



Oklahoma Corporation Commission

Strategic Plan

FY 2019-2023

January 2018



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Oklahoma Corporation Commission Strategic Plan

For Fiscal Years 2019-2023

Introduction

Statutory Compliance

This strategic planning process was undertaken in accordance with Title 62 Okla. Stat. § 45.3 which requires each state agency to draft a strategic plan covering five fiscal years and to provide updated plans periodically.

As required, copies of this plan have been submitted to the following: 1) The Governor; 2) The President Pro Tempore of the State Senate; 3) The Speaker of the House of Representatives; 4) The Legislative Oversight Committee on State Budget Performance; 5) The Chair and Vice Chair of the Joint Committee on Accountability in Government; 6) The Director of the Office of Management and Enterprise Services; and 7) The State Auditor and Inspector.

Planning Process

Oklahoma Corporation Commission (OCC) employees interact with, and receive feedback from, the OCC stakeholders—Oklahoma consumers and regulated industry representatives—on a continual basis. As a result, employee input is critical to any planning initiative at the OCC.

On Friday, August 11, 2017, a team of 65 OCC employees—drawn from all Programs, at all levels of employment and with varying lengths of service—participated in the initial planning process for this strategic plan. The team reviewed more than 1,000 ideas submitted by OCC employees, in response to an agency-wide survey, concerning ways to meet the Commission’s previously identified strategic goals: 1) Invest in Our Workforce; 2) Communicate in All Directions; 3) Innovate for the Future; and 4) Maximize Efficiency. Once similar recommendations were combined, the team documented 190 unique ideas for future consideration. The top two recommendations for each goal were brought forth for the OCC to consider. The approach to these goals and recommendations in each of the agency’s four Core Programs and the Administrative Support Program along with input from the Commissioners, are reflected in the Program Area Action Plans in the Appendix.

Who We Are

This plan provides a strategic framework to guide the OCC's activities, investments, and decision-making over the next five years.



The OCC is comprised of three commissioners who are elected by statewide vote to serve six-year terms. The terms are staggered so one commissioner vacancy occurs every two years. The OCC is charged with balancing the rights and interests of Oklahoma citizens and industries. Established in 1907 by Article 9 of the Oklahoma Constitution and authorized by the First Legislature to regulate public service corporations, the Commission currently regulates a wide range of activities in four Core Program Areas: 1) oil and gas drilling and production; 2) public utility and telecommunications; 3) motor carrier, rail, and pipeline transportation; and 4) petroleum storage tanks. Collectively, these responsibilities affect industries that are critical components of the State's economy and touch the lives of all Oklahomans.

OCC Responsibilities

The OCC develops and enforces regulations that affect approximately:

- 359 public utilities;
- 7,900 motor carriers;
- 3,000 oil and gas operators; and
- 4,800 motor fuel facilities.

The OCC additionally oversees the safe operation of approximately:

- 190,000 active oil, gas, and injection wells;
- 50,000 miles of natural gas and hazardous liquids pipelines;
- 170,000 miles of electric distribution lines;
- 12,000 petroleum storage tanks and 36,000 motor fuel dispensers; and
- 3,800 railroad crossings.

OCC Core Programs

Oil and Gas – Provides information, permitting, investigation, and compliance services to the oil and gas industry, mineral interest owners, landowners, and the general public in order to develop the oil and gas resources in the State while protecting the environment and ensuring public safety.

Public Utility – Works to ensure reliable utility service at fair, just and responsible rates; administers and enforces agency rules and orders involving electric, gas, water, cotton gin, and telecommunications service providers; and administers the Oklahoma Universal Service Fund.

Transportation – Administers and enforces motor carrier, commercial motor vehicle, railroad and pipeline safety regulations within and throughout the State.

Petroleum Storage Tank – Enforces regulations related to the storage, quality and delivery of refined petroleum products and administers assistance programs to mitigate environmental, health, and safety threats to the public when a release occurs.

We must not only maintain, but get in front of, evolving trends, technology and issues facing the industries we regulate and the customers we serve.

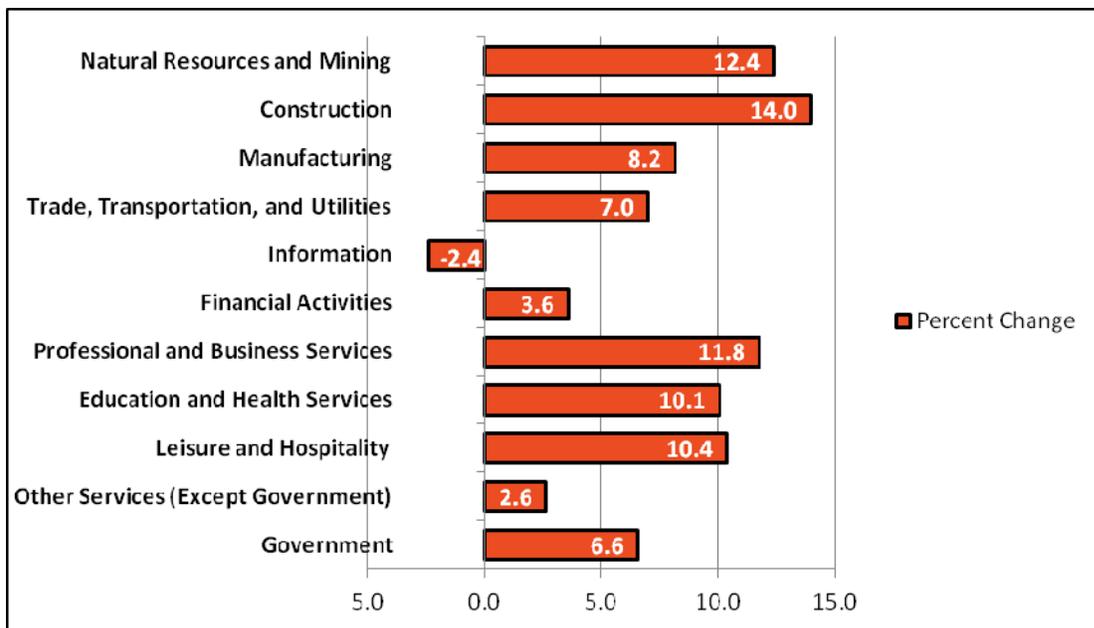
Issues and Challenges

The OCC's broad responsibilities come with big challenges. Major developments in Oklahoma, including expanding energy development through horizontal drilling, seismicity, statewide investments in motor carrier ports of entry, and dynamic public utility regulations and requirements, are beginning to stretch resources, including staff that conduct on-site field inspections, investigate and resolve complaints, conduct hearings, and process claims. The amount of stakeholder funds processed by the OCC Program Areas through their various regulatory duties has grown, with FY2017 exceeding \$284 million, heightening the importance of maintaining effective internal accounting controls. Advancements in the tools and complexities of techniques used by many OCC-regulated industries today strain the OCC's existing information systems and business processes, as well as the staff charged with using, improving, and maintaining such systems and processes. Understanding these issues and challenges – and how they may change in the future – is a critical component to a successful Strategic Plan.

Growing and Changing Industry and Customer Needs

The industries regulated by the OCC contribute significantly to the vibrancy of the State's economy, and employment in these industries is expected to grow significantly between now and 2024 (see Figure 1).

Figure 1. Oklahoma Employment Projections 2014-2024



Source: Oklahoma Employment Security Commission, https://www.ok.gov/oesc_web/Services/Find_Labor_Market_Statistics/Projections/

**One out of every five dollars is directly or indirectly related to oil and gas extraction – roughly \$39.5 billion dollars of gross state product – supporting over 398,000 jobs in the State.*

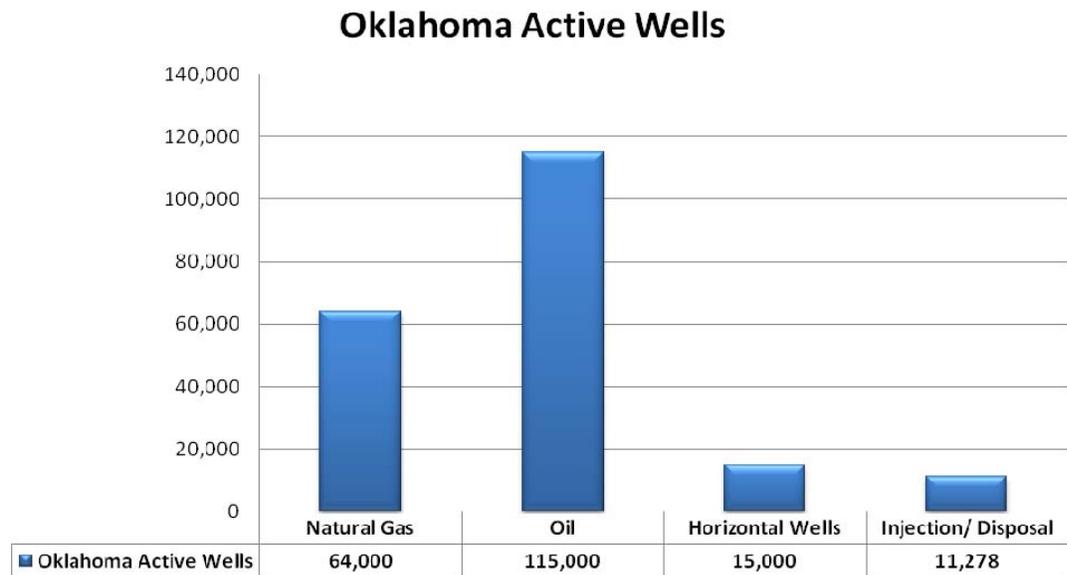
**(May 2017 AGEE Institute)*



Continued demand for energy to sustain both domestic and international economic development, and advances in drilling and production technology, have led to increases in oil and gas production and total wells (see Figure 2).

These factors have also increased the OCC’s regulatory challenges. For example, conservation law and practice must be adapted to accommodate longer horizontal laterals and to keep up with the increased oil and gas activity resulting from the Extended Horizontal Well Development Act enacted during the 2017 legislative session. In addition, OCC Oil and Gas staff have, in recent years, worked extensively and successfully with industry, the Oklahoma Geological Survey and other members of the Coordinating Council on Seismic Activity, the Environmental Protection Agency, the United States Geological Survey and others to study and decrease the level of seismic activity associated with the injection of produced water into disposal wells and drilling activities. In FY2017 the OCC’s efforts in this regard were funded by the Governor’s one-time grant of emergency funds to the OCC and the Oklahoma Geological Survey, as well as grants from the Groundwater Protection Council and the Oklahoma Energy Resources Board. However, the legislature denied the FY2018 funding request for this effort.

Figure 2. Active Wells as of September 2017



Other industries have changed as well. For example, increased oil and gas drilling has affected the electric utility industry in Oklahoma. Demand for electric power in remote drilling locations means that additional electric transmission lines may be necessary. Moreover, this rapid expansion has also increased the need for additional utility infrastructure safety enforcement. Developments in commercial wind generation, renewable energy, and smart grids also created additional responsibilities, as shown in Figure 3.

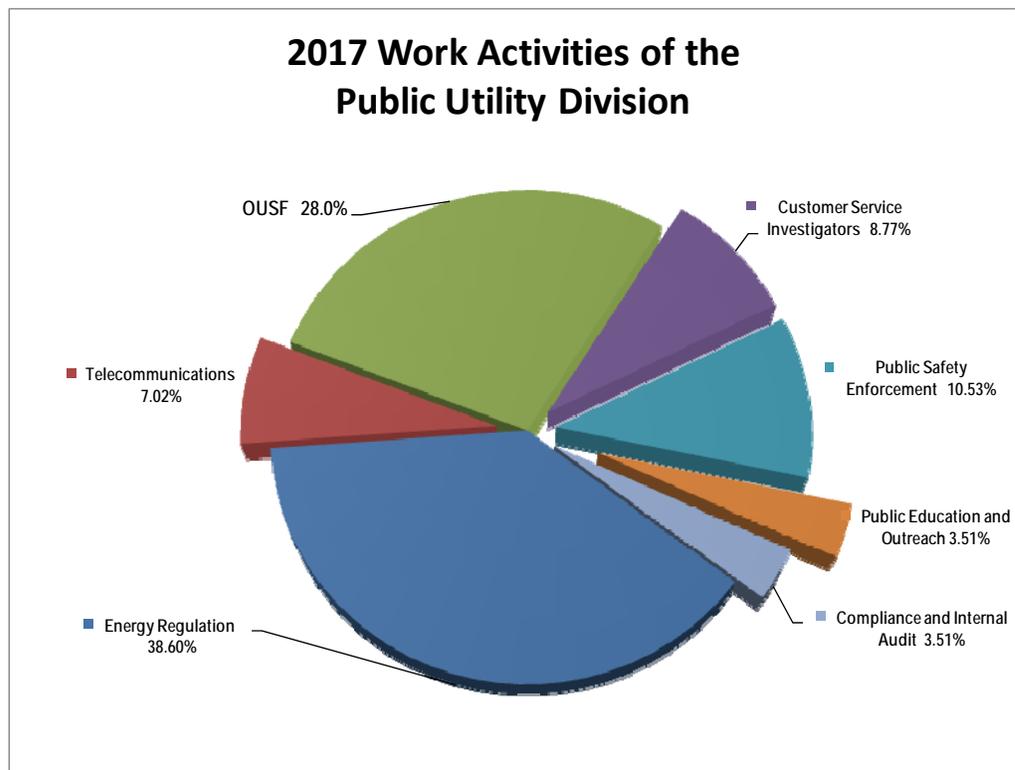


Major changes in the telecommunications industry include an increasing number of telecommunications carriers and an emphasis on service to low income customers, known as “Lifeline” customers. Diligent work by the Public Utility Division (PUD) to curtail instances of waste, fraud, and abuse within the Lifeline program has succeeded. The OCC has partnered with Federal Communications Commission (FCC) leaders to modernize rules and processes at the federal level to mirror Oklahoma’s success. The statewide effort has reduced waste by hundreds of millions of dollars.

Modernization of the governing statutes for the Special Oklahoma Universal Service Fund has resulted in major operational changes at the OCC. PUD worked with stakeholders to streamline the process while maintaining robust oversight. However, changes at the FCC related to rural support will require additional statutory work in the immediate future.

The OCC has also received additional statutory responsibility related to commercial wind farm regulation. These duties require new skill sets, procedures, and rules to be developed. This is a high growth industry with ever-changing technology and regulatory requirements. PUD is working with all stakeholders to ensure effective and efficient regulation.

Figure 3. Work Activities of Public Utility Division (2017)

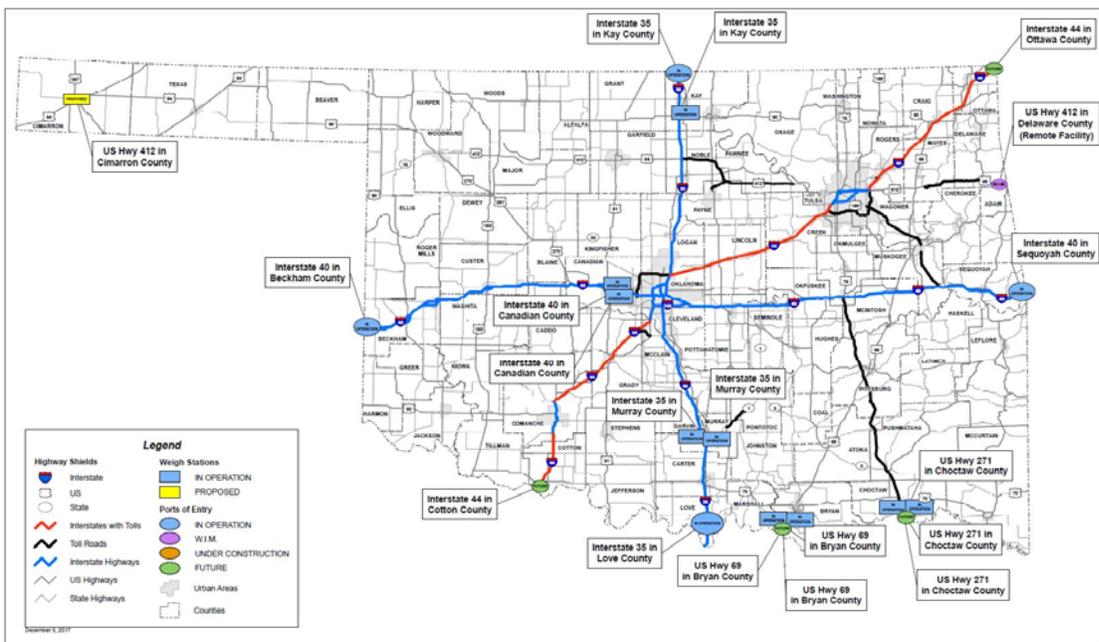




In the area of transportation, as truck volumes in the State have increased, so have the number of fuel tax and registration (IFTA/IRP) applications (20,000 in FY2017, up 18% since FY2012) and the number of enforcement vehicle checks, which reached approximately 257,000 in FY2017 (up 35% since FY2012). The OCC is also responsible for staffing and operating the State's motor carrier ports of entry and weigh stations (see Figure 4) as well as establishing rates and adjudicating customer complaints regarding wrecker services. This dynamic requires the OCC to deploy agile systems and subject matter experts to effectively implement sound regulatory practices. Significantly, the OCC in 2017, for the first time accomplished US Department of Transportation certification for electronic credentialing, safety information exchange and electronic screening in the trucking industry—an effort years in the making.



Figure 4. Current and Planned Commercial Truck Ports of Entry



DOT Oklahoma Weigh Stations & Ports of Entry

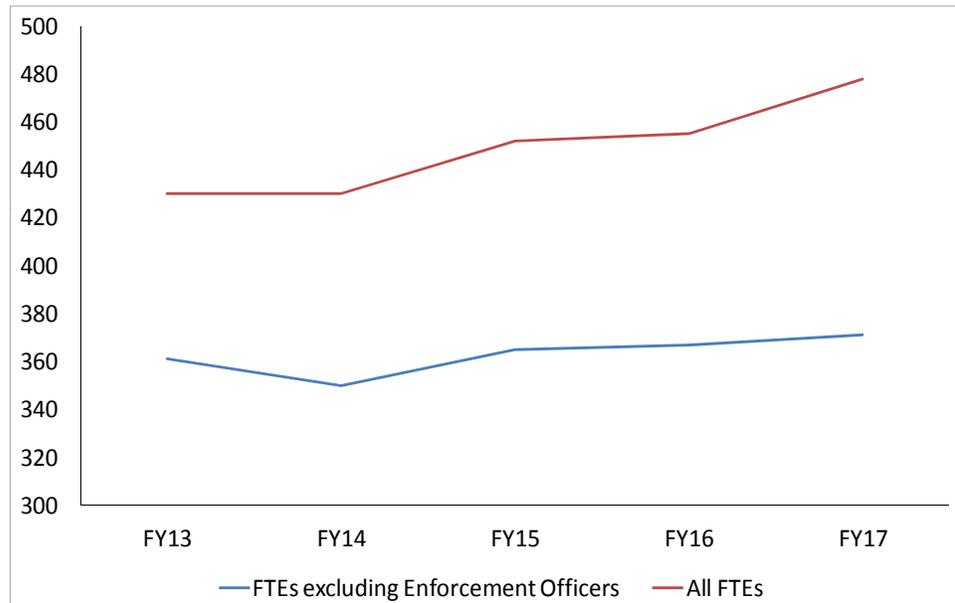


New Challenges, Enduring Principles – The OCC has a solid foundation in our employee’s strong commitment to public service and belief in the work of the OCC.

Human Resources and Personnel

The personnel resources available to the OCC to meet the requirements of consumers and Oklahoma’s growing and changing industries have not kept pace with Mission requirements. Although the number of employees appears to have risen sharply in recent years (see Figure 5), the majority of the increases were due to the opening of four new motor carrier ports of entry—at the north, south, east, and west borders of the State (on I-35 and I-40)—to ensure compliance with size and weight limits and other regulatory requirements. Under State law, these facilities must be open 18-20 hours per day, 7 days a week, as funds are available. As a result, from FY2012 to FY2017, the number of transportation enforcement officers increased from 60 FTEs to 104 FTEs. This increased personnel expense, coupled with consecutive years of reductions in funding, have created an operational challenge for the agency. Because of funding shortfalls, optimal staffing levels at the ports of entry have yet to be reached. Personnel numbers in OCC Programs other than transportation, have remained flat in recent years.

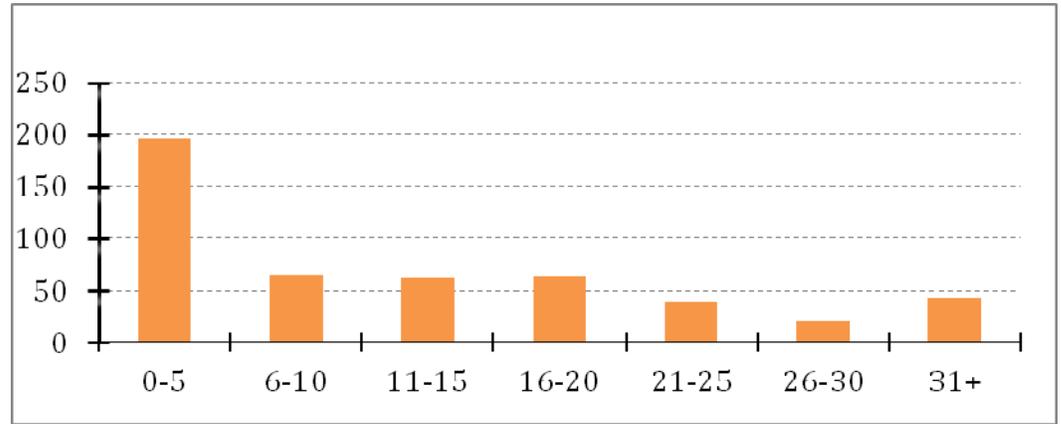
Figure 5. Full Time Employee (FTE) Positions



Moreover the OCC continues work toward creating a succession plan for all areas to help avoid a potential “retirement bubble” and the risk of losing some of its more senior, seasoned professionals. These veteran staff have vast institutional and industry knowledge, and their departure may leave behind a skills gap that will make it difficult for the OCC to keep pace with emerging industry practices and regulatory needs. The OCC worked diligently over the past four years to bring in new employees (Figure 6) with various levels of industry knowledge to meet the needs of the agency. This undertaking resulted in an agency decrease from 33% of those retirement eligible to 14% of those retirement eligible.

The OCC must often incorporate new mandates after each Legislative session. We strive to improve efficiencies while doing more with less.

Figure 6. Employee Distribution by Tenure



Funding Cuts

Finally, OCC's funding (Figure 7) has been volatile for the past few years due to the economic downturn in the oil and gas industry and the changing methodology of legislative appropriations, which includes redirecting the agency's own Program specific funds for general operations. Responsibilities continue to change or expand with each legislative session; with some responsibilities remaining unfunded, such as seismicity efforts. In FY2017, the OCC's efforts in this regard were funded by carry-over emergency one-time funds that were received from the Governor and Secretary of Energy in FY2016. Additionally, new rules and regulations issued at the federal level each year also frequently change or expand the agency's responsibilities.

With a significant portion of revolving funds being taken and appropriated back to the agency for day-to-day operations, the agency has struggled to upgrade its information technology systems and invest in its workforce. While the OCC strives to fulfill its constitutional and statutory responsibilities, the ever-increasing workloads make it increasingly difficult to stretch resources to meet demand.

Figure 7. Appropriations History FY2014 through FY2018

BUDGET YEARS	LOSS OF APPROPRIATIONS DUE TO BASELINE CUTS	REVOLVING FUNDS TO BALANCE APPROPRIATIONS	TOTAL OIL AND GAS PROGRAM IMPACT	TOTAL TRANSPORTATION PROGRAM IMPACT	TOTAL PUBLIC UTILITIES PROGRAM IMPACT	TOTAL PETROLEUM STORAGE TANK IMPACT	TOTAL AGENCY FISCAL IMPACT
FY18	\$ 495,958	\$ 1,900,000	\$ 671,969	\$ 623,989	\$ 1,100,000	\$ -	\$ 2,395,958
4 YEARS	\$ 4,470,283	\$ 9,650,000	\$ 7,877,712	\$ 2,492,571	\$ 2,800,000	\$ 950,000	\$ 14,120,283

BUDGET YEARS	TOTAL APPROPRIATION 75% OIL AND GAS 25% TRANSPORTATION	GENERAL REVENUE RECEIVED	ACTUAL GENERAL REVENUE CUT	REVOLVING FUNDS TO BALANCE APPROPRIATIONS	LEGISLATIVE ACTION WITH RE-APPROPRIATIONS	LOSS FROM BASELINE APPROPRIATION
FY14	\$ 11,324,424	\$ 11,324,424	0%			\$ -
FY15	\$ 10,775,325	\$ 10,775,325	5%		5% CUT	\$ 549,099
FY16	\$ 10,182,682	\$ 4,932,682	54%	\$ 5,250,000	5% CUT / \$5.25M OWN FUNDING	\$ 1,141,742
FY17	\$ 10,182,682	\$ 7,682,682	25%	\$ 2,500,000	\$2.5M OWN FUNDING	\$ 1,141,742
FY18	\$ 9,686,724	\$ 7,786,724	24%	\$ 1,900,000	5% CUT / \$1.9M OWN FUNDING	\$ 1,637,700
				\$ 9,650,000	15% REDUCTION OF BASELINE	\$ 4,470,283

The Road Ahead

This Strategic Plan (Plan) will help the OCC address current and future issues by guiding the OCC's policies and processes during the next five years. This Plan will also serve as a management tool that the OCC can use to regularly assess its progress and performance toward meeting its goals.

To produce this Plan and provide updates, the OCC actively sought input from the general public and critical stakeholders, and engaged with over 400 OCC employees. Although these outreach efforts confirmed the respect that the regulated industries, other stakeholders, and the general public have for the OCC and its people, it also pinpointed a number of challenges that must be addressed so that the OCC can more effectively meet its existing responsibilities and better address emerging issues and needs. By implementing this Plan, the OCC can move toward its Vision and apply the extensive experience and expertise of its professionals to address these challenges.

OCC Stakeholders

The OCC has many stakeholders which range from individuals and small businesses to governmental and non-governmental organizations to large corporations:

- OCC Employees
- Oklahoma Citizens and Consumers
- State Legislature
- Other Governmental Agencies
- Advocacy Groups
- Owners (Mineral, Land, Surface)
- Oil and Gas Producers
- Gas, Water, Electric Utilities
- Cotton Gins
- Public Schools, Libraries, and Telemedicine providers
- Independent Electric Power Producers and Wind farms
- Petroleum Marketers
- Commercial Vehicle Registrants
- Motor Carriers
- Non-Consensual Towing Industry
- Pipeline Owners/Operators
- Railroads
- Telecommunications Industry

An Updated Strategic Direction

This Plan is the OCC's response to the difficult challenges we face as an agency. It defines our Mission and Vision—what we do and where we want to be—and will be the roadmap to guide work activities, investments, and decision-making in the years ahead.

Mission and Vision

Our Mission:

Empowering Oklahoma by:

- Ensuring responsible development of oil and gas resources: reliable utility service at fair rates: safe and legal operation of motor carriers, pipelines, rail crossings, and fueling stations: and prevention and remediation of energy-related pollution of the environment: while
- Balancing the rights and needs of the people with those of regulated entities through development and enforcement of regulations in an open, transparent, ethical, and just manner.

Our Vision:

To be a trusted, effective agency that works collaboratively to accomplish its Mission in a way that protects people and the environment, conserves natural resources, improves quality of life, promotes continued economic development, and holds both itself and the industries it regulates accountable to the citizens of Oklahoma.

The Strategic Plan answers these questions:

- Why do we exist?
- Where do we want to be?
- What are our desired outcomes?





Goals, Strategies, Action Plans, and Performance Measures

This Plan is organized around four Goals that establish the most important areas for action in fulfilling our Mission over the next five years:

Our Goals:



Invest in our Workforce – Provide a safe, healthy, respectful, and rewarding work environment. Build organizational depth and succession plans by expanding skills and increasing professional development and career advancement opportunities for all employees.

Communicate in all Directions – Communicate effectively between leadership and employees, among employees, and engage with stakeholders to meet the needs of today and address the emerging challenges of tomorrow.

Innovate for the Future – Manage for the future by investing in information systems as well as business and accounting controls necessary to support transparent, accountable, and reasonable processes and results.

Maximize Efficiency – Share institutional knowledge and apply effective business processes to the organization to successfully meet our Mission and achieve efficiencies and high quality service for stakeholders.

The following sections outline the specific strategies, action plans, and performance measures that will be used to help achieve our Goals. Figure 8 illustrates the relationship between the Plan Goals, Strategies, Action Plans, Performance Measures, and explains their meanings. This hierarchy helps to translate broad goals into actionable programs and initiatives. As primarily developed by OCC personnel at every level, the Plan identifies many of the fundamental strategies that will be implemented over the next five years.

Figure 8. Strategic Plan Framework



Goals identify the outcomes we want to achieve. Goals establish the most important areas for action and focus to fulfill the OCC's Mission and Vision.

Strategies are actions or approaches that will be taken to achieve the identified Goals.

Action Plans describe how each Program Area will implement this agency-wide Plan through specific strategies.

Performance Measures allow us to track the progress toward meeting our Goals. These measures will be refined as the Plan is implemented.



GOAL 1: INVEST IN OUR WORKFORCE

Provide a safe, healthy, respectful, and rewarding work environment. Build organizational depth and succession plans by expanding skills and increasing professional development and career advancement opportunities for all employees.

Implementation Strategies

New Strategies for FY2019-FY2023 Plan

- 1.1 - Develop a comprehensive Agency and Program orientation process to help new employees learn the overall job process.
- 1.2 - Improve the use of Performance Measurement Plans (PMPs) as an additional tool which could increase the opportunity for performance pay bonus.

Strategies still in process from the FY2014-FY2018 Plan

- 1.3 - Provide mentoring, formal and informal training, knowledge transfer programs, and opportunities for professional growth to ensure that the OCC attracts and retains a highly skilled workforce.
- 1.4 - Apply the State's existing Performance Management Program to ensure that employees receive feedback, understand their career tracks, and actively engage in development planning.
- 1.5 - Prepare and implement a plan to renovate the OCC's space in the Jim Thorpe Building.
- 1.6 - Compile a capital needs inventory of all facilities and annually evaluate to ensure adequate maintenance of facilities.

Completed Strategies from the FY2014-FY2018 Plan

- Conduct a skills inventory and compensation assessment to compare the OCC to similar agencies in Oklahoma and peer states.

Agency-Wide Performance Measures

- Employee retention rate.
- Number of employee development plans fully implemented.
- Employee satisfaction survey results.
- Average days to fill vacancies.





GOAL 2: COMMUNICATE IN ALL DIRECTIONS

Communicate effectively between leadership and employees, among employees, and engage with our stakeholders to meet the needs of today and address the emerging challenges of tomorrow.

Implementation Strategies:

New Strategies for FY2019-FY2023 Plan

- 2.1 – Improve communications between programs.
- 2.2 – Improve communications between management and staff, to encourage staff to voice opinions.

Strategies still in process from the FY2014-FY2018 Plan

- 2.3 – Develop a proactive communication plan that incorporates all appropriate outreach tools and techniques to ensure coordinated and consistent communication internally and externally.
- 2.4 – Establish a system of regular all-staff meetings to exchange information, provide training, and explore issues.
- 2.5 – Improve information accessibility on the OCC website, focusing specifically on search functionality, jargon elimination, and the user interface.
- 2.6 – Actively seek and value the input of employees by conducting regular employee engagement surveys.
- 2.7 – Review and update the OCC operations manual.
- 2.8 – Document desk processes/operating procedures across the agency.

Agency-Wide Performance Measures

- Website survey results.
- Employee and stakeholder satisfaction survey results.
- Percent of 2012 audit recommendations implemented.
- Percent of Inter-Divisional Teams meeting quarterly.

GOAL 3: INNOVATE FOR THE FUTURE

Manage for the future by investing in information systems and business and accounting controls necessary to support transparent, accountable, and reasonable processes and results.

Implementation Strategies

New Strategies for FY2019-FY2023 Plan

- 3.1 – Invest in equipment and tools (e.g., laptops, video conferencing, Smartphone applications, safety equipment).
- 3.2 – Improve use of existing tools (e.g., equipment, software, etc.).

Strategies still in process from the FY2014-FY2018 Plan

- 3.3 – Implement a comprehensive case management system.
- 3.4 – Expand online filing and electronic payment options.
- 3.5 – Optimize OCC use of capabilities available through the State PeopleSoft system.
- 3.6 – Review records retention and management systems and convert to electronic formats where feasible.
- 3.7 – Implement a framework for evaluating and updating existing hardware and software systems to meet the needs of both the on-site and mobile workforce.
- 3.8 – Expand opportunities for information exchange and sharing of best practices across Programs.

Completed Strategies from the FY2014-FY2018 Plan

- Maintain an ongoing auditing presence.

Agency-Wide Performance Measures

- Percent of transactions processed electronically.
- Percent of funds handled electronically.
- Percent of records stored electronically.
- Percent of audit recommendations implemented.

GOAL 4: MAXIMIZE EFFICIENCY

Share institutional knowledge and apply effective business processes to our organization to successfully meet our Mission and achieve efficiencies and high quality service for stakeholders.

Implementation Strategies

New Strategies for FY2019-FY2023 Plan

- 4.1 – Reduce redundant processes.
- 4.2 – Implement Safety Program to include facilities, parking, employees, and visitors.

Strategies still in process from the FY2014-FY2018 Plan

- 4.3 – Conduct regular and comprehensive rule, process, and form reviews and implement improvements.
- 4.4 – Work to eliminate obsolete statutes, rules, and processes.
- 4.5 – Implement databases that are accessible and searchable by all employees across all Programs.
- 4.6 Apply best practices, processes, and technologies to effectively respond to citizen and consumer complaints.
- 4.7 – Strengthen outreach and coordination with partner State agencies.

Agency-Wide Performance Measures:

- Processing time on key transactions.
- Percent of technology-related modernization projects completed on time and on budget.
- Number of statutes, rules, processes, and forms reviewed.

Implementing the Plan

This Plan provides the OCC with a renewed focus by establishing the primary strategic initiatives that will be undertaken over the next five years to fulfill the Agency Mission. Our ambitious Goals reflect a move toward becoming an agency that collaborates to serve the needs of our diverse stakeholders. The Plan also includes a set of performance measures that will hold us accountable. By continuing to be a more performance-driven agency, we will be able to track progress and evaluate how well we are achieving our strategic goals.

Our work, however, is far from done. Implementation of this updated Plan requires that our Mission, Vision, and Goals be incorporated into daily routines and responsibilities. The Appendix to this Plan includes Action Plans that detail smaller, tactical actions that cut across all of the OCC Program Areas and support functions so that each employee will have an impact on agency performance. The OCC is committed to executing our constitutional, statutory and regulatory responsibilities in a way that instills trust and confidence.

For more information contact the Director of Administration, Tim Rhodes t.rhodes@occemail.com.

*Our Plan is ambitious.
We won't be able to do it all overnight.
All kinds of routine or urgent matters will test our ability to stay focused on our goals.
But working together, we will succeed.*

Appendix

Program Area Action Plans

Oklahoma Corporation Commission Strategic Plan

Action Plans by Core Program Area

The OCC Core Program Areas (Programs or Divisions) developed the following Action Plans to identify how their teams will implement the applicable agency-wide goals and strategies. Each Program Area selected the goals and strategies that will have the most positive impact on their operational duties.

Each action plan will include the specific actions each Program Area will take to meet the agency-wide goal and strategy. The specific actions will be assigned to responsible parties within the Program Area to track and drive behaviors. Each specific Action Plan will also have an implementation goal date. Success of the Action Plans will be measured through the identified performance measures and goals. Progress will be reported on the Agency's quarterly and annual reports.

Finally, at the end of each Program's Action Plan are policy focus areas that represent major emerging policy issues and initiatives for the Program Area. Policy focus areas are not linked to a specific Agency-Wide goal; instead they are related to an important issue or initiative within the Program.

Action Plans are "living documents" that should be updated as needed. Each Program Area should continue to modify selected goals, strategies, and Action Plans as goals are met or needs change. Progress toward goals listed in these Action Plans should be reported as part of the quarterly reporting process.

Action Plan for Administrative, Judicial, and Legislative Services

Core Area Roles and Responsibilities

The Director of Administration is appointed by the three elected Commissioners to facilitate all necessary actions to ensure the success of the Agency's Missions. At the direction of the Commissioners, these actions include ensuring the agency is properly staffed, resourced, equipped, and efficiently organized and managed.

As part of the Commission's on-going efforts to increase efficiency, the number of separate Programs have been reduced from eight to five – the four Core Programs and the new Administrative, Judicial, and Legislative Services (AJLS) Program which includes the former Finance Division, Human Resources Department, Office of Administrative Proceedings, and General Counsel's Office. The Director of Administration functions as the Director of AJLS. Consolidating these functions, all of which support the four core Programs, achieves efficiencies of core functions and sharing of common resources.

In addition to the more specific Program and department level Action Plans, the Director of Administration, at the direction of the Commissioners, will be attendant to continually improving the agency's overall capabilities. These overarching considerations will always include: updating and securing IT and other tools necessary to equip our workforce; streamlining processes; eliminating redundancies; legislative outreach; workforce development; and continued audit presence. Enhancing cyber-security efforts will continue to receive highest priority.

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

Goal 1 - Invest in our Workforce

Implementation Strategies:

- 1.1—Develop a comprehensive agency and program orientation process to help new employees learn the overall job process
- 1.2—Promote personnel from within the program
- 1.3—Provide professional training program; professional certifications and/or licensures to staff
- 1.4—Provide tuition reimbursement
- 1.5—Create opportunities for employees to learn a new position and be challenged
- 1.6—Provide secure, monitored access to program offices

**Action Plan for Administrative, Judicial, and
Legislative Services**
Action Plan:

Action Plan to Meet Goal	Responsible Person or Group	Timeline for Implementation
1.1.1 Perform Inter-divisional and Intra-divisional cross-training	Judicial and Legislative Services	October 2018
1.1.2 Have new employees of the Jim Thorpe Building perform daily mail distribution with mailroom staff to orient themselves with building layout and meet employees in each Program Area	Administrative Services	July 2019
1.2.1 Develop succession plan setting personnel on trajectory toward advancement to higher positions within the Program	Judicial and Legislative Services	January 2019
1.3.1 Offer these opportunities to personnel	Judicial and Legislative Services	July 2019
1.4.1 Amount of tuition reimbursement can be related to the grade the employee receives in the Course or Program, with the employee receiving a larger percentage for higher grades in the Course or Program	Judicial and Legislative Services	July 2020
1.5.1 Develop shadow Program to expose employees to other areas of Administrative Services to provide opportunities for growth and potential promotion later	Administrative Services	January 2020
1.5.2 Highlight specific financial topics during monthly meetings with Agency Program fiscal staff to mitigate agency audit risk and improve financial accountability	Administrative Services	July 2019
1.5.3 Develop a needs assessment to identify job duties and skills for all positions and employees	Administrative Services	July 2020
1.6.1 Develop access protocols for public visitors to Program Area	Judicial and Legislative Services	October 2018

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
1.1.1	Track by percentage of personnel cross-trained	50%
1.1.2	Track by number of employees participating in orientation process	5
1.2.1	Track by number of employees promoted from within Program	1
1.3.1	Track by percentage of personnel receiving professional training, certifications and/or licensures	100%
1.4.1	Track by number of personnel receiving tuition reimbursement	2
1.5.1	Track by project establishment, then by employee percentage participation	100%
1.5.2	Track by number of meetings where financial topics were reviewed. Target goal is 8 per year	8
1.5.3	Track by project completion	100%
1.6.1	Track by project completion	100%

Action Plan for Administrative, Judicial, and Legislative Services

Goal 2 – Communicate in All Directions

Implementation Strategies:

- 2.1—Improve communications between Programs
- 2.2—Improve communications between management and staff
- 2.3—Improve communications with OMES regarding issues
- 2.4—Regularly request feedback from stakeholders regarding their needs

Action Plan:

Action Plan to Meet Goal	Responsible Person or Group	Timeline for Implementation
2.1.1 Perform lunch and learn sessions to educate Agency on overall financial structure, including presentations from Core Programs on their operations	Administrative Services	July 2020
2.1.2 Perform meetings to communicate proposed section changes to other Programs that may be impacted	Judicial and Legislative Services	January 2019
2.1.3 Develop survey to request feedback from other Programs regarding the impact of the section's functions throughout the Agency	Judicial and Legislative Services	October 2019
2.2.1 Communicate audit findings and progress on status of implemented Action Plans through quarterly reports	Administrative Services	July 2019
2.2.2 Perform meetings to provide regular updates/briefings from JLS leadership regarding any impending Agency changes	Judicial and Legislative Services	July 2019
2.3.1 Create a frequently asked questions page in a shared location to better problem solve concerns	Agency-wide/OMES-ISD	July 2021
2.4.1 Development of survey/request for feedback to determine whether the section is meeting the needs of the stakeholder and how the section might better serve them	Judicial and Legislative Services	July 2019

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
2.1.1	Track number of sessions held each quarter	4
2.1.2	Track by number of communications, documented responses	4
2.1.3	Issuance of request; documented responses; changes/improvements promoted by feedback quarterly	4
2.2.1	Track progress made on audit finding Action Plans until fully implemented on quarterly reports	100%
2.2.2	Track number of updates from JLS leadership at least monthly	12
2.3.1	Reduce number of service request tickets to OMES Help Desk	5%
2.4.1	Issuance of request; documented responses; changes/improvements promoted by feedback annually	1

Action Plan for Administrative, Judicial, and Legislative Services

Goal 3 – Innovate for the Future

Implementation Strategies:

- 3.1—Invest in equipment and tools
- 3.2—Improve use of existing tools
- 3.3—Improve Program revenue tracking accountability

Action Plan:

Action Plan to Meet Goal	Responsible Person or Group	TBD
3.1.1 Provide personnel with updated electronic equipment	Judicial and Legislative Services	January 2019
3.1.2 Identify location and purchase smartboard for Administrative Services	Administrative Services	July 2021
3.1.3 Purchase laptops for remote work possibilities and establish procedure and schedule for availability to staff	Administrative Services	July 2020
3.2.1 Enhance Mineral Owners Escrow Account (MOEA) database and function to enable electronic submission of 1081 forms and electronic fund transfers (EFT)	Administrative Services	July 2021
3.2.2 Require personnel to become proficient in/take maximum advantage of existing and new Commission IT systems by providing training and developing procedures for core functions that are reliant on these systems	Judicial and Legislative Services	April 2019
3.3.1 Establish a template and revenue reconciliation process for Programs to reconcile financial reports to Core Program applications	Administrative Services	July 2022
3.3.2 Monitor Program reconciliation processes to ensure compliance with audit recommendations—report non-compliant Programs to the Director of Administration	Administrative Services	July 2023
3.3.3 Adapt PMP of Program revenue staff reconcilers to reflect accountability of job duties	Administrative Service	July 2023

Goal 4 – Maximize Efficiency

Implementation Strategies:

- 4.1—Reduce redundant processes
- 4.2—Improve financial reporting capabilities of existing software applications
- 4.3—Improve financial oversight in Tulsa office
- 4.4—Information on various subject areas
- 4.5—Establish pleading/template bank for commonly used documents, especially those that have been approved by the OCC and/or are preferred by court personnel
- 4.6—Encourage mentoring of newer personnel by more experienced personnel

Action Plan:

Action Plan to Meet Goal	Responsible Person or Group	Timeline for Implementation
4.1.1 Review core functions and procedures and identify inefficient processes and/or procedures	Judicial and Legislative Services	July 2019
4.1.2 Eliminate routing of invoices for approval if invoice matches purchase order for potential savings opportunities, such as early pay discounts, and establish procedure for invoices that do not match	Administrative Services	July 2019
4.1.3 Review disposition schedule and identify scanning capabilities of personnel files for previous employees, no longer with the agency, implement scanning project	Administrative Services	July 2020
4.1.4 Streamline chargeback process agency-wide by standardizing collection procedure and reviewing rule process	Administrative Services	July 2020
4.2.1 Improve International Fuel Tax Agreement/International Registration Plan (IFTA/IRP) reporting functionality and electronically transfer information into financial system to eliminate manual entry	Administrative Services	July 2021
4.3.1 Establish new deposit procedure, including additional oversight responsibilities, and implement	Administrative Services	July 2019
4.4.1 Compile key information; organize the compilation by subject matter, year, cause type, etc. for ease of use	Judicial and Legislative Services	July 2020
4.5.1 Compile commonly used documents from sources throughout the Agency; organize the compilation by subject matter, year, cause type, etc. for ease of use	Judicial and Legislative Services	July 2020
4.6.1 Develop mentoring program	Judicial and Legislative Services	January 2019

Action Plan for Administrative, Judicial, and Legislative Services

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
4.1.1	Percent of duties with completed desk routines	75%
4.1.2	Track by project completion and procedure established	100%
4.1.3	Track by project completion	20%
4.1.4	Track by project completion	40%
4.2.1	Track by project completion	40%
4.3.1	Track by project completion	40%
4.4.1	Percentage of duties and resources with identified need to track	80%
4.5.1	Percent of duties reviewed for inclusion in the database	75%
4.6.1	Percent of mentoring programs designed for each job family and or duty	50%

Policy focus areas represent emerging policy issues and initiatives that, while not rising to the level of strategic importance to a Program Area, will require staff attention and resources. Policy focus areas are not linked to a specific Agency-Wide goal; instead they are related to an issue or initiative within an OCC Program Area. Potential policy focus areas for this new Program Area are listed below.

Policy Focus Areas

- Quality Control Program
- Centralized Receipting
- Performance Measurement and Reporting
- OMES New Policies, Procedures, and Systems
- Safety and Security
- Risk Management

Action Plan for Public Utility Division

Core Area Roles and Responsibilities

The PUD administers and enforces agency rules, regulations, and orders involving electric, gas, water, cotton gin, and telecommunications service providers; promotes efficiency, innovation, and technological growth among regulated utilities and the Program Area companies; balances the interest of the regulated companies with those of all other stakeholders; and supports regulatory decisions that are in the public interest and result in the lowest reasonable cost for safe and reliable service.

Goal 1 – Invest in our Workforce

Implementation Strategies:

- 1.2—Improve the use of PMPs which in turn could increase the opportunity for performance pay bonus
- 1.6—Compile a capital needs inventory of all facilities and annually evaluate to ensure adequate maintenance of facilities

Action Plan:

Action Plan to Meet Goal	Responsible Person or Group	Timeline for Implementation
1.2.1 Clear metrics for PMP and training. Next action will be to develop performance tracking systems	PUD Area Managers	January 2019
1.6.1 Identify hazards to be mitigated with facility and equipment investments. Next action will be to develop mitigation processes	PUD Area Managers	January 2019



**Action Plan for
Public Utility Division**

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
1.2.1	Percent of PMP sections with Developed Matrix	100%
1.6.1	Percent of job families with identified risk and hazards sheets	100%

Completed Strategies and Goals under the FY2014-FY2018 Plan:

- PUD has had in place a new employee orientation plan since 2014, along with an Exit Survey. PUD will assist the Agency in development of an Agency-Wide plan for FY2019.
- PUD has a new employee mentoring program and ongoing professional training which is made available to all OCC employees. PUD reached 100% of its goal to have all employees offer and participate in continuing education.
- PUD has an ongoing skills assessment for all employees and critical functions. The needs assessment is used when determining job postings, succession planning, and career progressions.

Goal 2 – Communicate in All Directions

Implementation Strategies

- 2.1—Improve communications between Programs
- 2.3—Develop a proactive communication plan that incorporates all appropriate outreach tools and techniques to ensure coordinated and consistent communication internally and externally

Action Plan:

Action Plan to Meet Goal	Responsible Person or Group	Timeline for Implementation
2.1.1 Conduct Inter-Divisional Training and information sharing sessions for critical skills	All PUD Employees	June 2019
2.3.1 Proactive stakeholder outreach Program	PUD Area Managers	March 2019

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
2.1.1 Employees to conduct or assist in conducting at least 1 critical skills training session per year	Percent of employees conducting training session for Inter-Divisional team	80%
2.3.1 Have a plan developed for each type of regulatory impact within PUD. Energy, Telecom, Lifeline, OUSF, Enforcements, and Consumer Services	Percentage of areas with planned outreach Program.	100%

Completed Strategies and Goals under the FY2014-FY2018 Plan:

- 2.2- and 2.6- PUD has a quarterly 360 employee evaluation which allows for anonymous feedback on all areas of the Division and Agency. PUD will be working with the Agency to develop a process for Agency implementation.
- 2.4- PUD has ongoing skills training sessions, which have been required by PUD’s PMP since 2016. PUD will assist the Agency to develop a similar response to this critical need.
- 2.7- PUD has completed desk routines and operations manuals for all of its Areas. PUD’s Change Management Team updates these manuals on a monthly basis.

**Action Plan for
Public Utility Division**

Goal 3 – Innovate for the Future

Implementation Strategies:

- 3.1—Invest in equipment and tools (e.g., laptops, video conferencing, Smart-phone apps)
- 3.2—Improve use of existing equipment

Action Plan:

Action Plan to Meet Goal	Responsible Person or Group	Timeline for Implementation
3.1.1 Identify all Emergency Equipment necessary for safety during fieldwork and onsite audits	PUD Area Managers	June 2019
3.2.1 More desk routine and audit automation through new systems (Depreciation, OUSF Entity Tracking, Etc.) Next action plan will be to create a statement of work (SOW) with OMES	PUD Area Managers	March 2019

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
3.1.1 Using information from 1.7.1 above, create risk based equipment needs list	Percentage of job families with fulfilled safety equipment needs	100%
3.2.1 Create workflows by “Walking the Process” for all desk routines that need automation	Percentage of desk routines with completed automation workflows	75%

Completed Strategies and Goals under the FY2014-FY2018 Plan:

- 3.6-PUD uses an electronic archive system and does not have stored paper files.
- PUD has internal auditors within the division, in addition to ongoing contracted audits of the OUSF. Also, the OUSF audits are posted to the OCC website for easy public access and viewing.

Goal 4 – Maximize Efficiency

Implementation Strategies

- 4.1—Reduce redundant processes
- 4.6—Apply best practices, processes, and technologies to effectively respond to citizen and consumer complaints

Action Plan:

Action Plan to Meet Goal	Responsible Person or Group	Timeline for Implementation
4.1.1 Identify redundancy	PUD Area Managers	March 2019
4.6.1 Develop plan for all response types (Email, Social Media, Public Comments, Etc.)	PUD Area Managers	January 2019

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
4.1.1 Review all PUD desk routines for Agency-Wide impacts and identify redundant activities across Programs	Percentage of desk routines with completed reviews	100%
4.6.1 Review all types of customer complaints received and develop response protocol and templates as needed	Percentage of complaint types with completed response plans	100%

Completed Strategies and Goals under the FY2014-FY2018 Plan:

- 4.5 PUD implemented activity tracker databases that are accessible and searchable by all employees across all Divisions and the public via the OCC website.
- 4.7 PUD developed an outreach team that conducts statewide meetings for stakeholder education. This includes outreach to OUSF beneficiaries as well as to consumer groups.

**Action Plan for
Public Utility Division**

Policy focus areas represent emerging policy issues and initiatives that, while not rising to the level of strategic importance to a Program Area, will require staff attention and resources. Policy focus areas are not linked to a specific Agency-Wide goal; instead they are related to an issue or initiative within an OCC Program Area. Potential policy focus areas for this Program Area are listed below.

Policy Focus Areas

- Quality Control Program and Change Management Team
- Telecom Subsidies—High Cost Fund, OUSF, Lifeline, etc.
- Natural gas local distribution company solvency and expansion
- Transmission Infrastructure Southwest Power Pool (SPP) issues
- Public Safety Enforcement for regulated utilities
- Coordination between PUD and Pipeline Safety on pipeline safety issues
- Coordination with Oil and Gas Conservation to develop natural disaster response protocols

Action Plan for Transportation Division

Core Area Roles and Responsibilities

The Transportation Division provides overall management, direction and supervision of the administration and enforcement of motor carrier, commercial motor vehicle, railroad safety, and pipeline safety regulatory activities within and through the State of Oklahoma.

Goal 1 – Invest in our Workforce

Implementation Strategies:

- 1.1—Develop a comprehensive Agency and Program orientation process to help new employees learn the overall job process
- 1.2—Improve the use of PMPs which in turn could increase the opportunity for performance pay bonus

Action Plan

Action Plan to Meet Goal	Responsible Person or Group	Timeline for Implementation
1.1.1 Develop a plan to hire, train, and develop officer staff in numbers sufficient to fully staff 4 ports of entry weigh stations for operation 18-20 hours a day, 7 days a week, as required under 47 O.S. § 1202(C), including patrol of enforcement radius to minimize scale avoidance by motor carrier	Area Managers	January 2019
1.2.1 Use the PMP process the way it was intended; change culture so that performance discussions happen routinely so that employee performance is discussed throughout the year; managerial group adopts consistent evaluation/behavior methodology. Use employee survey for feedback	Area Managers	April 2019
1.2.2 Establish committee to evaluate criteria for exceptional service and a recognition plan for individuals/units that meet the criteria	Area Manager	October 2018
1.2.3 Perform market research to determine appropriate compensation for Pipeline Safety Inspectors to attract qualified individuals	Area Managers	October 2018

**Action Plan for
Transportation Division**

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
1.1.1	Percent of funded PINs required to achieve legislatively-mandated hours of operations for Ports of Entry and safe operations of interior weigh stations	100%
1.2.1	Percent of sections adopting new behavior standards	20%
1.2.2	Develop definition and criteria for exceptional service standards	100%
1.2.3	Contact surrounding states for salary comparison information	100%

Goal 2 – Communicate in All Directions

Implementation Strategies

- 2.1—Improve communications between Programs
- 2.2—Improve communications between management and staff, to include addressing staff reluctance to voice opinion

Action Plan:

Action Plan to Meet Goal	Responsible Person or Group	Timeline for Implementation
2.1.1 Conduct monthly staff meetings in each Department/ Section and quarterly Enforcement Section Zone meetings to improve communication	Area Managers	January 2019
2.1.2 Create a committee to review Division training needs and establish a weekly/monthly luncheon forum where department managers are available for questions & answers	Area Managers	October 2018
2.2.1 Investigate internal/external communication mechanisms to provide relevant information and answer questions to employees and stakeholders	Area Managers	January 2019

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
2.1.1	Number of staff meetings conducted each quarter	4
2.1.2	Percentage of quarters with training events	100%
2.2.1	Number of communication mechanisms researched per fiscal year	2

**Action Plan for
Transportation Division**

Goal 3 – Innovate for the Future

Implementation Strategies

- 3.1—Invest in equipment and tools (e.g., laptops, video conferencing, smart-phone apps)
- 3.2—Improve use of existing equipment

Action Plan:

Action Plan to Meet Goal	Responsible Person or Group	Timeline for Implementation
3.1.1 Work with OMES staff to design and implement necessary improvements to both the IRP and IFTA systems	Area Managers	April 2019
3.2.1 Evaluate business process to facilitate the requirements analysis for the Transportation Database redesign	Area Managers	April 2019
3.2.2 Work with OMES staff to change backup timing of the Transportation Database to coincide with facility schedules to allow for eCitation software functionality	Area Managers	October 2018

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
3.1.1	Percent of IFTA/IRP system priorities with completed needs evaluation	100%
3.2.1	Percent of business processes evaluated per fiscal year	10%
3.2.2	Number of meetings with OMES per fiscal year until appropriate backup timing accomplished	2

Goal 4 – Maximize Efficiency

Implementation Strategies

- 4.1—Reduce redundant processes
- 4.2—Implement safety program to include facilities, parking, employees, and visitors

Action Plan:

Action Plan to Meet Goal	Responsible Person or Group	Timeline for Implementation
4.1 Identify inefficient, irrelevant, outdated and/or obsolete statutes, rules and processes relating to the Program Area jurisdiction. Use division training committee findings to create Division Training Program	Area Managers	April 2019
4.2 Use division training committee findings to create division training program	Area Managers	January 2019
4.3 Work with OMES to establish departmental email boxes for each Section as appropriate	Area Managers	January 2019
4.4 Increase use of field officers to perform railroad crossing inspections and complaint investigations	Area Managers	January 2018

**Action Plan for
Transportation Division**

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
4.1.1	Percent of division related rules reviewed per fiscal year	10%
4.2.1	Percent of targeted training issues addressed each fiscal year	10%
4.3.1	Number of email inboxes established each fiscal year	2
4.4.1	Percentage of inspections and investigations handled with new process	75%

Policy focus areas represent emerging policy issues and initiatives that, while not rising to the level of strategic importance to a Program Area, will require staff attention and resources. Policy focus areas are not linked to a specific Agency-Wide goal; instead they are related to an issue or initiative within an OCC Program Area. Potential policy focus areas for this Program Area are listed below.

Policy Focus Areas

- Weigh Station Improvement Plan
- Pipeline Safety Participation in one-call issues

Action Plan for Oil & Gas Division

Core Area Roles and Responsibilities

The Oil & Gas Division provides information, permitting, investigation, and compliance services to the oil and gas industry, mineral interests, landowners, and the general public to develop the oil and gas resources of the State while protecting the environment and ensuring public safety through regulation of all activities associated with the exploration and production of oil and natural gas.

Goal 1 – Invest in our Workforce

Implementation Strategies

- 1.1—Develop a comprehensive agency and Program orientation process to help new employees learn the overall job process
- 1.2—Improve the use of PMPs which in turn could increase the opportunity for performance pay bonus

Action Plan:

Strategy to Meet Goal	Division/Group Responsible	Timeline for Implementation
1.1.1 Develop organization charts, duty charts, and workflows	OG and Partners	January 2019
1.1.2 Lunch and learn meetings for critical job functions	OG and Partners	July 2018
1.2.1 Provide better job expectations and explanations of the purpose and use for each job family and performance rating	OG	January 2019



**Action Plan for
Oil & Gas Division**

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
1.1.1	Job families with completed documents from Action Plan	80%
1.1.2	Number of meetings held per quarter	3 per quarter
1.2.1	Percentage of employees with completed PMP process assessment	35%

Goal 2 – Communicate in All Directions

Implementation Strategies

- 2.1—Improve communications between Programs
- 2.2—Improve communications between management and staff, to include addressing staff reluctance to voice opinions

Action Plan:

Strategy to Meet Goal	Division/Group Responsible	Timeline for Implementation
2.1.1 Hold quarterly Inter-divisional meetings to review progress of Strategic Plan implementation and discuss other matters of mutual concern	Inter-divisional Team	October 2018
2.2.1 Develop Division Communications Plan-Start with Employee driven input and surveys	OG	June 2019

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
2.1.1	One Inter-divisional meeting per quarter	4
2.2.1	Percent of employees with completed surveys	35%

**Action Plan for
Oil & Gas Division**

Goal 3 – Innovate for the Future

Implementation Strategies

- 3.1—Invest in equipment and tools (e.g., laptops, video conferencing, smartphone applications, safety equipment)
- 3.2—Improve use of existing tools (e.g., equipment, software, etc.)

Action Plan:

Strategy to Meet Goal	Division/Group Responsible	Timeline for Implementation
3.1.1 Identify software and equipment needs for job families (GIS Mapping, Apps, Monitors, safety equipment)	OG and Partners	January 2019
3.2.1 Develop and conduct training on all technical software, systems, and equipment	OG and Partners	October 2018

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
3.1.1	Percent of Job Families with completed assessments	100%
3.2.1	One training session held per month	12

Goal 4 – Maximize Efficiency

Implementation Strategies

- 4.1—Reduce redundant processes
- 4.2—Implement safety Program to include facilities, parking, employees and visitors

Action Plan:

Strategy to Meet Goal	Division/Group Responsible	Timeline for Implementation
4.1.1 Increase E-filing percentage and percent of forms available in electronic format	OG and Partners	June 2019
4.2.2 Review all points of access to Division and sensitive data	OG and Partners	October 2018

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
4.1.1	Percent of documents converted to electronic formats	50%
4.2.2	Percentage of facilities with completed risk evaluation	100%

**Action Plan for
Oil & Gas Division**

Policy focus areas represent emerging policy issues and initiatives that, while not rising to the level of strategic importance to a Program Area, will require staff attention and resources. Policy focus areas are not linked to a specific Agency-Wide goal; instead they are related to an issue or initiative within an OCC Program Area. Potential policy focus areas for this Program Area are listed below.

Policy Focus Areas

- Stabilized funding for critical functions
- Increase resources for seismicity team
- Increase resources for field operations
- Succession planning for critical positions and on-going retirements

Action Plan for Petroleum Storage Tank Division

Core Area Roles and Responsibilities

The Petroleum Storage Tank (PST) Division administers the federal underground storage tank program; enforces State and federal regulations through compliance inspections at storage tank facilities; coordinates corrective action or remediation plans at contaminated sites when a release that occurs from a storage tank system contaminates soil and groundwater in the State; and administers the Oklahoma Petroleum Storage Tank Release Indemnity Fund to assist storage tank owners and operators to meet a federal financial responsibility requirement for damages caused by a leaking storage tank system.

Goal 1 – Invest in our Workforce

Implementation Strategies

- 1.1—Develop a comprehensive Agency and Program orientation process to help new employees learn the overall job process
- 1.2—Improve the use of PMPs which in turn could increase the opportunity for performance pay bonus

Action Plan:

Action Plan to Meet Goal	Division/Group Responsible	Timeline for Implementation
1.1.1 Develop a training Program for new hires in Technical Dept similar to the training Program in place for Inspection Dept (i.e., 6-week training for new hires, satisfaction survey at end of training, and 1 year follow up survey)	PST Technical Manager	December 2018
1.2.1 Utilize PMP process to measure performance for salary assessments, market adjustments, succession planning	PST Managers	Annual
1.2.2 Fill vacancies for FT and temporary positions	PST Managers	As needed
1.2.3 Attend meetings, classes, conferences, seminars, etc. for opportunity to network and exchange ideas with Program staff from other Agencies, State Programs, etc.	PST Managers PST Compliance	Ongoing

**Action Plan for
Petroleum Storage Tank Division**

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
1.1.1	Satisfaction results percentage improvement from orientation and training survey	80%
1.2.1	Percent reduction employee turnover rate	20%
1.2.2	Average number of days to fill vacancies from date of posting	Less than 90%
1.2.3	Staff attending at least one class, conference, meeting, seminar attends each quarter	75%

Completed Strategies under FY 2014-2018 Plan:

- PST has in place a fully developed and documented orientation plan for all new hires. In addition, a 6-week training Program for new fuel inspectors was implemented with a "training satisfaction survey" at the end of the training period. A one-year follow up survey is sent requesting feedback on the effectiveness of the training they received.
- PST developed a "Fuel Inspection Guidelines" training film for new inspectors.
- PST has a fully developed Policies and Procedures Manual updated when rules, policies, or procedures change. Desk processes are documented and staff in critical function areas (e.g., processing Indemnity Fund payments, receipting, etc.) have been cross trained and serve as backups. New hires are provided a copy at orientation with acknowledgement of receipt.

Goal 2 – Communicate in All Directions

Implementation Strategies

- 2.1—Improve communications between programs
- 2.2—Improve communications between management and staff, to include addressing staff reluctance to voice opinions
- 2.3—Improve communications with stakeholders and regulated public

Action Plan:

Action Plan to Meet Goal	Division/Group Responsible	Timeline for Implementation
2.1.1 Participate in Inter-divisional meetings, classes, and training sessions	PST Managers	Ongoing
2.2 Hold quarterly staff meeting, annual and as-needed meetings, and training classes with field staff	PST Staff	Quarterly
2.3.1 Conduct two Technical conferences and at least two public meetings to allow stakeholders the opportunity to participate in the rulemaking process	PST Managers OCC Legal	Aug-Dec
2.3.2 Technical: Survey consultants attending PSTs annual environmental contractors meeting / CEU class Compliance: Survey owners/operators with their annual tank permit invoice Inspection: Random surveys to tank owners after inspection	PST Technical PST Compliance PST Inspection	Technical-October Compliance-Annual Inspection-Monthly
2.3.3 Send stakeholders postcards/email on new rules, forms, processes or other important information. Provide notifications through PST Portal. Expand owner/operator email distribution list. Email staff a copy of all postcards sent out to keep them updated	PST Managers MyConsulting Group	As needed
2.3.4 Conduct compliance training classes for regulated entities	PST Compliance	As needed
2.3.5 TOU site assessment project. Conduct soil sampling at facilities identified as having non-upgraded underground storage tanks that are in temporary out of use status and need to be permanently closed. Soil samples will determine if petroleum contamination is high enough to activate a confirmed release case and responsible person notified of their environmental responsibilities	PST Technical	FY2019

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
2.1.1	Participation in interdivisional meetings, classes, and training sessions	50%
2.2.1	Quarterly meetings held with PST Accounting, Administration, Compliance and Technical departments. Annual meeting held with inspection department staff	100%
2.3.1	Number of public meetings scheduled/held	100%
2.3.2	Annual stakeholder and employee survey results	75%
2.3.3	Annual stakeholder and employee survey results	75%
2.3.4	Annual stakeholder and employee survey results	75%
2.3.5	Percent of storage tank facilities compliant with EPA's Strategic Targeted Activities for Results System (EPA-STARS) Quarterly Report	70%

Completed Strategies under FY 2014-2018 Plan:

- All PST strategies for this goal for FY 2014-2018 were developed/implemented.

Goal 3 – Innovate for the Future

Implementation Strategies

- 3.1—Invest in equipment and tools (e.g., laptops, video conferencing, smart-phone applications, safety equipment)
- 3.2—Improve use of existing tools (e.g., equipment, software, etc.)

Action Plan:

Action Plan to Meet Goal	Division/Group Responsible	Timeline for Implementation
3.1.1 Replace all computers	PST Comptroller	In process
3.2.1 New or replacement equipment, supplies, vehicles, training, classes, seminars, subscriptions, materials, travel and any other unforeseen expenses throughout the fiscal year	PST Comptroller PST Technical Mgr PST Inspection Mgr	Annual review of needs
3.2.2 Implement Indemnity Fund payments through Electronic Funds Transfer	PST Comptroller	In process
3.2.3 Expand PST Portal to allow owners to electronically submit registrations, pay tank fees	PST Administrator/ MyCG	In process
3.2.4 Update Petroleum Information Management System (PIMS) Inspection Application to enhance current functionality and efficiency	PST Administrator/ MyCG	In process
3.2.5 Expand PST Portal to allow the submission of all Compliance forms online	PST Administrator/ MyCG	In process
3.2.6 Expand PST Portal to allow licensees to electronically submit license applications, payments, and renew their license online	PST Administrator/ MyCG	In process

**Action Plan for
Petroleum Storage Tank Division**

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
3.1.1	Percent computers replaced	100%
3.2.1	Percent equipment upgraded	75%
3.2.2	Percent of Indemnity Fund EFT project implemented	100% by end of Q2 FY 2018
3.2.3	Percent of electronic registration forms and payments implemented into PIMS	12% increase each quarter
3.2.4	Percent Inspection Application enhancement project completed	12% increase each quarter
3.2.5	Percent of electronic Compliance forms project implemented into PIMS	12% increase each quarter
3.2.6	Percent of electronic licensee program implemented into PIMS	12% increase each quarter

Completed Strategies under the FY 2014-2018 Plan:

- All PST imaged documents and storage tank information was made available for the public to access online through the PST portal.

Goal 4 – Maximize Efficiency:

Implementation Strategies:

- 4.1—Reduce redundant processes
- 4.2—Develop and implement a comprehensive Safety Program

Action Plan:

Action Plan to Meet Goal	Division/Group Responsible	Timeline for Implementation
4.1.1 Weekly meetings to identify inefficient, irrelevant, outdated, and/or obsolete statutes, rules and processes	PST Managers OCC Legal	Annual
4.1.2 Annual Indemnity Fund audit by an independent auditing firm relating to administration of the Fund, internal control procedures, and the duties and processes performed by PST personnel	PST Comptroller PST Administrator	Annual
4.2.1 Review and revise PST Policies and Procedures as revisions are made to processes in PST Portal, rules, and statutes. Incorporate safety guidelines in manual	PST Managers	Annual

Measures:

Performance Measure Description for Tracked Action Plan	Performance Measure Metric	Annual Goal (Tracked on Quarterly Reports)
4.1.1	Weekly meetings held on rules, statutes and processes	85%
4.1.2	Number of material findings on Petroleum Storage Tank Division annual audit	0 findings
4.2.1	Polices and procedures updated	85%

**Action Plan for
Petroleum Storage Tank Division**

Policy focus areas represent emerging policy issues and initiatives that, while not rising to the level of strategic importance to a Program Area, will require staff attention and resources. Policy focus areas are not linked to a specific Agency-Wide goal; instead they are related to an issue or initiative within an OCC Program Area. Potential policy focus areas for this Program Area are listed below.

Policy Focus Areas

- Uncertainty of federal funds
- Diversion of funds
- Inventory of temporarily out of use (TOU) sites
- Antifreeze inspections