

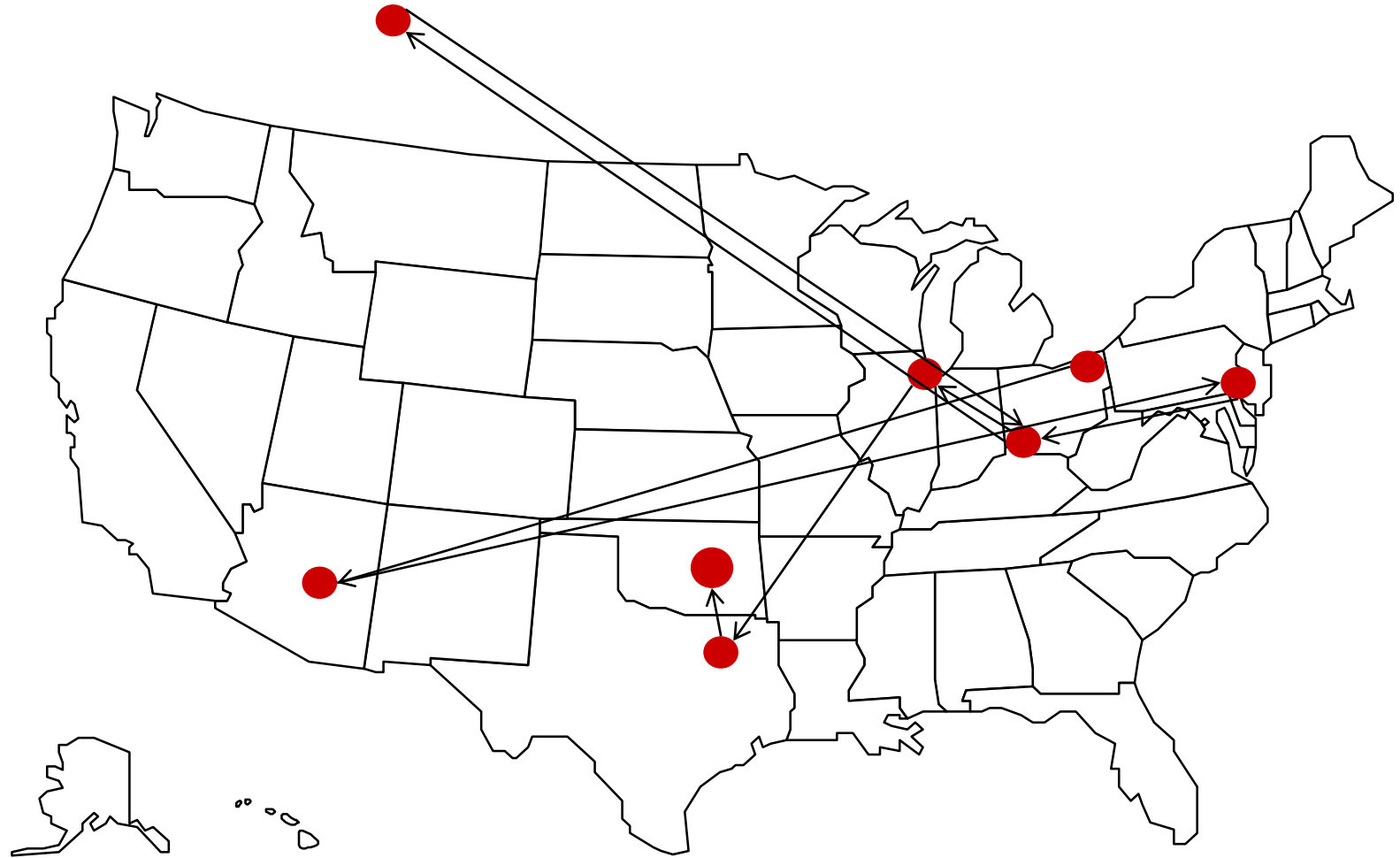
Agency Accountability and the Business of State Government

John Budd

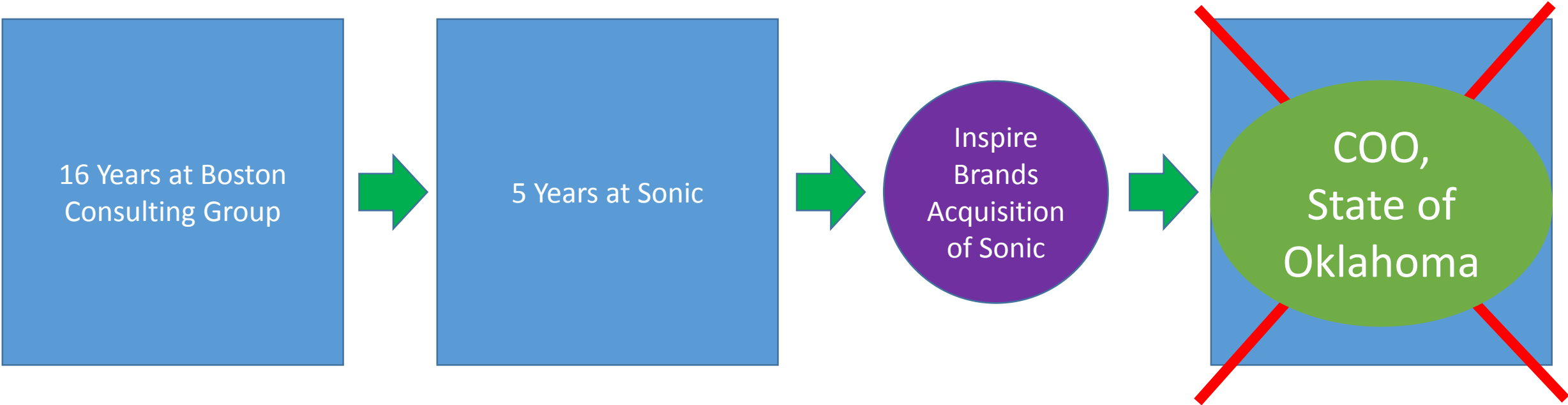
April 2019

My Background

- Born in Cleveland, raised in Phoenix
- Attended the University of Pennsylvania in Philadelphia
- Worked for GE Capital in consumer finance for 8 years; lived in Cincinnati, Edmonton, and Chicago
- Attended the Kellogg School (Northwestern University) for MBA
- Worked for The Boston Consulting Group (in Chicago and Dallas) for 16 years, left as a Partner in the fall of 2013 to join Sonic in Oklahoma City
- Left Sonic after Inspire Brands acquisition, to join Oklahoma State Government



My Personal Plan as of December 18, 2018



Source: State of the State address February 4th, 2019

Governor Stitt's Vision and Purpose


“My vision for Oklahoma is very clear and simple: to make Oklahoma Top Ten. My purpose is to work with you to deliver a turnaround that ensures a better future for all four million Oklahomans.”



Vision for a COO Role

- Governor manages his team through 3 direct reports:
 - Chief of Staff: runs the Governor's office, his schedule, and his interactions
 - Secretary of State: runs the Governor's legislative agenda
 - COO: manages the Cabinet, whose members oversee state agencies

My Job: T-Shaped



COO and
Secretary of
Agency
Accountability

Cabinet (14 Other Secretaries,
State agencies, ~30K state employees)

Office of Management
and Enterprise Services
(shared services
agency with 1200
employees)



Director of
OMES

Biggest Challenge So Far: Sheer Volume of Information

Cabinet

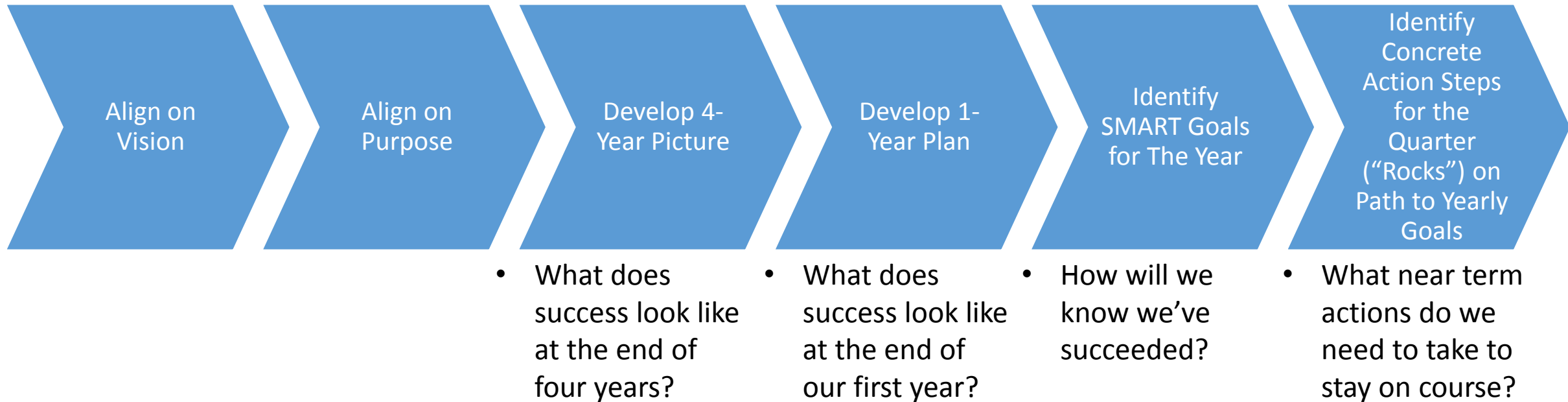
- Budget
- Digital Transformation and Administration
- Agency Accountability
- State
- Health and Mental Health
- Human Services and Early Childhood Initiatives
- Science and Innovation
- Transportation
- Public Safety
- Commerce and Workforce Development
- Tourism and Branding
- Agriculture
- Energy and Environment
- Veterans and Military Affairs
- Native American Affairs

OMES

- Information Services
- Statewide Purchasing
- Statewide Accounting
- Budget Analysis
- Employees Group Insurance Division
- Human Capital Management
- Capital Asset Management
- Capitol Renovation

- Internal Operations
 - Finance
 - Legal
 - HR
 - Administration
 - Public Affairs

Overall Process for Goal-Setting and Accountability



Strategic Traction: State Of Oklahoma

Our Plans	
4-Year Picture	1-Year Plan
<ul style="list-style-type: none">• Will have versions of this for Governor, every Cabinet member, and top (or all?) agencies• Will score ourselves red/yellow/green	

Strategic Traction: State Of Oklahoma

Governor's Dashboard Metrics

Cabinet Area	Metric	Target	Value	YOY ▲	QOQ ▲	Commentary

1. Pass Government reform legislation:

Rocks for the Quarter	Date	Who
A. Identify Government Reform Package and finalize language	2/28	MR, Legislature
B. Develop plan and coalition	3/1	MR, Legislature
C. Work through legislative process	3/15	MR, Legislature
D. Approved on Governor's desk	4/1	MR, Legislature

What Are Bringing to Our Agencies

- Clearer lines of authority for agency directors
- Long-term and short-term goals anchored in agencies' missions
- Rigorous measurement of progress against goals, and accountability
- Process re-engineering to drive speed and simplicity
- Improved performance-based budgeting—not just “last year + X”
- Agency organization assessments to drive empowerment and streamlined decision-making
- Simpler, more digital access for citizens to receive state services
- Customer orientation (journey mapping, focus groups, customer feedback mechanisms)

Any Questions?