co-neutrals, sister agencies, nonprofits and foundations, foster families, advocacy groups, legislators and the faith-based community.

OKLAHOMA DEPARTMENT OF PUBLIC SAFETY

Secretary of Public Safety: Chip Keating | Commissioner of Public Safety: John Scully

Extended hours at key driver's license service locations to enhance customer service

- DPS has extended hours at three key locations for DL services. Oklahoma City, Tulsa Eastgate and Broken Arrow now offer extended hours of service early in the morning (6:45 a.m.) and late in the evening (6:45 p.m.) to assist citizens who find it difficult to visit during normal hours. The first week of extended hours (Dec. 2-6, 2019), DPS serviced an additional 356 customers during the extended hours.

Initiated plan to streamline dispatch services statewide

- Initiated a plan to streamline dispatch services statewide, which will reduce the total number of Oklahoma Highway Patrol dispatch centers from 12 to five and result in stronger partnerships with the Oklahoma Bureau of Narcotics and the Oklahoma State Bureau of Investigation.

Streamlined CDL testing

- Previously, all three segments of the CDL testing (pre-trip inspection, basic skills testing and drive test) had to be completed on the same day. Therefore, testing was being stopped in the early afternoon hours when it was clear that all three tests could not be completed by the end of the day. We have implemented a policy change that will allow CDL examiners to start a portion of the testing on one day and then complete the testing the following day as long as all of the testing is performed in the same type of vehicle throughout all three testing segments.

Consolidated responsibilities to improve services

- Merged responsibilities and roles for driver compliance officers and DL examiners to provide better service and, hopefully, shorter lines. The DL examiners and driver compliance officers have been cross-trained so each can completely handle the DL needs of the customer, rather than simply moving them from line to line to complete the service.

Partnered with agencies to maximize resources

- DPS is partnering with ODOT to explore possibilities to utilize existing radio towers to expand communications capabilities that do not currently have an 800 Mhz footprint. We are exploring utilizing the ODOT towers to expand 700 Mhz radio systems in areas without current communications capabilities. The cost of 700 Mhz systems is significantly less than 800 Mhz and by expanding our radio capabilities, we significantly improve customer service and officer safety in all areas of Oklahoma.



OKLAHOMA ENERGY AND ENVIRONMENT

Secretary of Energy and Environment: Kenneth Wagner

Collaborated efforts to launch the Oklahoma Fishing Trail

- Oklahoma Department of Wildlife Conservation has been working in partnership with the Oklahoma Tourism and Recreation Department to launch the Oklahoma Fishing Trail. This vision by Lt. Gov. Pinnell is showcasing the state's booming fishing industry, reinforced by the \$1.8 billion spent by anglers annually and supporting more than 15,000 jobs throughout the state.

Formed partnerships to assist with water loss audits

- The Department of Environmental Quality entered into a multi-agency partnership to help small public water supply systems with voluntary water loss audits. This partnership has helped to complete 175 water loss audits and has helped to reveal 6.9 billion gallons in real loss due to leaks. Issues corrected, so far, that were identified by the audits and leak detection total 490.4 million gallons per year of fixed real loss, valued at \$1.2 million per year.

Delivered energy efficiencies

- The Department of Environmental Quality continued to make additional gains in energy efficiencies. DEQ has retrofitted and removed older lights, replaced light fixtures and taken on mechanical projects to increase energy savings. Since 2012, DEQ has reduced electric kilowatt-hour usage by 40% and natural gas DTH usage by 53% inside its agency building.

Delivered financial efficiencies

- The Oklahoma Water Resources Board approved financing for 50 Oklahoma communities totaling over \$353 million for an estimated savings of \$31.7 million over traditional financing.
- In 2019, Oklahoma Municipal Power Authority's Demand and Energy Efficiency Program provided rebates to 62 of our members' commercial and industrial customers for energy efficiency improvements. The total amount rebated was \$317,564.47, which results in a 2.1 mW reduction for OMPA. Among those 62 rebates, 10 were given to public schools for a total of \$72,425, resulting in an 827 kW reduction.
- In 2019, ODWC entered into a new process for liquidating surplus vehicles and equipment, resulting in a drastic improvement on staff time spent on the process and an average 30% increase in price of vehicles sold. The materials are sold at no cost to ODWC.

Relocated offices to serve more customers

- Oklahoma Department of Mines has relocated the Wagoner field office to Tulsa. This moves the permitting and inspection functions to a more centralized location for citizens in the second highest production zone in the state. Additionally, online trainings can be held in the Tulsa office conference room, which is equipped with multimedia equipment, to reduce overall travel costs for the industry seeking their mandatory training requirements.

Digitized the Oklahoma Water Resources Board

- Nearly 100% of OWRB documents were digitized and stored electronically, improving staff productivity and minimizing equipment and office space requirements.

Implemented online training and resource opportunities

- OWRB held free and low-cost online training opportunities that saved money on travel expenses. Online webinars were held on specific programs, saving additional travel costs as well as space rental fees.
- The LP Gas administration is implementing a digital online application for the benefit of the approximately 9,000 permit holders to apply for and renew their LP gas permits annually.

- The Oklahoma Corporation Commission has implemented an audio/visual equipment expansion that has reduced costs for travel, personnel time and increased accessibility for court proceedings and trainings, valued at \$887,000 savings.
- The ODWC has rolled out the Go Outdoors Oklahoma license management system to make it more easily accessible for hunters and anglers to acquire licenses.

Updated online servers

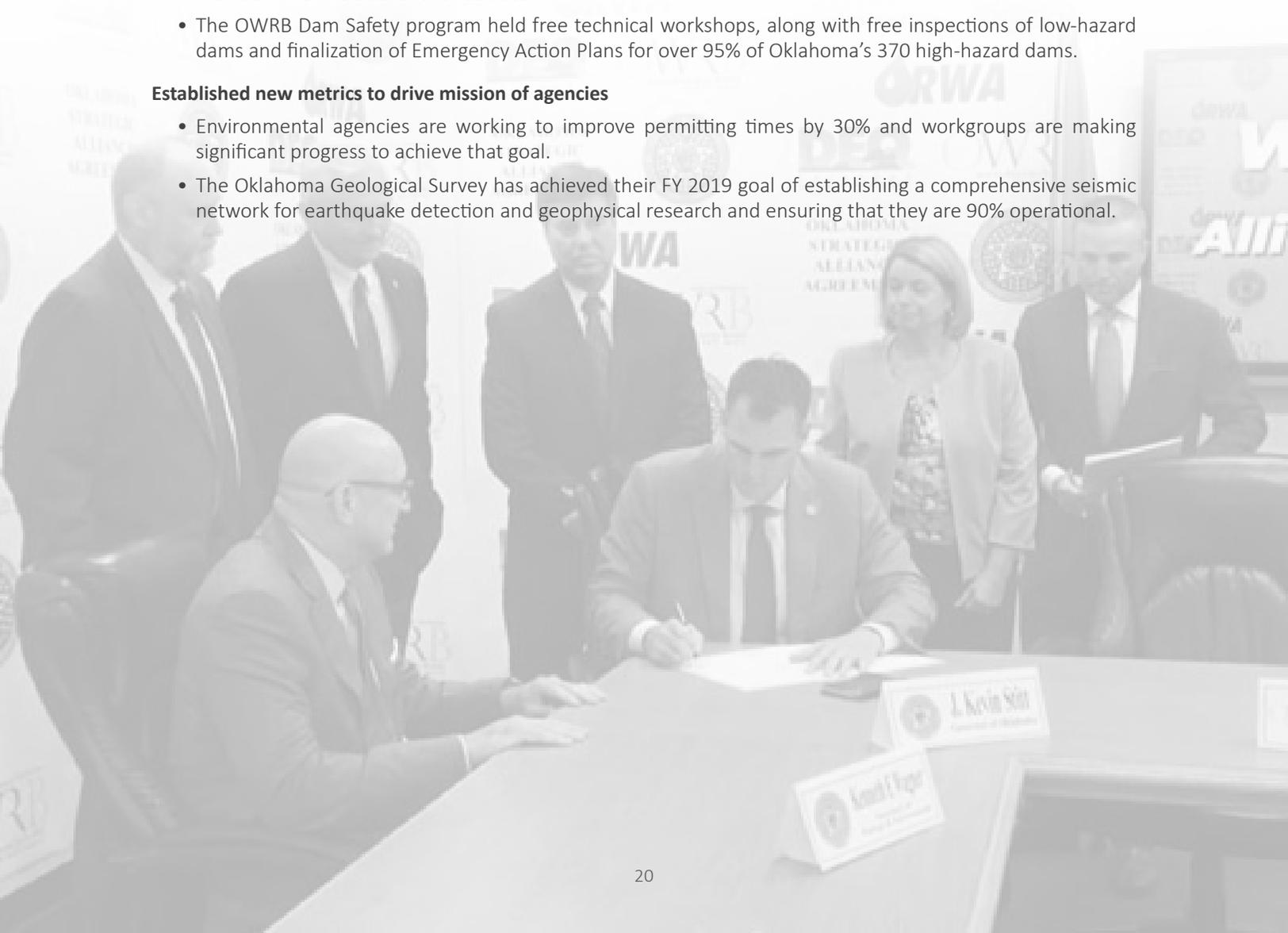
- OCC replaced Intents to Drill servers, which reduced system outages by 100% by moving to the Microsoft standard server.
- OCC implemented ITD processing improvements, reducing backlog by 20%, and increased monthly ITD approval by 32%.
- OCC implemented the risk-based data management systems desktop upgrade. This system allows operators to file e-forms based on all their wells, as opposed to filing forms for individual wells, which decreases operator entry time significantly.

Improved the customer experience

- The Department of Environmental Quality provided free assistance to private water well owners impacted by flooding with 525 technical assistance contacts, 331 sample kits provided and 147 tests conducted.
- In April 2019, the Grand River Dam Authority was again one of 208 out of approximately 2,000 public power utilities designated by the American Public Power Association as a Platinum Level Reliable Public Power Provider. The RP3 award is for utilities.
- The OWRB Dam Safety program held free technical workshops, along with free inspections of low-hazard dams and finalization of Emergency Action Plans for over 95% of Oklahoma's 370 high-hazard dams.

Established new metrics to drive mission of agencies

- Environmental agencies are working to improve permitting times by 30% and workgroups are making significant progress to achieve that goal.
- The Oklahoma Geological Survey has achieved their FY 2019 goal of establishing a comprehensive seismic network for earthquake detection and geophysical research and ensuring that they are 90% operational.



OKLAHOMA DEPARTMENT OF AGRICULTURE, FOOD AND FORESTRY

Secretary of Agriculture: Blayne Arthur | Commissioner of Agriculture: Blayne Arthur

Consolidated efforts to improve outcomes

- Automated Batch Claim process with the Conservation Commission for 70% time savings between the two agencies.
- Partnered with the Boll Weevil Eradication Organization to streamline financial and HR processes and reduce costs.
- Hired an investigative services agent sponsored by the FBI Heavy Equipment Task Force that works on behalf of Oklahoma Department of Agriculture, Food and Forestry and the FBI. This partnership allows the sharing of resources and equipment, ultimately saving ODAFF money.

Delivered financial efficiencies

- Oklahoma Forestry Services acquired federal surplus equipment at significantly reduced costs, paying only for transportation and modifications, if necessary.
- Hired an internal control officer to analyze all financial and budgeting processes, improve internal controls and set standard operating procedures for all financial operations throughout the agency. Financial processes continue to be streamlined, creating more efficiency and transparency, as well as cost savings.
- Downward trend of full-time employees over last 15 fiscal years (FY 2016: 467 FTE vs. FY 2019: 336). ODAFF is providing the same services with fewer full-time employees, therefore saving money and improving efficiency.

Updated equipment to increase digital modernization

- Replaced obsolete laboratory equipment and negotiated maintenance contracts.
- Implemented electronic testing for commercial and noncommercial pesticide applicators. Staff previously dedicated 26 workdays/year toward offering these tests in person. Will expand to include private applicators on Jan. 1, 2020.
- Implemented case management software for the Office of General Counsel in order to increase efficiency and reduce costs.

Established program to offer educational agricultural resources and institutional mentorship to Oklahoma schools

- Added a full-time Farm to School coordinator to the Market Development staff. This coordinator works with Oklahoma farmers and local school systems throughout the state to bring fresh produce and products into the school lunch program. The Farm to School program is improving the health and wellness of Oklahoma students and providing a consistent market opportunity for local producers.

Improved the customer experience

- Increased productivity and improved customer experience through the Laboratory Pesticide Section. On average, the turnaround times for consumers decreased from 82 days to 35 days.

Utilized federal feral hog grants

- Utilized federal funding opportunities (in addition to state appropriated funds) and partnership with USDA Animal and Plant Health Inspection Service to address feral hog control. This will help provide funds to eliminate nuisance hogs from both urban and metro communities in Oklahoma.



Started the first Agriculture Youth Council comprised of 20 Oklahoma students from across the state

- An initiative led by Secretary Blayne Arthur at the Department of Agriculture. The purpose of this council is to address the agriculture labor shortage in the state by exposing youth in the industry to the broad array of career paths in the field and to connect them with industry leaders.

Launched a pilot program with the State of Kansas to study cattle traceability

- This is a public-private partnership to develop and test a purpose-built cattle disease traceability infrastructure in Oklahoma. In collaboration with the study underway in Kansas, the states will be leaders on the discussion and development of traceability on a national scale.

Improved the Made in Oklahoma program

- Awarded step grant to fund international trade for Made in Oklahoma companies.
- Developed coordinated messaging for Made in Oklahoma program with Commerce and Tourism.
- Opened the first Made in Oklahoma restaurant at the Tulsa State Fair and showed 121% sales growth from the previous vendor in that same location.
- Operated the retail Made in Oklahoma store at the Oklahoma State Fair, which set records on several days and grossed the highest revenue ever in the history of the store.

Hosted three inbound international trade missions

- Oklahoma producers continue to see benefits from accessing global marketing opportunities. Inbound trade missions allow for ODAFF International Marketing staff to strategically facilitate one-on-one discussions with Made in Oklahoma companies and buyers to develop relationships and purchasing opportunities.

Cultivated a partnership with Langston University and OSU Extension for the demonstration garden

- During the winter months, ODAFF is growing wheat for the Governor's Wheat Challenge, using two wheat varieties developed at Oklahoma State University that have tested well for high-yielding harvest in central Oklahoma. The governor has Smith's Gold and the lieutenant governor has Baker's Ann. Throughout the rest of the year, ODAFF will grow seasonal vegetables and fruits to be enjoyed by ODAFF employees or OKC residents.

Hosted Ag UP Close sessions for the legislative assistants housed within the ODAFF building

- These sessions were informational overviews for the LAs to understand what ODAFF aims to accomplish. During the sessions, LAs met ODAFF employees and asked questions about each of the divisions and special programs over the course of the summer.

Established new metrics to drive mission of ODAFF

- Established five four-year goals, paired with multiple one-year goals. The 2019 goals have been 100% completed and 2020 goals started.



OKLAHOMA DEPARTMENT OF EMERGENCY MANAGEMENT

Secretary of Public Safety: Chip Keating | Executive Director: Mark Gower

Restructured staffing and agency

- OEM restructured the department's organizational chart this year to reduce turnover rates, achieve better outcomes in customer service and accountability, and deliver improved continuity and capacity to program areas.
- Merged the OEM Grants Management Division into the OEM Finance Division and added the new Audit and Compliance unit to support and streamline grants management.
- Aligned the internal delivery of administrative services by centralizing administrative staff under the OEM Administrative Services Division to serve all agency administrative needs.
- Converted six temporary staff to full-time equivalents and added four additional FTE positions, all within budget.
- Integrated five full-time FEMA employees into OEM operations, grants management, recovery and mitigation program areas to support ongoing projects.
- Launched a new Cybersecurity in Emergency Management program, recognizing cybersecurity as a growing threat to critical infrastructure at all levels of government.

Improved agency processes, policies and procedures

- Utilizing industry business practices, OEM has worked to design and implement new processes and procedures for increased accountability, better customer service and transparency. The changes will also help the department meet or exceed grant compliance requirements and utilize growing technology advancements in the emergency management field. To date, OEM has established 24 new or improved policies or business processes with more in development.
- Implemented new technology in the Finance Division and program areas to aid in the automation of payments and draw processes, as well as the compliance review process.
- Modernized all grant processes within a new grant management platform, OK EMGrants, to improve transparency and reduce the risk of misplaced documentation from applicants.
- Rolled out 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. In addition, the 1DA process is implemented in ArcGIS, a web-based tool OEM already uses for numerous other programs, which created a cost savings.

Increased grants administration and compliance

- Since January 2019, OEM has worked to improve grant management staffing, processes and documentation for federal grants, which fund more than 90% of the department's operating budget as well as the operating budgets and disaster cost reimbursements for many local jurisdictions.
- This year alone, OEM closed out 97 federal disaster grant projects totaling approximately \$41 million in funds obligated to local jurisdictions. This includes 51 public assistance disaster large projects and 46 hazard mitigation grant program projects.
- Additionally, OEM 9-1-1 Division received a new national 9-1-1 grant for \$2.7 million dollars. This grant will be used to match state 9-1-1 dollars distributed to local 9-1-1 centers.

OKLAHOMA HEALTH CARE AUTHORITY

Secretary of Health and Mental Health: Jerome Loughridge | Executive Director: Kevin Corbett

2019 OHCA Annual Report

Delivered financial efficiencies

- Reduced OHCA administrative costs from 2.15% in 2018 to 2.03% in 2019, a savings of \$2.38 million.
- The OHCA pharmacy department recovered more than \$363 million by maximizing drug rebates, discounts and value-based contracts.
- Through provider education and nurse care management for members who have chronic and acute conditions, the OHCA Health Management Program generated nearly \$3 in medical savings for every \$1 spent in 2019.
- OHCA launched an initiative to review lab service requests. Through detection and reduction of inappropriate laboratory service the agency realized savings of \$792,000.

Partnered with groups to increase training and services

- OHCA partnered with the University of Oklahoma Department of Pediatrics and Reach Out and Read to train more than 130 providers and staff, reaching more than 32,000 children in Oklahoma through this literacy program.

Transformed programs to achieve results

- The Transformed Medicaid Statistical Information System recognized OHCA in a recent state's Medicaid conference as one of very few green states in the nation. OHCA has resolved over 140 T-MSIS issues, which puts Oklahoma in the top tier of the U.S.
- To measure the success of the SoonerCare pharmacy benefit management, Oklahoma's Medicaid statistics were compared to the Medicaid statistics of Express Scripts, the largest pharmacy benefits manager in the United States. As a return on investment, using the overage generated by the Express Scripts per member per year rate, the ROI for OHCA for 2018 is \$74 to \$1.
- After a successful pilot program, OHCA expanded the virtual pharmacist program statewide to improve customer experience and access to prescription information.
- OHCA has saved \$2.6 million in state dollars and \$6.9 million total dollars by implementing the delayed capitation payment until member has initial visit with primary care provider.

Increased digital modernization to improve customer satisfaction

- OHCA improved member communications by enhancing mySoonerCare.org notifications and alerts, as well as eligibility letters to provide better customer service experience to our Spanish-speaking members.
- OHCA has implemented a 50% reduction in reporting for invoicing of manufacturers and converted the remaining reports to electronic invoices. Additionally, OHCA created a portal where manufacturers can download invoices and reporting information electronically where it was previously a cumbersome paper process. This reduced considerable staff time that was spent on processing invoices and modernized the outdated process.

OFFICE OF MANAGEMENT AND ENTERPRISE SERVICES

Secretary of Agency Accountability: John Budd | Executive Director: John Budd

Improved management of information services

- To improve service and build better relationships with state agencies, OMES Information Services launched its 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.
- To address the No. 1 area of complaint, OMES IS 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.
- During FY 2019, OMES IS resolved over 350,000 service requests for 34,000 agency and 31,000 affiliate customers with a successful resolution rate of 93%.
- IT unification efforts have resulted in total cost savings/cost avoidance of \$834 million.

Improved capital asset management

- OMES Capital Assets Management has disposed of multiple surplus state-owned properties as directed by HB 1438 passed 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.
- The division has also kept the 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.

Provided efficient and effective financial and human resources functions

- OMES Central Accounting and Reporting, which sets statewide accounting policy and which provides financial shared services operations for 60 state agencies, saved agencies over \$6 million annually. In FY 2019, OMES CAR processed 1.8 million vouchers and 5,880 payroll runs.
- OMES Central Purchasing provides compliance expertise, transparent oversight of processes and fair administration of procurement rules, policy and statutes. In FY 2019, OMES CP managed 110 statewide contracts with 382 vendors, equaling \$23.2 million in cost savings for the State of Oklahoma. The division also managed 64 IT contracts with 172 vendor partners, resulting in cost avoidance of \$35 million for the state.
- OMES Human Capital Management conducted a Dependent Eligibility Audit, which has already saved the state between \$1.5 million and \$2 million, with potential results being \$7.7 million total saved.
- OMES HCM also launched, analyzed and reported on the first ever state agencywide employee engagement survey.

Provided health care benefits to state employees efficiently

- OMES Employees Group Insurance Division administers the self-funded HealthChoice health, dental, life and disability plans and contracts with commercial carriers to offer alternative health options to state, education and local government employees and retirees.
- OMES EGID manages health plans for over 219,000 lives, covering one in every 18 Oklahomans. HealthChoice's administrative costs are 28% lower than the industry average.
- A recent actuarial study found the HealthChoice plan's unique model is more cost efficient in delivering care to employees when compared to the average of other public sector health plans, producing a savings of \$45 million annually.

OKLAHOMA DEPARTMENT OF TOURISM AND RECREATION

Secretary of Tourism and Branding: Matt Pinnell | Executive Director: Jerry Winchester

Implemented digital modernization

- In 2019, Tourism and Recreation embarked on an ambitious agencywide modernization project, which included implementation of Office 365, elimination of all paper-based processes and the digitization of decades of paper files, allowing the elimination of tons – literally – of paper and filing cabinets.
- In addition to eliminating paper records, the agency also completed the elimination of hundreds of tons of surplus items and waste that had accumulated within the state parks over the decades.
- The agency also eliminated its 42,000-square-foot warehouse by distributing warehouse items to various state parks and requiring that agency supplies be ordered and delivered on demand, rather than being stored at a central location. This also included shutting down the agency's print shop, which was located at the warehouse.
- This effort resulted in a total savings of \$750,000 annually.

Created state parks improvement strategy

- Realizing that the agency's facilities and other real property assets were suffering from years of underinvestment in their maintenance, agency leadership developed an improvement strategy to serve as a foundation to reach Top Ten performance for the park system.
- The heart of the strategy lies in refocusing on the core mission of state parks – connecting Oklahomans to our state's amazing natural resources.
- This renewed focus resulted in the creation of a capital allocation strategy to improve park assets that support the mission and repurpose or dispose of assets that do not support the mission.
- The strategy also includes renovation and rehabilitation of park facilities and campgrounds, starting with restrooms and other facilities heavily used by guests. To support improvement efforts, agency leadership is taking a multipronged approach to increasing revenues by making agency operations more efficient and establishing entrance fees for the entire park system.
- The agency has also been moving to a 100% online reservation system.

Improved the Film + Music sector

- To celebrate its 40-year history, the Oklahoma Film + Music Office hosted the inaugural Oklahoma Film + Music Conference, which brought together 250 industry leaders from across the state and country to learn about film and music industry topics and opportunities to do business in Oklahoma.
- For CY 2019, 39 film and television productions, which were pre-qualified under the Oklahoma Film Enhancement Rebate Program, spent an estimated \$30 million in qualified Oklahoma expenditures.
- Thanks to a film rebate signed into law by Gov. Stitt and the recruitment efforts by agency staff, 2019 was a record-setting year for the program, and the number of productions doubled while the qualified expenditures increased by 41% over the prior year.

Collaborated to improve travel promotion throughout Oklahoma

- The Travel Promotion Division partnered with the Oklahoma Wildlife Department to develop and launch the Oklahoma Fishing Trail in June of 2019. A digital campaign ran from Aug. 29 through Sept. 30 at a spend of \$202,248, which was tracked through pixel attribution partner, ADARA. The program generated projected lodging revenue of \$20,197,728 and \$1,595,621 in state and local taxes.

- The Travel Promotion Division partnered with Lt. Gov. Pinnell to launch the Oklahoma Road Trip campaign in August 2019, a 52-week episodic social media campaign featuring weekly road trips. To date, the campaign has generated nearly 4,500 new TravelOK YouTube subscribers, made millennials the No. 1 audience on [TravelOK.com](https://www.travelok.com) for the first time in the site's history from September to December, and has generated a rapidly growing \$2,400,619 in projected lodging revenue (ADARA) from the November digital spend of \$65,000.
- The Travel Promotion Division made all 11 in-house guides and brochures downloadable through [TravelOK.com/brochures](https://www.travelok.com/brochures), extending the reach to attract millennial readers while decreasing print expenditures. Travel Promotion also developed a brochure kit program that was so successful, in conjunction with a highly strategic and targeted digital campaign, it resulted in a 32% increase in web brochure distribution over the prior year. Travel Promotion also collaborated with 39 tribes to develop the new Indian Country Guide.

- [TravelOK.com](https://www.travelok.com) saw more than 4 million unique visitors and over 18 million page views to date in 2019, holding its place as the No. 1 state tourism website in the nation for page views and a position in the top five for unique visitors, per TwoSix Digital.

- The Travel Promotion spring digital campaign, which was tracked through ADARA, generated \$128,729,629 in projected lodging revenue and \$10,169,641 in state and local taxes through a spend of \$1,170,573.
- The Travel Promotion Division partnered with the lieutenant governor, the Route 66 Association and the Oklahoma Historical Society to develop and host the inaugural Route 66 Convention, which included stakeholders, delegates and legislative representatives from all cities along Oklahoma's historic stretch of the Mother Road.



OKLAHOMA DEPARTMENT OF TRANSPORTATION

Secretary of Transportation: Tim Gatz | Executive Director of ODOT: Tim Gatz

Consolidated cabinet secretary and directorship to save resources

- Triple-duty as cabinet secretary and director for the Oklahoma Department of Transportation and the Oklahoma Turnpike Authority provides continuity of leadership and decision-making for the state's two primary transportation agencies. This provides cost savings beyond just a salary, as the agencies look at what resources they can potentially share as allowed by state law. An example is the innovative financing arrangement for the completion of the Gilcrease Expressway in Tulsa.

Decreased the number of structurally deficient bridges in Oklahoma by nearly 90 since 2018

- ODOT has addressed nearly 90 structurally deficient highway bridges in the past two years, leading Oklahoma to now have less than 100 structurally deficient bridges on the highway system. This means that less than 1.5% of the total 6,800 bridges on the highway system are rated structurally deficient. This is a major accomplishment for the State of Oklahoma and one that places us among the top states in the nation for best bridge conditions after having been among the worst in the mid-2000s. Oklahoma is on track to be a Top Ten state in bridge conditions by the summer of 2020 when other states' bridge data becomes available for comparison.

Maximized resources through Gilcrease Expressway partnership

- A groundbreaking held in October celebrated the beginning of a major project to complete the Gilcrease Expressway in western Tulsa, after 50 years of planning, through a partnership between OTA, ODOT, City of Tulsa, Indian Nations Council of Governments, Federal Highway Administration and Tulsa County. OTA is pursuing a financing arrangement through the U.S. Department of Transportation's TIFIA loan program with ODOT's partnership for leverage as needed.

Implemented focused performance metrics

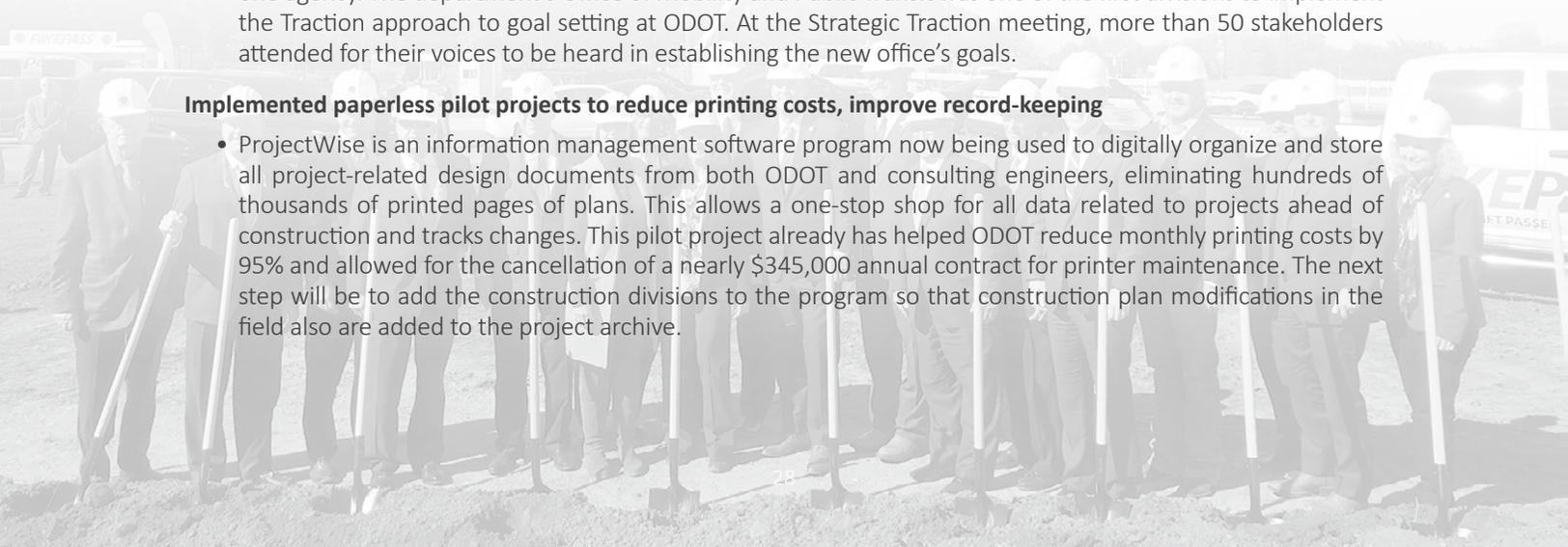
- While ODOT continues to be focused on safety improvements to the highway system, it is now incorporating additional key performance measures into program areas and existing safety goals. These include new structured methods for tracking changes in the reduction of structurally deficient bridges, narrow two-lane rural highways with deficient shoulders and fatality rates.

Formed new Office of Mobility and Public Transit to streamline transit services statewide

- Under HB 1365, a separate transit program being administered by OKDHS was moved to ODOT to maximize quality and efficiency and to provide better statewide coordination for transit. ODOT will work with local transit providers, incorporating feedback as well as combining the two similar programs under the direction of one agency. The department's Office of Mobility and Public Transit was one of the first divisions to implement the Traction approach to goal setting at ODOT. At the Strategic Traction meeting, more than 50 stakeholders attended for their voices to be heard in establishing the new office's goals.

Implemented paperless pilot projects to reduce printing costs, improve record-keeping

- ProjectWise is an information management software program now being used to digitally organize and store all project-related design documents from both ODOT and consulting engineers, eliminating hundreds of thousands of printed pages of plans. This allows a one-stop shop for all data related to projects ahead of construction and tracks changes. This pilot project already has helped ODOT reduce monthly printing costs by 95% and allowed for the cancellation of a nearly \$345,000 annual contract for printer maintenance. The next step will be to add the construction divisions to the program so that construction plan modifications in the field also are added to the project archive.



OKLAHOMA TURNPIKE AUTHORITY

Secretary of Transportation: Tim Gatz | Executive Director of OTA: Tim Gatz

Implemented broadband expansion initiative, connecting Oklahoma

- Implementation of a multiyear plan to enhance and expand the OTA fiber optic network. Teamed up with an Oklahoma-based private telecommunications company to install about 300 miles of fiber optic across the turnpike system, including in rural and underserved communities. This initiative also provides better access to broadband connectivity and enhances private sector partnerships and improvements for all Oklahomans.

Implemented PIKEPASS modernization and call center enrichment, improving customer service

- Initiative to boost the customer experience and reduce call wait times for both PIKEPASS customers as well as PlatePay customers. With PIKEPASS customer participation continuing to grow dramatically, additional staff will be added in order to maintain service levels of 70% of calls being answered within 60 seconds.

Formalized All Electronic Tolling plan

- Formalized an All Electronic Tolling plan to enhance safety and convenience for turnpike travelers by eliminating toll booth conflict points throughout the turnpike system over the next 10 years. Focus will be placed first on urban turnpikes.



OKLAHOMA PARDON AND PAROLE BOARD

Secretary of Public Safety: Chip Keating | Executive Director: Steve Bickley

Increased volume of caseload, leading to decline in incarceration rates

- The Pardon and Parole Board has been at the forefront of implementing criminal justice reforms for our state. In 2019, the agency docketed 6,940 cases – a 118% increase in volume compared to the 3,183 cases docketed in 2018. The increase in caseload was driven by sentencing reforms and other criminal justice reforms passed by the Legislature. Because of these changes and the public’s desire to see Oklahoma reduce its high level of incarceration, favorable recommendation 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.

Implemented flat budget and will remain flat

- 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 agency has been able to maintain a flat budget in FY 2020 at \$2,368,125 and expects to do the same in FY 2021. The Pardon and Parole Board requested \$2,333,154 for FY 2021 based upon our belief and management mantra that the agency needs additional automation, not additional head count.

Carried out criminal justice reforms and innovation that improves the system

- On Nov. 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 Nov. 4, 2019. The result was over 450 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 ODOC holding 28 transition fairs attended by 45 nonprofits and state agencies that 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.



OKLAHOMA TAX COMMISSION

Secretary of Digital Transformation and Administration: David Ostrowe | Executive Director: Jay Doyle

Provided secure upload mechanism

- New document upload capability allows taxpayers to visit OKTAP and upload additional documents requested by the Oklahoma Tax Commission. The functionality provides a convenience to the taxpayer, streamlines OTC processes and promotes electronic submission and reduction of paper. Since the implementation of the W-2 upload process, 42% of submissions have been via the document upload method.

Implemented safe, secure collection of medical marijuana tax collections

- With the passage of SQ 788, the OTC quickly saw a need to find an alternative solution for unbanked medical marijuana dispensaries to remit their tax payments in cash. In an effort to provide a convenient payment mechanism for taxpayers and reduce cash taken in at the OTC location, the OTC partnered with BancFirst to provide a payment option at nearly 100 BancFirst lobby locations statewide. Since implementation of the solution, nearly 72% of the cash associated with tax for medical marijuana has been accepted at a BancFirst location.

Enhanced integrated tax system functionality to include additional discovery projects for tax compliance

- Working towards increasing tax revenue through compliance initiatives and discovery projects focusing on federal match non-filers, capital gains deductions and W-2G nonresident gambling winnings.

BREAKDOWN OF AGENCY STATISTICS

Total dollars apportioned:	\$10,333,831,895.36
Payments scheduled through OkTAP:	1,434,145
Returns processed on OkTAP:	1,105,603
Payments processed through mail:	609,996
Deposits received by mail:	\$909,757,806.56
Incoming returns received by mail:	1,112,720
Total permits issued/renewed:	68,413
Total motor vehicle registration dollars:	\$290,972,796.38
Motor vehicle registrations:	4,075,071
Motor vehicle registrations on OkCARS:	225,103

OKLAHOMA OFFICE OF JUVENILE AFFAIRS

Secretary of Human Services and Early Childhood Initiatives: Steven Buck | Executive Director: Steven Buck

Consolidated campuses to maximize resources

- Earthwork is underway and worn-out buildings are being demolished at the Central Oklahoma Juvenile Center in Tecumseh. Consolidating campuses will save the state money and OJA expects to be able to pay the bonds off without asking for increased appropriations. Last year, OJA closed its facility for females in Norman and moved those operations to Tecumseh. Males at Southwest Oklahoma Juvenile Center in Manitou will be moved to Tecumseh when the new campus is completed in about two years.

Implemented online training and staff development opportunities

- Staff development is being made more accessible through technology by offering online training courses. Employees working in the field or in offices throughout the state have been equipped with tablets and other devices to improve efficiency and reduce paperwork. By using the Zoom platform, OJA is offering videoconferencing, webinars and training programs for staff, eliminating the need for them to travel to a regional location for training.

Worked to determine efficiencies that result in savings

- OJA continues to analyze its base budget to determine areas where efficiencies can be obtained, and the resulting savings applied to areas of greatest need. This year marked the third consecutive budget cycle where these efficiencies have been addressed. For the upcoming 2021 fiscal year, OJA is keeping at 1% its budget request of aligning pay for its resident care specialists with that of correctional officers and providing incentive pay for field and institutional staff.

Approved a fixed and uniform rate structure to focus on quality services

- OJA's board of directors approved a rate structure for community-based youth services agencies. Requiring fixed and uniform rates will allow OJA contract monitoring to focus more on service verification and quality of service rather than verifying cost. A performance assessment of OJA completed last year recommended fee-for-service contracts for community-based youth services agencies, saying they provide increased accountability because service providers would be paid for the services they provide instead of their capacity to provide services.

Updated state plan for juvenile detention services

- OJA's board of directors approved an updated State Plan for the Establishment of Juvenile Detention Services, which will determine the number of juvenile detention beds necessary for the state's current needs and the locations of those needed beds. The plan also determines the number of juvenile detention beds for which OJA will pay. Board members also approved new contract guidelines as well as rates, following through on key recommendations of last year's performance audit by a private firm selected by the Agency Performance and Accountability Commission. The new rates include a Tier I rate to recognize detention centers that provide higher standards in the areas of education, mental health and quality of life. The current state juvenile detention services plan was adopted in 2008. The updated plan will take effect July 1.

Increased efforts to collaborate with other agencies to improve outcomes

- OJA is improving the sharing of information with the Department of Human Services. About 80% of the youth in OJA care have significant child welfare involvement in their households. On any given day, 10% of those in OJA custody concurrently are in DHS custody. OJA staff and DHS staff are meeting regularly to discuss strategies on how to address dual-custody youth.

- OJA is working with CareerTech to increase training programs at group homes contracted with OJA. A pet-services training program is being developed with the help of CareerTech at the Mustang Treatment Center, a group home for girls, and a construction technology course is being developed at the Thunder Ridge group home for boys in Norman.
- OJA is increasing efforts to work with community engagement groups in acquainting youth in its care with mentors who talk to them to develop skills designed to prevent future delinquency and make a difference in a child's trajectory.

Decreased numbers of juveniles in treatment programs

- The number of juveniles being referred to OJA for treatment and care continues to decrease. It's been a mostly steady decline during the past 10 years. The number of juvenile offenses and the number of juveniles in OJA care have similar declines. But during the same period of the past 10 years, the number of 13- to 17-year-olds has increased in our state by 15,000 – from about 250,000 to more than 265,000.
- Treatment programs at the Central Oklahoma Juvenile Center are being improved by introducing trauma-informed care and evidence-based treatment curriculums. Juveniles come to OJA with extreme trauma issues and mental health diagnoses.



OKLAHOMA DEPARTMENT OF VETERANS AFFAIRS

Secretary of Veterans Affairs and Military: Ben Robinson | **Executive Director:** Joel Kintsel

Consolidated the functions of the Oklahoma State Accrediting Agency under the operational authority of the Oklahoma Department of Veterans Affairs

- Since moving under the ODVA, the newly designed State Approving Agency has now moved to fully digital operations.
- The ODVA SAA had previously assumed the VA's federal Cooperative Agreement responsibilities in July. This agreement outlines the State of Oklahoma's responsibilities for approving all GI Bill educational, apprenticeship and OJT benefits throughout the state.
- The ODVA SAA has already processed hundreds of program approvals using an online application system. This is consistent with the new emphasis from the governor's office on the digital transformation of state agencies. The ODVA SAA will continue to support this emphasis by expanding its operations and approval processes in new ways in order to serve both the veterans and the educational institutions of Oklahoma.

Advanced plans to construct Sallisaw Veterans Center

- ODVA announced plans to move forward with the construction of the new Sallisaw Veterans Center that is scheduled to break ground in 2020. The new center will play an important role in helping to support veterans across the State of Oklahoma.

Secured federal grants for state's first state-run Veterans Cemetery

- ODVA secured \$5.9 million in federal grants to construct Oklahoma's first state-run Veterans Cemetery, which will be placed on the grounds of the current Ardmore Veterans Center. The Veterans Cemetery will provide an opportunity for Oklahomans to offer lasting tribute to our veterans in recognition of their honorable military service. The cemetery will offer up to 32,000 burial plots and will be located on 23 acres of land shared with the Ardmore Veterans Center.



OKLAHOMA DEPARTMENT OF CORRECTIONS

Secretary of Public Safety: Chip Keating | Executive Director: Scott Crow

Consolidated efforts to maximize results

- The Oklahoma Department of Corrections has teamed up with the Pardon and Parole Board to consolidate efforts relating to investigative reports for parole considerations. ODOC has assigned probation and parole officers to assist the board with completing investigative reports for parole considerations 80 hours a week as stated in a memorandum of understanding developed between the two agencies. The MOU allows the board to remain budget neutral while its workload dramatically increases and for ODOC to continue reducing its population with paroles, administrative paroles and commutations.

Implemented digital modernization of services

- ODOC has begun a digital transformation process to modernize the outdated electronic offender management system. The agency issued a request for proposal to replace the system last August. The new OMS will interface with many public safety entities, sharing, in real time, critical offender information; save thousands of man hours wasted on server timeouts and crude longhand calculations for release dates; and allow for the timely collection of data critical to public safety. Currently, ODOC staff is scrubbing old data, the first step for entry into the new system. The project is on track to have components operational in 2020.

Collaborated to provide resources and services to inmates

- With the leadership of the governor's office, the Pardon and Parole Board and dozens of nonprofits, ODOC held its first ever transition fairs at 28 facilities across the state, targeting inmates considered for commutation through HB 1269. More than 200 people from 45 community partners, nonprofits and state agencies participated. These fairs connected more than 780 inmates with services they need after discharge. The agency is also working on a plan to develop transition centers for releasing inmates.
- In addition, ODOC has made it a priority to assist eligible inmates to obtain a valid state-issued driver's license or state-issued identification card subsequent to discharge. Obtaining identification is a major hurdle for many offenders as they return to society. Addressing this need required considerable coordination by ODOC and the Department of Public Safety, with funding from the George Kaiser Family Foundation and the Arnall Family Foundation, along with assistance from The Education and Employment Ministry. Of the over 450 inmates commuted and released in November, 24 left prison with a driver's license and 115 with an ID card. ODOC will continue working to further this effort with state and community partners.

Improved infrastructure and financial efficiency

- In 2018, the Legislature passed a \$116.5 million bond for repairs to the agency's aging infrastructure. ODOC is using inmate labor and the agency's construction and maintenance staff whenever possible to stretch the bond funds to cover more than 100 projects. So far, inmates and staff have laid new water and gas lines, put in high-efficiency HVAC units and installed tankless water heaters, saving more than \$4 million in labor costs. Upgrading these utilities with more modern, energy-efficient systems also saves the state money. Teaching inmates a trade gives them a better chance of success once released.

Implemented strategic plan

- The agency has developed a comprehensive strategic plan with goals and objectives built around the agency's commitment to public safety and rehabilitation. The last time ODOC developed a strategic plan was in the early 2000s. Ongoing monitoring and fine-tuning of the strategic plan will assist with the agency's budgetary process and serve as a guide for carrying out the agency's mission.

COMMISSIONERS OF THE LAND OFFICE

Secretary of State and Education: Michael Rogers | Acting Commissioner: Brandt Vawter

Distributed resources to beneficiaries

- Distributed more than \$131 million to beneficiaries; \$100 million to K-12 beneficiaries and \$31.4 million to higher education beneficiaries.

Delivered financial efficiencies

- The legal division collected 90% of the unpaid surface rental monies owed to the CLO in 2019.
- Added other agency minerals as an electronic disbursement, significantly reducing the number of manual (paper) checks the agency issues.
- Continued working towards increasing document workflow electronically. Journal vouchers are now prepared and circulated for approval electronically.
- Improved CLO imaging workflow to include scanning files from the point of creation.
- Worked with the Oklahoma Department of Libraries to update the official CLO Records Disposition Schedule.
- In FY 2019, the CLO saved state agencies participating in the gas marketing program \$928,121.
- Royalty Compliance reviewed more than 50 companies which were billed during 2019.
- Completed or updated seven bankruptcy audits that have generated outstanding claims owed to the CLO.

Implemented digital modernization of services

- Completed the implementation of document management system that created a centralized repository to store and retrieve documents easily.
- Created additional geographic information system mapping layers for enhanced internal and external use and reshaped parcels to depict actual parcel size.
- Migrated to an enhanced electronic payment system that can process credit card payments, increasing customer options and ability to pay online.
- Implemented new financial reporting software, CaseWare, giving the agency the ability to create electronic workpapers and financial statements. The agency prepared and published its first comprehensive annual financial report.
- Scanned and archived many FSD documents such as cashbooks and journal vouchers. Utilized the agency's new document management system to electronically store current and historical accounts payable claim vouchers.

Invested in improvements

- Completed the new Oklahoma Insurance Department Building through a public-private partnership.
- Invested more than \$400,000 in brush management, water resources and land management practices to ensure land values are maximized.

Increased training opportunities

- Increased training and leadership in land management and appraisal for real estate management specialists.

Developed new procedures and systems

- Continued to develop and implement new nonproducing mineral procedures.
- Continued to develop and implement a system for detection and management of marginal wells.
- Implemented a new well gross revenue by lease report which gives us a snapshot of total revenues received within the past 12 months on individual leases. This report enables the CLO to determine if wells are economical when issuing consents and division orders.
- Prepared an operator letter that details how to calculate the CLO royalty which has been sent to over 100 well operators and CLO lessees.

OKLAHOMA STATE DEPARTMENT OF HEALTH

Secretary of Health and Mental Health: Jerome Loughridge | Commissioner of Health: Gary Cox

Consolidated resources to increase savings

- Implemented hiring freeze on supervisory and administrative positions, prioritizing hiring of service delivery positions.
- Consolidated organizational chart and reduced districts from 14 to 9, resulting in a reinvestment of \$8 million for increased services.
- Submitted 9% reduced state appropriations budget with aggressive plan to increase local services.
- Actively seeking options to remove/reduce barriers that currently limit county health departments' ability to share resources and operate more efficiently.

Redefined the public health workforce and infrastructure

- A new movement doesn't fit an old structure; therefore, the Oklahoma public health system must change the way we deliver services to the citizens of Oklahoma. To support achievement of the Health and Mental Health Cabinet priorities, the Oklahoma State Department of Health has prioritized resource deployment from the central office back into the communities we serve. OSDH has prioritized internal and external customer service and implemented efficiencies to support infrastructure and began to identify resources that can be reinvested to support innovation throughout the health care landscape.

Improved financial efficiencies

- Reinvestment of savings for increased service delivery, reinvestment into staff (competitive market pay and training) and consolidation of administrative functions statewide, eliminating/reducing redundancies in operations.
- Chief medical officer restructured through joint partnerships with the University of Oklahoma to contract.
- Worked with local communities to identify service gaps and secure additional public and private funding.
- Market survey deployed to bring staff up to competitive market pay, better recruit and retain, and reduce burden and cost of turnover.
- Increased focus on competing for necessary federal dollars that can be leveraged for achieving cabinet and agency priorities.
- Renewed focus on boosting existing community partner strategies.

Increased modernization of services

- Commissioner and senior leadership have met with six local health department teams and their partners to discuss opportunities and challenges.
- Facilities plan created in order to rebuild local infrastructure, based on community driven solutions and what the modern health department needs to look like; plan includes targeting resources and improving access to traditional and nontraditional 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.
- Strategic plan focus area includes driving innovative programming and unique strategies for public health impact.

Improved client access/experience

- Created statewide capacity maps for assessment of space and opportunities for joint service delivery in rural Oklahoma.
- Reassigned necessary central office staff to county team for increased tip of the spear services and local support.
- OMMA increased customer service and efficiency of operations by quickly reopening the call center, increasing access and engagement with industry and patients.
- Moved OMMA licensing to the digital space, eliminated almost entirely the costly expenses of supplies and other machines necessary for printing licenses. Discussions with OK ID project vendor initiated, and once implemented, an anticipated savings of \$1 million per year and greater access for the public will be realized.
- Formed both public/private local, state and federal partnerships to address issues burdening Oklahoma like obesity, smoking and heart disease.
- Incorporated increased access to public health and partner services through mobile clinics in each district, reducing barriers of transportation and improving access to rural communities.
- Rolled out innovative Fast Track STI/STD clinics to address skyrocketing rates of STDs, reducing the service times from approximately 45 minutes to as little as 10 minutes.

Implemented data driven strategies

- One-page health data assessments and opportunities being developed for each district for simplification of areas of focus.
- Developed a 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.
- Digitalized strategic plan monitoring through public health data dashboard system.



SECRETARY OF STATE

Secretary of State: Michael Rogers

Implemented a remote online notary process

- The implementation of remote online notarization revolutionizes the notarization process in the state of Oklahoma and is a game changer for the business community. By allowing remote online notarizations, business transactions can be quickly conducted via audio and video, bypassing the in-person requirement that necessitated physical delivery of documents. This transformation is in line with Gov. Stitt's promise to reimagine government operations and set Oklahoma on the path to becoming a Top Ten state.

Delivered financial efficiencies

- Agency operated at 76% of budget for fiscal year 2019.
- Excluding the \$1.5 million budgeted for the OAR project, the agency would have seen a 3% decrease in FY 2020 budget compared to FY 2019.
- Reduced agency security services contract by 72%, which is a savings of \$113,000 per year.
- Ability to utilize unclassified positions as of Nov. 1 to allow the agency to quickly adjust and perform additional duties assigned by the governor.

