DOGE-OK

R E P O R T

DIVISION OF GOVERNMENT EFFICIENCY

46

DOGE-OK

OKLAHOMA

EXECUTIVE ORDER 2025-04

"*Our job is to make the difficult decisions, ensuring a better future for the people of Oklahoma. Our role is to serve the people of our great state, not to grow government. DOGE-OK is about making practical decisions for our current communities and future generations. It is protecting our Oklahoma way of life.*"

- Governor J. Kevin Stitt

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MISSION

The Oklahoma Division of Government Efficiency (DOGE-OK) aims to eliminate wasteful government spending, improve operational efficiency, and ensure effective use of taxpayer dollars. By collaborating with state agencies and leveraging innovative practices, DOGE-OK focuses on transparency, accountability and fiscal responsibility to make Oklahoma a "Top Ten" state. It also emphasizes modernizing government operations and reducing unnecessary bureaucracy to better serve the citizens of Oklahoma.

VISION

To empower Oklahoma through innovative, efficient and accountable government operations that maximize public resources and deliver exceptional services. Through collaboration, embracing technology and prioritizing transparency, DOGE-OK envisions a state government that inspires trust, drives progress and meets the evolving needs of its citizens.

GOALS

The goals of DOGE-OK are to focus on improving the efficiency and effectiveness of state government operations. These initiatives are inspired by similar federal efforts and aim to:

1. **Streamline state operations:** Reduce unnecessary administrative processes, eliminate redundant regulations and enhance service delivery for citizens.

   - **Review and simplify processes:** Conduct process audits to identify bottlenecks and eliminate unnecessary steps, e.g., consolidating overlapping functions across agencies to cut costs and save time.

   - **Promote interagency collaboration:** Encourage state agencies to share resources, data and expertise to avoid duplication and deliver cohesive services. Centralized systems, like shared databases, can improve coordination.

   - **Use performance metrics:** Establish measurable goals and track the performance of various operations. Data-driven decision-making helps identify inefficiencies and prioritize areas for improvement.

   - **Employee training:** Equip state employees with the knowledge, skills and abilities they need to perform efficiently. Cross-training can help reduce staffing gaps and improve flexibility.

- **Leverage public-private partnerships:** Partner with private organizations to fund or deliver services, such as infrastructure projects, while maintaining accountability and oversight.
- **Implement continuous improvement programs:** Embrace and implement innovation and continuous improvement programs, such as adopting Lean or Six Sigma methodologies, to consistently refine operations.

2. **Cut costs:** Identify areas of wasteful spending and implement cost-saving measures to ensure taxpayer money is used responsibly.

- **Conduct a comprehensive Budget Review**
  - » Identify areas of inefficiency, redundancies and non-essential expenses.
  - » Prioritize funding for critical services like public safety, education and health care.
- **Streamline government operations**
  - » Simplify administrative processes and eliminate overlapping functions across agencies.
  - » Consolidate departments or services where feasible to reduce overhead costs.
- **Leverage technology**
  - » Invest in automation and digital tools to improve efficiency and reduce manual labor.
  - » Implement online platforms for citizen services to save time and resources.
- **Optimize workforce**
  - » Evaluate staffing levels and reallocate roles to ensure optimal productivity.
  - » Crosstrain employees to handle multiple responsibilities and reduce the need for additional hires.
- **Renegotiate contracts**
  - » Review contracts with vendors and service providers to secure better terms and pricing.
  - » Explore bulk purchasing agreements for common supplies to reduce costs.
- **Energy efficiency initiatives**
  - » Upgrade state buildings with energy-efficient systems, such as LED lighting and optimized HVAC systems.
  - » Encourage the use of renewable energy sources to lower utility expenses.
- **Prevent fraud and waste**
  - » Strengthen oversight and auditing processes to detect and eliminate misuse of funds.
  - » Implement stricter controls on procurement and expense reporting.
- **Encourage public-private partnerships**
  - » Collaborate with private entities to fund and manage projects, such as infrastructure development.
  - » Share risks and benefits while maintaining transparency and accountability.
- **Engage citizens and employees**
  - » Create platforms for citizens and state employees to submit cost-saving ideas.

- » Create a culture of innovation and continuous improvement within government agencies.
- » Unify state agencies: Open conversations and engage agency-to-agency in an effort to remove barriers and proactively work as One State.

· **Monitor and evaluate progress**
- » Regularly assess the impact of cost-cutting measures and adjust strategies as needed.
- » Use performance metrics to ensure that savings are achieved without compromising service quality.
- » Enhance accountability: Increase transparency and hold state agencies accountable for their performance and use of resources.
- » Support fiscal responsibility: Ensure that state budgets are balanced, and resources are allocated to high-priority areas.

SECTION 1 – PUBLIC TRANSPARENCY

CITIZEN AND GOVERNMENT ENGAGEMENT

In March 2025, the Office of Management and Enterprise Services developed three platforms to engage Oklahomans through DOGE-OK. Over the past month, OMES has gathered feedback and ideas to help drive accountability within state government.

INFORMATION GATHERING

- A citizen idea form can be found on the DOGE-OK website. This form is for Oklahomans to utilize and share their ideas with DOGE-OK members.
- A state employee and legislative idea form was created which was emailed to state leadership. This was a requirement of Executive Order 2025-04 and received 347 responses as of March 21.
  - » Email was sent to all state employees on Feb. 14, 2025.
  - » Email was sent to all executive agency leadership on Feb. 28, 2025.
  - » Email was sent to the Legislature on Feb. 28, 2025.
- A state agency project submission form was created and distributed, which acts as a portal for agencies to submit their active and completed DOGE-OK projects. As of March 21, 40 responses have been received.

These platforms provide contributors a forum to share their feedback and cost-saving initiatives that will shape a stronger future for the state. As a standard practice, OMES views and attempts to validate submissions with the appropriate stakeholders before ideas and projects are externally shared. This effort will increase reporting accuracy and transparency. Ultimately, each agency maintains and owns their own information and report submissions.

DOGE-OK is currently in the process of organizing submissions by category. As an example, ideas and projects might include:

- Modernizing technology.
- Staffing.
- State assets, such as fleet or cellphones.
- Increasing procurement transparency and auditing purchases in next to real-time.

CITIZEN IDEAS AND TRANSPARENCY

DOGE-OK launched its website on March 7, 2025. The site promotes transparency and highlights current and completed DOGE-OK projects across participating state agencies.

From March 7 to March 21, the DOGE-OK website garnered **5688** visits and **89** citizen idea submissions.

Once DOGE-OK ideas are received, they are analyzed and vetted with the appropriate group. If validated, ideas are added to the DOGE-OK website. This will be an ongoing commitment, requiring agency participation.

As of March 19, 11 state agency projects were shared to the DOGE-OK website with an estimated savings of $8,775,040 and 62,000 staffing hours saved across five agencies.

AGENCY ENGAGEMENT AND COLLABORATION

On March 12, 2025, OMES convened the inaugural DOGE-OK meeting with agency appointees. This initial gathering set the foundation for the group, outlining goals, answering questions and offering action items to assist their efforts. To maintain momentum and provide clear direction, OMES will continue to meet with agencies on a bi-monthly schedule. These meetings are geared to offer guidance to agencies seeking additional support or involvement in DOGE-OK. Once agencies establish their individual workflows and processes, the meeting frequency will transition to a quarterly schedule.

As mentioned above, Executive Order 2025-04 required OMES to conduct a survey of all state agencies and legislative leadership to identify "strategies to achieve efficiency." Since Feb. 14, 2025, that survey has received 347 responses from state employees in 45 agencies.

AGENCY ENGAGEMENT AND COLLABORATION

AGENCY	IDEAS	AGENCY	IDEAS	AGENCY	IDEAS
ag.ok.gov	3	ocme.ok.gov	1	osbi.ok.gov	3
arts.ok.gov	1	odmhsas.org	8	ossm.edu	1
banking.ok.gov	3	odot.ok.gov	26	ou.edu	1
deq.ok.gov	13	odva.ok.gov	5	owrb.ok.gov	4
doc.ok.gov	55	odwc.ok.gov	6	pikepass.com	5
dod.ok.gov	1	oesc.ok.gov	4	sai.ok.gov	2
dps.ok.gov	10	oids.ok.gov	1	sde.ok.gov	1
gov.ok.gov	1	oja.ok.gov	3	service.ok.gov	7
grda.com	3	ok.doc.gov	1	ssa.gov	4
health.ok.gov	19	okcommerce.gov	2	tax.ok.gov	4
jdmc.ok.gov	2	okdhs.org	101	travelok.com	3
nursing.ok.gov	1	okdrs.gov	4	treasurer.ok.gov	2
oag.ok.gov	2	okhca.org	3	wcc.ok.gov	1
obn.ok.gov	1	omes.ok.gov	14	ee.ok.gov	1
obpvs.ok.gov	5	omma.ok.gov	3	**GRAND TOTAL**	**347**
occ.ok.gov	5	opers.ok.gov	1		

Additionally, OMES has implemented a phased approach for evaluating each submission, categorized below. Please note that only projects that are "inflight" or "landed" will be added to the website to ensure accuracy when reporting on realized efficiencies.

In the Hangar projects: These are innovative ideas or concepts with significant potential to reduce costs or save taxpayer dollars but are not yet fully developed.

Ready for Takeoff projects: These initiatives have well-defined goals but require the development of a comprehensive plan before implementation.

Inflight projects: These projects have clear plans with established goals and are currently in progress, with anticipated savings or cost reductions within the next 12 months.

Landed projects: These are initiatives launched in calendar year 2024 that have already achieved or are about to achieve savings or cost reductions.

IN THE HANGAR
This means ideas have not been actioned or implemented.

Action item
If an item is in the hangar, meet with your staff and evaluate what can be implemented and agree on a timeline. If viable, enter the project into the DOGE-OK idea form.

Action item
If an item is taking off, please enter it into the DOGE-OK project form

TAKEOFF
Project is about to launch and clear goals are established.

IN-FLIGHT
Project is underway and can be published to the DOGE-OK website.

Action item
Contact Nathan Wald and request project be added to the website, or fill out the DOGE-OK project form.

Action item
Upon completion of a project, verify that initial estimates are confirmed. Good job and way to DOGE-OK!

LANDING
Project is complete and savings realized

SECTION 2 – FEDERAL AND STATE ENGAGEMENT

Oklahoma is one of the largest state recipients of federal funding per capita in the United States. Below, DOGE-OK will provide examples and a high-level analysis of state agencies that receive significant federal funding. By identifying opportunities for savings, cost avoidance and reduced reliance on federal funds, Oklahoma can focus on improving core government services based on what our citizens need within their local communities.

KEY FINDINGS AND OPPORTUNITIES

Contract and asset management
Potential for savings through improved government processes, contract management and compliance.

Optimized staff utilization and cost avoidance strategies.

Grants
Some agencies have identified substantial federal grants that could be returned due to duplicative or outdated programs.

Returning these funds can lead to workforce efficiencies and talent optimization.

Program alignment and operational efficiencies
Agencies should assess whether programs align with their core missions.

Eliminating redundancies and focusing on essential services will help maintain a balanced budget without cutting critical programs.

Projected savings and efficiencies identified
Technology optimization – Significant savings potential.
Grant collaboration – Significant savings potential.
Streamlining and operational efficiencies – Significant savings potential.

While further analysis is needed to refine these estimates, this review provides a foundation for continued discussions with state agencies, the Governor's Office and the Legislature on improving fiscal efficiency and sustainability.

HEALTH CARE RECOMMENDATIONS

OKLAHOMA HEALTH CARE AUTHORITY

Idea: Repeal federal continuous coverage requirement to allow states to perform regular eligibility checks for children.

Background: States are required to provide 12 months of continuous eligibility for children under 19 in Medicaid and the Children's Health Insurance Program (CHIP), as mandated by Section 5112 of the Consolidated Appropriations Act, 2023.

Recommendation: Congress should repeal this requirement and allow states to perform regular eligibility checks on members to ensure Medicaid is paying for confirmed eligible members.

Estimated state savings: $20 million
Estimated federal savings: $40 million
Total estimated savings: $60 million annually

Idea: Repeal federal requirement for states to cover prescription drugs in accelerated approval program.
The FDA has programs that expedite development and review of new drugs that address an unmet medical need for a serious or life-threatening condition. The accelerated approval pathway allows the FDA to grant approval more quickly than the traditional approach because it allows approval based on whether the drug has an effect on a surrogate endpoint that is reasonably likely to predict a clinical benefit (§ 506(c) of the Federal Food, Drug, and Cosmetic Act).
The MDRP requires states to generally cover all of a participating manufacturer's products as soon as they have been approved by the FDA and enter the market. This coverage requirement includes drugs approved under the accelerated approval pathway. Medicaid must cover these drugs when additional studies are still needed to verify their clinical benefit (CMS 2019, 2017).

Recommendation: Remove the requirement that state Medicaid programs cover drugs immediately when accelerated approval is granted and allow states to determine what prescription drugs to include in their formulary. This can be accomplished through CMS rulemaking (CMS-2345-FC).

Savings: Variable, however, we project significant savings could be achieved.
- **Example 1:** Makena, a drug expected to prevent preterm birth, was approved for AA pathway and was later pulled from the market due to lack of efficacy. During the time it was approved, Oklahoma was required to pay for 11,975 prescriptions at a total cost of approximately $40 million ($8.8 million state; $31.2 million federal).
- **Example 2:** Oxbryta, a drug expected to treat anemia, was approved under the AA pathway, and it was recently removed from the market. During the time it was approved, Oklahoma paid for 212 prescriptions and paid out approximately $2.2 million ($500,000 state, $1.7 million federal).

Idea: Amend federal average manufacturer price cap to protect manufacturer rebate dollars paid to states. Prior to the American Rescue Plan of 2021, manufacturer statutory rebates to Medicaid could not exceed the average manufacturer price (AMP) for the drug (i.e., the "AMP cap"). The "AMP cap" was removed starting Jan. 1, 2024, meaning that manufacturers can owe Medicaid rebates greater than 100% of their AMP. This has caused manufacturers to discontinue some beneficial products from the market resulting in a switch in medications to more costly alternatives. Also, it resulted in manufacturers lowering their AMP. While lowering prices is beneficial to some payers and members, there are Medicaid implications resulting in fewer rebate dollars available for collection from Medicaid agencies.

Recommendation: Lowering drug prices is a step in the right direction; however, protections must be put in place for state Medicaid programs to protect rebate dollars.

Savings: The exact amount of savings is currently unknown, as many manufacturers are still reacting to this new law. However, we project significant savings could be achieved.

- **Example 1:** Oklahoma has recently seen an increase of $4,500 per member per year for a prescription drug that was previously cost neutral to the state.
- **Example 2:** Some manufacturers are discontinuing products that were cost neutral to the state, forcing a switch to a more costly alternative. For example, Ciprodex, which treats middle ear infections, is discontinued and the generic is a significantly higher cost at $120 per treatment.

Idea: Repeal CMS minimum staffing requirements rule.
CMS issued the Minimum Staffing Standards for Long-Term Care (LTC) Facilities and Medicaid Institutional Payment Transparency Reporting final rule that would mandate facilities to increase staffing ratios substantially.

Recommendation: Repeal this CMS rule and allow states to adopt their own minimum staffing policies.

Savings: This rule is not yet implemented. However, OHCA projects an increased cost of approximately $76 million annually ($25 million state; $51 million federal) if this rule is enforced.

- Supplemental information:
    - » Medicaid federal impacts – models scenarios discussed at the federal level.
    - » Supplemental information on federal mandates – growth in the Medicaid budget due to federal mandates.
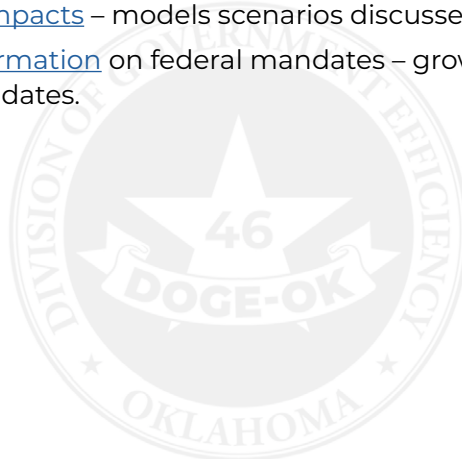
OKLAHOMA STATE DEPARTMENT OF HEALTH

Idea: Federal grant reductions

Recommendation: Allow states to return unused or unnecessary federal grant dollars. Outlined below are 15 federal grants OSDH has identified to fulfill this recommendation.

CK19-1904 Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases (ELC) | 6 NU50CK000535-05-12

- Total award: $354,035,015.
- Award period: 8/01/2019 to 7/31/2027.
- Total DOGE-OK reduction value: $132,320,614.

Justification for releasing: Funding exceeds the amount needed.

Description: The purpose of these awards is to support diagnostic testing and sequencing, training, pathogens surveillance and testing, jurisdictional surveillance of infectious diseases of public health significance, testing wastewater, and modernizing data collection and delivery.

CDC-RFA-IP19-1901 Immunization and Vaccines for Children | 6 NH23IP922575-05-12

- Total award: $74,148,849.
- Award period: 7/01/2019 to 6/30/2025.
- Total DOGE-OK reduction value: $15,000,000.

Justification for releasing: Funding exceeds the amount needed.

Description: Immunization Service recruits and maintains a network of VFC providers to ensure access points throughout the state; conducts oversight activities on all providers to ensure the vaccine is stored and handled properly to ensure viability; and coordinates the ordering, processing and reconciliation of more than one million doses of VFC vaccine each year.

Preventative Health and Health Services Block Grant-2024 | 1 NB01W000029-01-00

- Total award: $1,661,224.
- Award period: 10/02/2023 to 10/01/2025.
- Total DOGE-OK reduction value: $1,432,127.

Justification for releasing: Duplication of efforts; partners doing the same or similar work.

Description: This Centers for Disease Control and Prevention (CDC) block grant allows the 50 states, the District of Columbia, two American Indian tribes, five U.S. territories, and three freely associated states to address their unique public health needs and challenges with innovative and community-driven methods.

A Strategic Approach to Advancing Health Equity for Priority Populations with or at Risk for Diabetes-2023 | 6 NU58DP007376-02-01

- Total award: $1,000,000.
- Award period: 6/30/2023 to 6/29/2028.
- Total DOGE-OK reduction value: $656,620

Justification for releasing: Funding exceeds the amount needed.

Description: This cooperative agreement is to decrease the risk of Type 2 diabetes among adults with prediabetes and improve self-care practices, quality of care and early detection of complications among people with diabetes.

Tobacco Core Grant | 5 NU58DP006831-05-00

- Total award: $1,618,670.
- Award period: 6/29/2020 to 4/28/2025.
- Total DOGE-OK reduction value: $24,101.

Justification for releasing: Duplication of efforts; partners doing the same or similar work.

Description: CDC's Office on Smoking and Health seeks to build on the successes of previously funded work to expand evidence-based, culturally appropriate policy, systems, and environmental strategies and activities to address the National Tobacco Control Program goals.

Public Health Emergency Response; Cooperative Agreement for Emergency Response; Public Health Crisis Response | 1 NU90TP922313-01-00

- Total award: $1,339,555.
- Award period: 1/17/2025 to 1/16/2026.
- Total DOGE reduction value: $669,778.

Justification for releasing: Opportunity to restructure for better efficiency.

Description: The funds are to help provide resources to jurisdictions to immediately initiate or continue response activities such as vaccination, community engagement, case and cluster investigation, increasing timeliness and completeness of data reporting on cases and vaccination, and other Mpox response-related activities.

Early Hearing Detection and Intervention Information System (EHDI-IS) Surveillance Program | 6 NU50DD000086-4-03

- Total award: $320,000.
- Award period: 7/01/2020 to 6/30/2025.
- Total DOGE-OK reduction value: $258,198.

Justification for releasing: Duplication of efforts; partners doing the same or similar work.
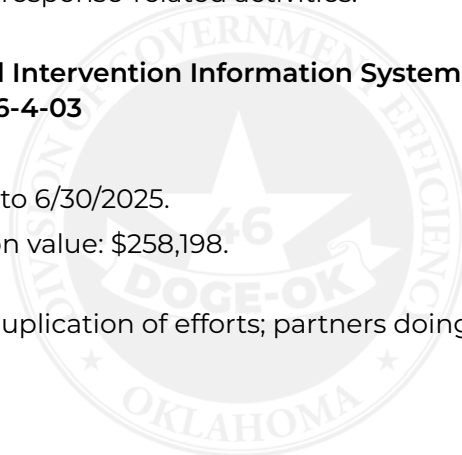
Description: This cooperative agreement application seeks to optimize the existing Early Hearing Detection and Intervention Information System (EHDI-IS) tracking system, engage stakeholders, enhance the quality of patient-level data, and develop detailed annual data reports.

Medical Reserve Corps Small Grant Program | 1 U3REP230688-01-04

- Total award: $1,200,000.
- Award period: 6/01/2023 to 5/31/2025.
- Total DOGE reduction value: $389,327.

Justification for releasing: Duplication of efforts; partners doing the same or similar work.

Description: The purpose of this grant is to support activities in underserved areas populations, address the needs of at-risk individuals, serve areas impacted by more frequent and/or more severe disasters, and create new or expand existing MRC units.

State Public Health Approaches to Addressing Arthritis | 6 NU58DP007483-02-01

- Total award: $225,000.
- Award period: 7/02/2023 to 7/01/2028.
- Total DOGE-OK reduction value: $164,081.

Justification for releasing: Duplication of efforts; partners doing the same or similar work.

Description: OSDH, along with internal and external partners, disseminates arthritis-appropriate evidence-based interventions (AAEBIs), maintains AAEBIs availability, and implements strategies to sustain access to and delivery of selected AAEBIs.

Universal Newborn Hearing Screening | 2 H61MC00051-24-02

- Total Award: $235,000.
- Award period: 4/01/2024 to 3/31/2029.
- Total DOGE-OK reduction value: $181,494.

Justification for releasing: Duplication of efforts; partners doing the same or similar work.

Description: The Early Hearing Detection and Intervention Program project aims to ensure Oklahoma families with children up to 3 years of age who are deaf or hard of hearing receive appropriate and timely services, including hearing screening, diagnosis, and early intervention.

Public Health Emergency Preparedness Cooperative Agreement | 6 NU90TU000034-01-01

- Total award: $8,809,428 | State match: $800,857.
- Award period: 7/02/2024 to 7/01/2029.
- Total DOGE-OK reduction value: $2,000,000 | State match: $181,818.16.

Justification for releasing: Opportunity to restructure for better efficiency.

Description: The purpose of this funding is to strengthen state, tribal, local and territorial public health preparedness, response and recovery capacity and capability through a continuous cycle of planning, training, equipping, exercising, evaluating and implementing corrective actions.

Hospital Preparedness Program Cooperative Agreement | 6 U3REP240776-01-02
- Total award: $4,078,077 | State match: $265,418.
- Award period: 7/02/2024 to 7/01/2029.
- Total DOGE-OK reduction value: $1,000,000 | State match: $65,084.11.

Justification for releasing: Opportunity to restructure for better efficiency.

Description: The Hospital Preparedness Program is a cooperative agreement that connects health care entities at the local, state, regional and national levels to plan for and respond to emergencies and disasters by addressing community needs, building connectivity and saving lives.

Sexual Risk Avoidance Education | 2401OKSRAE
- Total award: $946,712.
- Award period: 10/02/2023 to 10/01/2025.
- Total DOGE-OK reduction value: $236,678.

Justification for releasing: Relatively low ROI.

Description: The Oklahoma Sexual Risk Avoidance Education grant program (SRAE) introduces programs into communities across the state to increase protective factors while mitigating risk factors to reduce the number of teen births and rates of sexually transmitted infections (STIs).

Overdose Data to Action Surveillance & Prevention Program | 6 NU17CE010188-02-01
- Total award: $2,453,381.
- Award period: 9/02/2023 to 9/01/2028.
- Total DOGE reduction value: $2,017,282.

Justification for releasing: Duplication of efforts; partners doing the same or similar work.

Description: OSDH was awarded Overdose Data to Action in States funding from the Centers for Disease Control and Prevention (CDC) to support the collection of high quality, complete and timely data on overdoses and to use those data to inform prevention and response. The CDC funding is outside of the Substance Abuse and Mental Health Services Administration (SAMHSA), primarily given to mental health agencies.

Grant reductions realized over four years through July 1, 2029.

OKLAHOMA HEALTH CARE AUTHORITY

Innovations in Behavioral Health - 2Q2CMS331961-01-00
- Total Award: $1,250,000
- Award Period: 1/1/2025 to 12/31/2032
- Total DOGE reduction value: $1,250,000

Justification for Releasing: Grant intended to support new payment model approach, which is duplicative of efforts currently being undertaken at ODMHSAS.

Description: OHCA was awarded the Innovations in Behavioral Health Grant from the Centers for Medicare & Medicaid Services. The IBH Model aims to test a value-based payment (VBP) approach, aligned across Medicaid and Medicare, that enables specialty behavioral health (BH) practices, or Practice Participants, to integrate BH care with physical health (PH) care and health-related social needs (HRSNs).

Grant reduction grand total: $157,600,300

HIGHER EDUCATION FINDINGS

The Regional University System of Oklahoma (RUSO) has introduced the Affordability and Transparency Framework to make higher education more accessible and affordable for all Oklahomans. Rising tuition costs have made it difficult for many students to pursue a college degree. RUSO, which governs six universities – Southeastern Oklahoma State University, Southwestern Oklahoma State University, Northeastern Oklahoma State University, Northwestern Oklahoma State University, East Central University and the University of Central Oklahoma – is committed to removing financial barriers and ensuring students receive high-quality education at a reasonable cost.

The framework outlines strategic measures to control costs, increase transparency and expand financial support. Each RUSO university will create a plan to address these challenges and maintain affordability while improving educational outcomes.

Key strategies for affordability and transparency

RUSO's plan focuses on eight core strategies:
- **Seamless transfers**
  Strengthen partnerships with community colleges to simplify the transfer process. Ensure students can carry over more credits without losing progress toward their degrees.
- **Faster degrees**
  Offer accelerated degree programs and increased concurrent enrollment opportunities. Reduce the number of credits required for certain degrees to lower costs and shorten time to graduation.
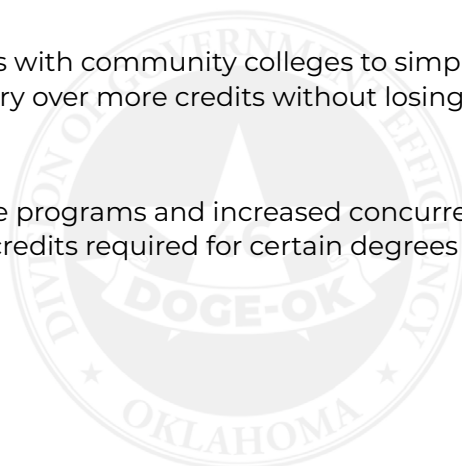
· **Experience credits**
Expand prior learning assessment (PLA) programs to give students credit for work experience, military service and independent study. Help students save time and money by recognizing non-traditional learning.

· **Industry partnerships**
Partner with key industries to offer tuition reimbursement and job placement opportunities. Align academic programs with workforce needs to improve job readiness and economic growth.

· **Efficient operations**
Cut operational costs by streamlining administrative functions, consolidating departments, and improving contract negotiations. Reduce travel costs and optimize energy use to lower expenses without sacrificing quality.

· **Financial access**
Increase need-based financial aid and flexible tuition payment plans. Explore income-share agreements where students repay tuition based on their post-graduation income.

· **Cost clarity**
Separate tuition and fees to improve transparency and allow students to opt out of non-essential services. Provide clear communication about what tuition covers and how fees are allocated.

· **Free pathways**
Offer tuition-free or reduced-cost programs based on income level and residency. Explore merit-based scholarships and tuition freezes to support student retention and completion.

Impact on students and the state

On average, RUSO students pay $5,452.58 per semester, with an average total debt of $17,724.50 – significantly lower than other Oklahoma universities.

RUSO universities graduate more teachers and nurses than research universities, strengthening Oklahoma's workforce in critical sectors.

Approximately 80% of RUSO graduates remain in Oklahoma after five years, contributing to the state's economy and community stability.

Financial comparisons and outcomes

The average annual cost of attendance at a RUSO university ($15,372-$20,766) is more affordable than Oklahoma State University ($23,745) and the University of Oklahoma ($29,052).

RUSO institutions operate on a budget that is approximately 50% of research universities' budgets but produce more graduates in key fields like education and health care.

The 2025-2028 RUSO Affordability and Transparency Framework is a strategic plan to maintain and improve higher education affordability while ensuring financial sustainability. Each RUSO university will develop a three-year plan tailored to its unique needs, with a focus on increasing financial aid, improving transfer pathways, cutting operational costs
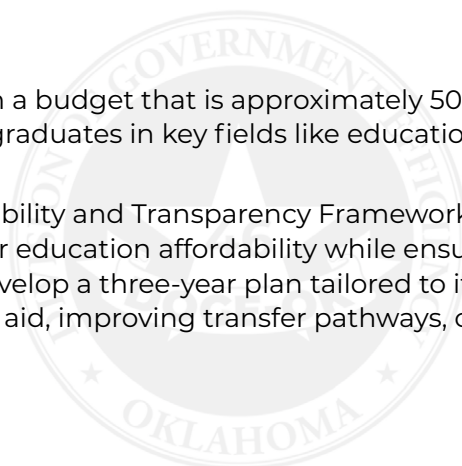
and expanding industry partnerships. By implementing these strategies, RUSO aims to make higher education more accessible and support the long-term success of Oklahoma's students and workforce.

Procurement transparency and accountability

The State of Oklahoma has been a leader in combating fraud, waste and abuse, and delivering process excellence already. This work started in 2022 at the Office of Management and Enterprise Services (OMES) when the agency acquired Celonis and established the Risk, Assessment and Compliance (RAC) division as a result of an audit performed by the Legislative Office of Fiscal Transparency (LOFT).

Today, DOGE-OK has the ability to expand that work, but also leverage it across other key programs and agencies. The state can use data-driven insights to optimize operations to combat fraud and waste.

There have been several quick wins leveraging the Celonis process intelligence platform by OMES.

Financial oversight:
- Identified $8.48 billion of statutory exempt purchases by agencies.
- Identified $190 million in flagged purchase card transactions.
- Identified $5.63 million in transactions that exposed areas for agencies to implement better controls and education for future transactions.
- Identified $3 billion in purchases that were off state contracts.
- Reviewed $29.4 billion in purchase order line items in a matter of weeks.

Efficiency gains:
- Review procurement data in minutes – a task that previously took years – empowering faster, more accurate decision-making. This amounts to over $10+ million in personnel and contractor salaries.
- Review OMES redundant and parallel processes to reassign or reduce personnel costs.

Potential next steps:
- Identify and implement process intelligence across other agencies.
   » Prospective agencies: Department of Human Services, Department of Mental Health and Substance Abuse Services, Oklahoma Health Care Authority and Department of Transportation.
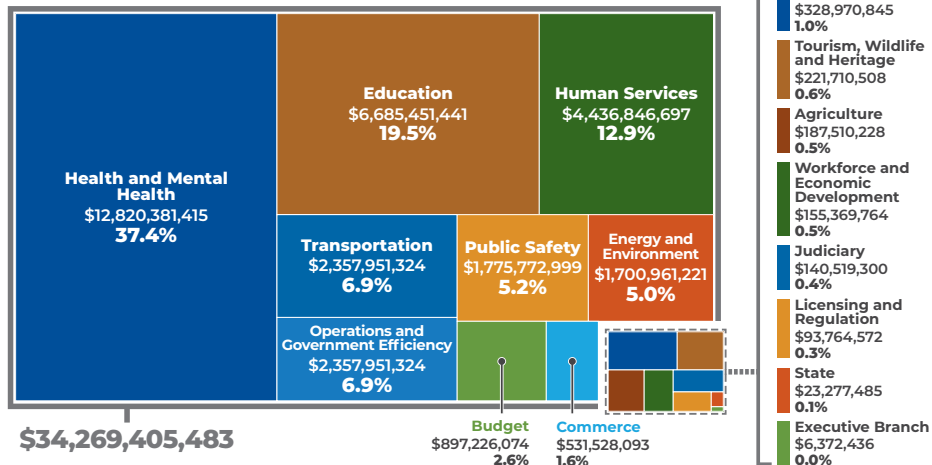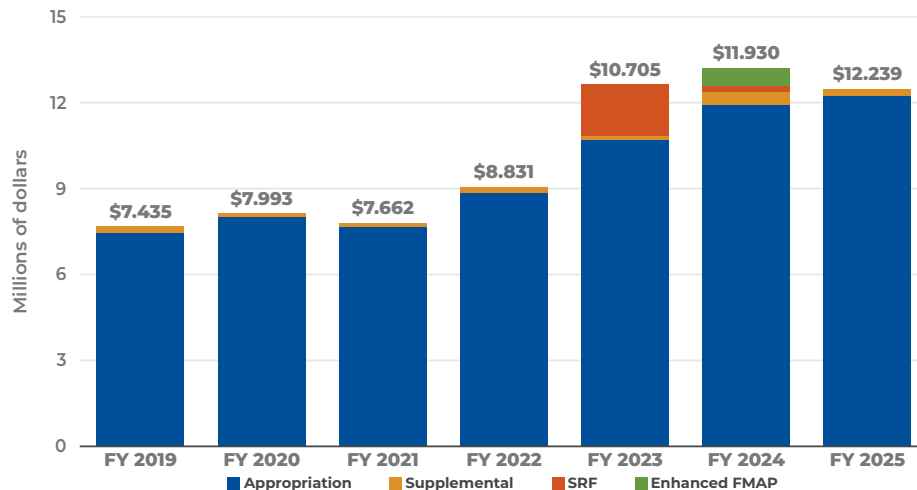- Develop a comprehensive plan to review federal and state funding.
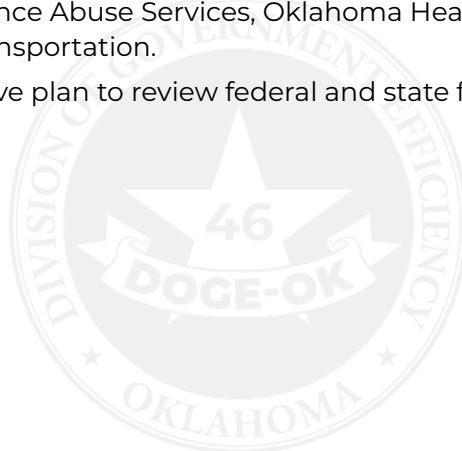
SECTION 3 – STATE BUDGET AND WORKFORCE REVIEW

Through the OMES Budget, Policy and Gaming Compliance division, DOGE-OK was able to gather statewide agency budget information for the past 7 years. The team continues to analyze funds and later offer future spending recommendations.

STATE OF OKLAHOMA APPROPRIATION HISTORY

Millions of dollars

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
$7.435	$7.993	$7.662	$8.831	$10.705	$11.930	$12.239

■ Appropriation ■ Supplemental ■ SRF ■ Enhanced FMAP

Health and Mental Health
$12,820,381,415
37.4%

Education
$6,685,451,441
19.5%

Human Services
$4,436,846,697
12.9%

Transportation
$2,357,951,324
6.9%

Public Safety
$1,775,772,999
5.2%

Energy and Environment
$1,700,961,221
5.0%

Operations and Government Efficiency
$2,357,951,324
6.9%

Budget
$897,226,074
2.6%

Commerce
$531,528,093
1.6%

$34,269,405,483

Veterans Affairs and Military
$328,970,845
1.0%

Tourism, Wildlife and Heritage
$221,710,508
0.6%

Agriculture
$187,510,228
0.5%

Workforce and Economic Development
$155,369,764
0.5%

Judiciary
$140,519,300
0.4%

Licensing and Regulation
$93,764,572
0.3%

State
$23,277,485
0.1%

Executive Branch
$6,372,436
0.0%

1. HB 2895, authored in 2021, limited the Department of Transportation's annual expenditures from the ROADS Fund to amounts authorized by the Legislature. FY 2022 includes ROADS funding of $575 million and FY 2023 through FY 2025 include $590 million in annual funding, which in prior years was not categorized as an appropriation. Apportionments to the ROADS fund prior to being included in appropriations were $575 million in FY 2021.

2. HB 4452, authored in 2022, limited transfers to the Teachers' Retirement System Dedicated Revenues Revolving Fund to amounts authorized by the Legislature. FY 2023, FY 2024 and FY 2025 include $402 million, $460 million and $448 million authorization of dedicated revenues to TRS respectively, which in prior years was not categorized as an appropriation. Apportionments to the Teachers' Retirement System Fund prior to being included in appropriations were as follows: $272 million in FY 2021 and $419 million in FY 2022.

3. FY 2023 and FY 2024 amounts include federal American Rescue Plan Act (ARPA) funding appropriated by the Legislature from the Statewide Recovery Fund.

4. FY 2023 includes $698 million appropriated by the Legislature into the Large-scale Economic Activity Development (LEAD) fund, which subsequently lapsed and was returned to the General Revenue Fund.

5. FY 2024 includes $180 million appropriated into the PERFORM Fund, $200 million into the RETRO Fund, and $600 million into the Legacy Capital Financing Fund.

6. FY 2024 includes $600 million in enhanced FMAP funding used for operations at the Oklahoma Health Care Authority.

7. FY 2025 does not include Statewide Recovery Fund / ARPA reappropriations and transfers, or appropriations made from the PREP and Opioid Lawsuit Settlement Funds.

8. FY 2025 includes $350 million appropriated into the OCAMP Fund, $50 million into the Oklahoma Emission Reduction Technology Upstream and Midstream Incentive Revolving Fund and $177 million appropriated into the Legacy Capital Financing Fund.

AGENCIES BY CABINET

Board of Veterinary Medical Examiners	Agriculture
Boll Weevil Eradication Organization	Agriculture
Conservation Commission	Agriculture
Department of Agriculture	Agriculture
Oklahoma Horse Racing Commission	Agriculture
OSU Veterinary Medical Authority	Agriculture
Firefighters Pension & Retirement System	Budget
Law Enforcement Retirement System	Budget
Oklahoma Public Employees Retirement System	Budget
Oklahoma Tax Commission	Budget
Police Pension & Retirement System	Budget
State Auditor and Inspector	Budget
State Treasurer	Budget
Teachers' Retirement System	Budget
Department of Commerce	Commerce
Housing Finance Agency	Commerce
Multiple Injury Trust Fund	Commerce
OCAST	Commerce
Oklahoma Development Finance Authority	Commerce
Oklahoma Industrial Finance Authority	Commerce
Oklahoma Space Industry Development Authority	Commerce
Workers' Compensation Commission	Commerce
Board of Private Vocational Schools	Education
CareerTech	Education
Department of Education	Education
Department of Libraries	Education
Educational Quality & Accountability	Education
OETA	Education
Oklahoma School of Science and Math	Education
Regents for Higher Education	Education
Statewide Charter School Board	Education
Commissioners of the Land Office	Energy and Environment
Corporation Commission	Energy and Environment
Department of Environmental Quality	Energy and Environment
Department of Mines	Energy and Environment

AGENCIES BY CABINET

Energy Resources Board	Energy and Environment
Grand River Dam Authority	Energy and Environment
Interstate Oil Compact Commission	Energy and Environment
Liquefied Petroleum Gas Board	Energy and Environment
Water Resources Board	Energy and Environment
Governor	Executive Branch
Lieutenant Governor	Executive Branch
Department of Health	Health and Mental Health
Health Care Authority	Health and Mental Health
Mental Health and Substance Abuse Services	Health and Mental Health
OSU Medical Authority	Health and Mental Health
Tobacco Settlement Endowment Trust (TSET)	Health and Mental Health
University Hospitals Authority	Health and Mental Health
Commission on Children and Youth	Human Services
Department of Rehabilitation Services	Human Services
J.D. McCarty Center	Human Services
Office of Disability Concerns	Human Services
Office of Juvenile Affairs	Human Services
Oklahoma Human Services	Human Services
Court of Criminal Appeals	Judiciary
District Courts	Judiciary
Supreme Court	Judiciary
Legislative Service Bureau	Legislative
Oklahoma House of Representatives	Legislative
Oklahoma State Senate	Legislative
Board of Behavioral Health Licensure	Licensing and Regulation
Board of Chiropractic Examiners	Licensing and Regulation
Board of Cosmetology and Barbering	Licensing and Regulation
Board of Dentistry	Licensing and Regulation
Board of Licensed Alcohol & Drug Counselors	Licensing and Regulation
Board of Licensed Social Workers	Licensing and Regulation
Board of Medical Licensure & Supervision	Licensing and Regulation
Board of Osteopathic Examiners	Licensing and Regulation
Board of Podiatric Medical Examiners	Licensing and Regulation
Board of Psychologists Examiners	Licensing and Regulation
Commission on Consumer Credit	Licensing and Regulation
Construction Industries Board	Licensing and Regulation
Department of Labor	Licensing and Regulation

AGENCIES BY CABINET

Department of Securities	Licensing and Regulation
Examiners of Perfusionists Board	Licensing and Regulation
Insurance Department	Licensing and Regulation
Oklahoma Abstractors Board	Licensing and Regulation
Oklahoma Accountancy Board	Licensing and Regulation
Oklahoma Board of Architects	Licensing and Regulation
Oklahoma Board of Nursing	Licensing and Regulation
Oklahoma Funeral Board	Licensing and Regulation
Oklahoma Motor Vehicle Commission	Licensing and Regulation
Oklahoma Real Estate Commission	Licensing and Regulation
Optometry Board	Licensing and Regulation
Professional Engineers & Land Surveyors	Licensing and Regulation
Self-insurance Guaranty Fd Board	Licensing and Regulation
Speech-Language Pathology & Audiology Board	Licensing and Regulation
State Banking Department	Licensing and Regulation
State Pharmacy Board	Licensing and Regulation
Uniform Building Code Commission	Licensing and Regulation
Used Motor Vehicle, Dismantler and Manufactured Housing Commission	Licensing and Regulation
Capitol Improvement Authority	Operations and Government Efficiency
Oklahoma Broadband Office	Operations and Government Efficiency
Oklahoma Lottery Commission	Operations and Government Efficiency
OMES	Operations and Government Efficiency
Service Oklahoma	Operations and Government Efficiency
ABLE	Public Safety
Attorney General	Public Safety
Board of Tests for Alcohol and Drug Influence	Public Safety
C.L.E.E.T.	Public Safety
Department of Corrections	Public Safety
Department of Public Safety	Public Safety
District Attorneys Council	Public Safety
Emergency Management and Homeland Security	Public Safety
Indigent Defense System	Public Safety
Medicolegal Investigations	Public Safety
Narcotics and Dangerous Drugs Control	Public Safety
Oklahoma Medical Marijuana Authority	Public Safety
Pardon and Parole Board	Public Safety
State Bureau of Investigation	Public Safety
State Fire Marshal	Public Safety

AGENCIES BY CABINET

Council on Judicial Complaints	State
Ethics Commission	State
Secretary of State	State
State Election Board	State
Historical Society	Tourism, Wildlife and Heritage
J. M. Davis Arms & History Museum	Tourism, Wildlife and Heritage
Oklahoma Golf Trail Commission	Tourism, Wildlife and Heritage
State Arts Council	Tourism, Wildlife and Heritage
Tourism and Recreation Department	Tourism, Wildlife and Heritage
Wildlife Conservation	Tourism, Wildlife and Heritage
Department of Transportation	Transportation
Oklahoma Department of Aerospace and Aeronautics	Transportation
Oklahoma Transportation Authority	Transportation
Department of Veterans Affairs	Veterans Affairs and Military
Oklahoma Military Department	Veterans Affairs and Military
Health Care Workforce Training Commission	Workforce and Economic Development
OESC	Workforce and Economic Development
Workforce Commission	Workforce and Economic Development

Actions taken:
- **Define the purpose of the evaluation:** Understand why the evaluation is being conducted – whether to assess performance, identify inefficiencies, or plan for future allocations.
- **Gather budget documents and data:** Collect all relevant materials, such as the agency's current and past budgets, revenue sources, expenditure breakdowns and financial reports.

Next steps:
- **Understand the agency's goals:** Define the agency's mission, objectives and key programs to determine if the budget aligns with its priorities.
- **Analyze revenue sources:** Review the agency's funding sources and assess their sustainability. Identify any reliance on volatile or one-time revenues.
- **Evaluate expenditures:** Examine how funds are allocated across various categories (e.g., personnel, operations, projects). Compare current spending to past trends and assess whether allocations are appropriate.
- **Assess performance metrics:** Look at performance indicators to evaluate whether programs and services are achieving their intended outcomes and providing value to the public.
- **Identify inefficiencies and risks:** Highlight areas of waste, duplication or inefficiency. Check for compliance with regulations and identify potential financial risks, such as overspending or underfunding.

- **Benchmark against standards:** Compare the agency's budget and performance with similar agencies at the state level to determine a benchmark.
- **Engage with stakeholders:** Consult with relevant stakeholders – DOGE-OK POC.

HEADCOUNT REVIEW

Since Governor Kevin Stitt took office in 2019, the number of state employees has marginally increased from 30,844 to 31,664. While this growth is lower than the trajectory of population growth within the State of Oklahoma, DOGE-OK is committed to finding efficiencies in all areas of government. During Governor Stitt's 2025 State of the State speech he shared...

> *"For years, I've instructed my cabinet secretaries and agency directors to shrink employee count and cut unnecessary contracts," Stitt said. "I am committed to having fewer state employees at the end of my term than when I took office in 2019."*

Actions taken:
- **Collect data:** Gather detailed information on the department's headcount, including roles, responsibilities, salaries and benefits. Also, collect data on outputs, such as completed projects, services delivered or other measurable outcomes.

Next steps:

Evaluating headcount efficiency for a state Department of Government Efficiency (DOGE) involves analyzing how staffing levels contribute to the agency's goals and overall performance.

- **Define objectives and metrics:** Establish clear goals for the evaluation, such as cost savings, improved service delivery or streamlined operations. Identify key performance indicators (KPIs) to measure efficiency, like cost per employee, output per employee or time-to-completion for tasks.
- **Analyze workload distribution:** Assess whether tasks and responsibilities are evenly distributed among employees. Identify areas where staff may be underutilized or overburdened.
- **Compare staffing levels to benchmarks:** Benchmark the department's staffing levels and efficiency metrics against similar agencies or departments in other states to identify best practices or areas for improvement.
- **Evaluate technology and processes:** Determine whether technology or process improvements could reduce the need for certain roles or enhance productivity without increasing headcount.
- **Assess cost-effectiveness:** Calculate the cost of maintaining the current headcount and compare it to the value of the outcomes produced. Look for opportunities to reduce costs without compromising quality.
- **Engage stakeholders:** Consult with DOGE-OK POC to gather insights on staffing needs and potential inefficiencies.
- **Identify opportunities for optimization:** Highlight areas where headcount adjustments, role redefinitions or process changes could improve efficiency. Consider consolidating roles, outsourcing non-core functions or automating repetitive tasks.

POPULATION AND HEADCOUNT GROWTH (2019-2025)

YEAR	POPULATION	GROWTH %	YEAR	HEADCOUNT	GROWTH %
2019	3,960,676	-	2019	30,844	-
2020	3,965,415	0.12%	2020	31,369	1.67%
2021	3,992,238	0.68%	2021	31,072	-0.95%
2022	4,026,229	0.85%	2022	30,276	-2.56%
2023	4,063,882	0.94%	2023	31,017	2.45%
2024	4,095,393	0.78%	2024	31,411	1.27%
2025	4,126,900	0.77%	2025	31,664	0.81%
Increase from 2019-2025	166,224	4.20%	Increase from 2019-2025	820	2.66%

PERCENT INCREASE FROM 2019-2025
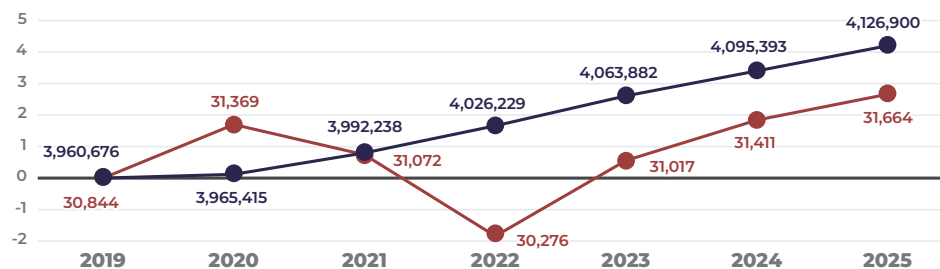
The visual representation above shows, in two different views, that headcount remained steady until 2023, despite a rise in population.

Evaluation of employee position identification numbers (PIN) and recommendations

1. Using Workday@OK to conduct a comprehensive job/title inventory
- Collect detailed information on all job titles across agencies, including job descriptions, responsibilities, qualifications and salary ranges.
- Identify duplicate or similar job titles that may vary slightly in name but serve the same function.

2. Analyze job functions
- Group job titles based on their core functions and responsibilities.
- Compare roles across agencies to identify overlaps or inconsistencies in job scope and requirements.

3. Engage with agencies
- Consult with HR departments, agency leaders and employees to gather insights on job roles and potential areas for consolidation.
- Ensure transparency and collaboration throughout the process to address concerns and gain buy-in.

4. Develop standardized job classifications across the state
- Create a unified classification system with clear categories and levels for similar roles across agencies.
- Standardize job titles, descriptions and qualifications to ensure consistency and equity.

5. Evaluate impact on compensation

- Assess how consolidation might affect salaries, benefits and career progression for employees.
- Ensure changes comply with labor laws and maintain fairness.

6. Implement consolidation gradually

- Roll out changes in phases to minimize disruption and allow time for adjustments.
- Provide training and support to employees transitioning to new roles or titles.

7. Monitor and adjust

- Continuously evaluate the impact of consolidation on efficiency, employee satisfaction and service delivery.
- Make adjustments as needed to address unforeseen challenges or opportunities.

8. Communicate changes clearly

- Keep employees informed about the reasons for consolidation, the benefits and how it will affect them.
- Provide resources and support to help employees adapt to the changes.
- This process ensures a thoughtful and systematic approach to consolidating job titles, ultimately leading to a more streamlined and effective state government.

OKLAHOMA HUMAN CAPITAL MANAGEMENT OVERVIEW

From recruitment to retirement, OMES Human Capital Management supports Oklahoma state agency efforts in human resources, employee benefits administration, training and talent management. State agency headcount data was gathered by OMES Human Capital Management and provided to agencies so they may validate their information.

To measure efficiency, DOGE-OK compared employees per capita with other states with similar production, population, agriculture and region. Those results are shown on the next page.

OIL AND GAS PRODUCERS

	State	State/local headcount	State/local headcount per 10k population	State government headcount	State headcount per 10k population
6	California	883,408	228	235,973	61
9	Colorado	129,933	243	33,785	63
10	Texas	562,650	209	176,444	65
27	Oklahoma	89,707	231	36,454	94
29	Utah	63,422	215	27,985	95
44	North Dakota	20,404	276	9,936	134
48	Wyoming	26,073	446	9,340	160

REGIONAL STATE COMPARISON

	State	State/local headcount	State/local headcount per 10k population	State government headcount	State headcount per 10k population
9	Colorado	129,933	243	33,785	63
10	Texas	562,650	209	176,444	65
25	Missouri	145,324	240	55,890	952
27	Oklahoma	89,707	231	36,454	94
28	Kansas	79,087	272	27,301	94
40	Arkansas	71,048	239	35,172	119
43	New Mexico	55,987	268	26,646	128

POPULATION COMPARISON

	State	State/local headcount	State/local headcount per 10k population	State government headcount	State headcount per 10k population
27	Oklahoma	89,707	231	36,454	94
31	Louisiana	132,113	284	45,288	97
37	Oregon	95,290	240	42,360	107
38	Connecticut	75,782	211	41,355	115

AGRICULTURE PRODUCTION COMPARISON

	State	State/local headcount	State/local headcount per 10k population	State government headcount	State headcount per 10k population	Production
9	Colorado	129,933	243	33,785	63	2.02%
12	Michigan	182,391	184	67,024	68	2.00%
15	Pennsylvania	257,459	201	98,791	77	1.80%
23	New York	623,162	316	179,785	91	1.45%
27	Oklahoma	89,707	231	36,454	94	1.82%
33	Kentucky	97,173	220	44,292	100	1.48%
44	North Dakota	20,404	276	9,936	134	2.00%

Depending on the data source, Oklahoma ranks anywhere from number 27 to 30 when analyzing staffing per capita. To improve Oklahoma's ranking, our state must create a plan to enhance productivity and public service delivery. By leveraging technology, streamlining processes and reallocating resources effectively, Oklahoma can reduce redundancies and optimize its workforce. Key steps include:

- **Embracing automation and innovation:** Invest in modern tools and systems to automate repetitive tasks and improve operational efficiency. As an example, the Office of Management and Enterprise Services is automating workstation setup with a target of zero-touch implementation. Traditional workstation delivery consists of preparing a computer for an end user by logging in, installing software and configuring it for daily use. By leveraging a cloud-based AutoPilot approach, the amount of time spent on deploying, managing and retiring devices can be reduced. OMES can further reduce infrastructure requirements needed to maintain the devices and maximize the use of devices for all customers. Estimated time spent on these tasks is reduced from 1.5 hours to less than 30 minutes per device. This improves overall delivery to agencies and allows us to repurpose staff for use in other areas.
- **Restructuring roles:** Realign staff responsibilities to ensure optimal workload distribution and eliminate overlapping duties.
- **Training and development:** Provide state employees with the necessary skills and knowledge to increase individual and organizational productivity. One example is Certified Procurement Officer Training. Trainings and retraining courses include modules on streamlining processes, effectively negotiating purchases, and leveraging strategic sourcing in a way that minimizes red tape and reduces the cost to the state.
- **Performance evaluation:** Implement metrics-based performance assessments to identify inefficiencies and promote accountability.
- **Stakeholder engagement:** Collaborate with agencies, employees and the public to identify priority areas for reform and ensure alignment with citizens' needs.

By adopting these measures, Oklahoma can responsibly manage its workforce while maintaining high-quality public services, ultimately improving its position and setting a benchmark for other states.

Real property review

Actions taken:

Comprehensive inventory
- Conduct a detailed audit of all state-owned and leased properties, including their current use, condition and costs.
- Develop a centralized database to store and manage this information for easy access and analysis.

Utilization assessment
- Evaluate the utilization rates of each property to identify underused or vacant spaces.
- Engage with state agencies to understand their space requirements and align them with available properties.
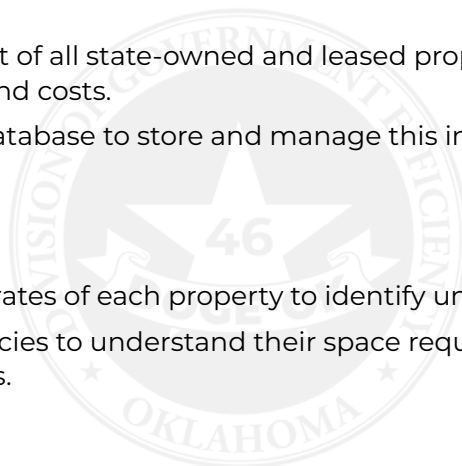
Next steps:

Cost-benefit analysis
- Compare the costs of owning versus leasing properties, factoring in maintenance, utilities and other expenses.
- Prioritize properties with high operational costs for consolidation or disposal.

Strategic consolidation
- Identify opportunities to shift multiple agencies or departments into shared facilities to reduce redundancy.
- Focus on properties in prime locations that can be repurposed or sold for higher value.

Disposition of surplus properties
- Develop a more transparent process for selling or leasing surplus properties, ensuring compliance with state regulations.
- Use proceeds from property sales to fund maintenance or acquisition of more efficient facilities.

Technology integration
- Further leverage technology to monitor property usage and streamline decision-making.
- Better utilize tools like Geographic Information Systems (GIS) for spatial analysis and planning.

Stakeholder engagement
- Collaborate with local governments, private sector partners, and community organizations to maximize the value of state properties.
- Ensure transparency and public input throughout the process.

Following the outlined steps will enable Oklahoma to streamline its real estate portfolio, lower expenses, and enhance overall efficiency.

DOGE-OK timeline

The next agencywide DOGE-OK meeting is scheduled for May 5, 2025. Meetings will occur on a quarterly basis following this convening. OMES will continue to gather information related to DOGE-OK projects and progress and provide updates through the DOGE-OK website. DOGE-OK will sunset July 4, 2026, per Executive Order 2025-04.
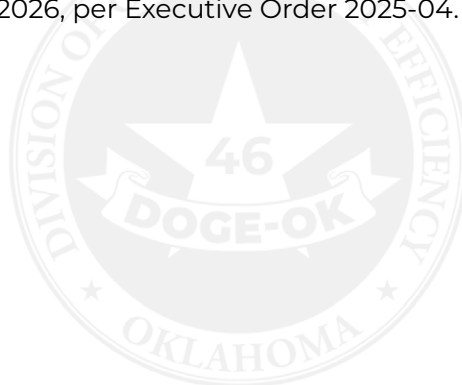
SECTION 4 – FUTURE OF DOGE-OK

The Department of Government Efficiency (DOGE-OK) represents more than spending cuts, it's a vision for Oklahoma's future. DOGE-OK is about streamlining meaningful jobs, bridging the skills gap, and equipping the next generation with the tools they need to thrive. It focuses on taking strategic actions today that will lay the foundation for a stronger, more competitive and sustainable tomorrow. Through forward-thinking initiatives, DOGE-OK aims to drive economic growth, empower communities and ensure long-term success for the state.

DOGE-OK MEMBERS BY AGENCY

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