



**OKLAHOMA**  
**Human Services**

# Oklahoma Human Services

**FY 2026 Budget Hearing Presentation**

**Submitted by: Jeffrey Cartmell, Agency Director**

# Jeffrey Cartmell

Agency Director



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**Founded in 1936, Oklahoma Human Services serves as the lead agency in the State of Oklahoma for the following program divisions.**

- 1. Adult and Family Services** – *Distributed \$1.7 billion in SNAP benefits to 934,156 Oklahomans in SFY24.*
- 2. Child Care Services** – *licensed and regulated 3,108 licensed childcare homes & centers in Oklahoma, supporting 42,486 children receiving subsidy in SFY24.*
- 3. Child Support Services** - *Collected and distributed \$303.7 million in child support for Oklahoma families on 153,709 open cases in SFY24.*
- 4. Child Welfare Services** - *Investigated 32,484 cases of abuse and neglect in SFY24.*
- 5. Community Living, Aging and Protective Services** – *In SFY24, more than 7.6 million meals provided through in-home and congregate services; 17,499 investigations of adult abuse, neglect and exploitation.*
- 6. Developmental Disabilities Services** – *In SFY24, 7,389 individuals were served on DDS waivers.*

# Agency Vision, Mission and Core Values

**Vision:** To provide help and offer hope to vulnerable Oklahomans through stronger practices, involved communities, and a caring and engaged workforce.

**Mission:** To promote the safety, independence and wellbeing of Oklahomans.

**Core Values:** Mission focused, Collaboration, Innovation, Excellence & Stewardship.



# Accomplishments

## Top accomplishments for FY 2024 – FY 2025

- 1) The agency had many accomplishments over SFY24 and SFY25 in our CAP and DDS waiver programs. DDS completed all 7 cohorts for DDS waitlist for the 4,993 individuals that entered the waitlist prior to May 2, 2022, and reduced the DDS waitlist from over 13 years to a maximum of 2 years. DDS and CAP initiated the DSP+ program to incentivize recruitment and retention of direct care staff serving persons with developmental disabilities or our aging population. At year end, 94.7% of eligible providers participated with nearly 15,000 incentives paid out. We also implemented provider rate increases of 10% to 25% for services provided to persons with developmental disabilities and the aging population. In CAP, Service Plan Authorization timeframes for ADvantage waiver services have been reduced from 64 calendar days to 9 days; and Clinical Review timeframes from 119 calendar days to 44 days.
- 2) Through the STAR project in Adult and Family Services, savings have been achieved by streamlining service delivery and reducing the need for multiple interactions with customers, which has minimized rework, and decreased processing times. The implementation of the Current system has allowed for more efficient workload distribution, reducing the backlog and lowering the time staff spend on manual case management tasks. Average wait time for benefit applications/renewals reduced to under 7 days, down from an average of 20-30 days, leading to a 30-40% reduction in processing times. Average speed of answer also decreased significantly by 93.1% from August 2023 to August 2024 going from 29 minutes to 2 minutes.
- 3) Food Insecurity Grants were disbursed to more than 150 food programs statewide totaling more than \$20.6 million which allows the recipients to expand capacity to serve more Oklahomans experiencing food insecurity.
- 4) Awarded the first certification for becoming a Hope-Centered Organization. The agency continues to invest time and attention into the Science of Hope and how we can better support Oklahomans with this approach.
- 5) Improved random moment in time study results due to refined questions that drive to the truth, i.e., more accurate reporting which improved Medicaid Administrative Claiming revenue by an estimated \$483,404 per year.



# Accomplishments

## Top accomplishments for FY 2024 – FY 2025

- 6) Child Welfare Services was able to reduce the number of children placed in out of home care from 6,331 on June 30, 2023, to 5,859 on June 30, 2024. The number of children being separated from their families continues to decrease through additional supports provided through communities and natural support systems.
- 7) Invested \$18 million to expand fatherhood programs across the state. These fatherhood programs will help to strengthen families and communities.
- 8) Expanded the Work Ready Oklahoma program, which has proven to be a valuable service in both rural and metro Oklahoma, to 21 total sites across Oklahoma. This program focuses on assisting low-income families to find, get, and keep a good job that will support their families and reduce dependence on safety net services over time.
- 9) Child Support is ranked 5th nationally in statewide paternity establishment percentage; 4th in Medical Orders enforced, 30th (up from 40th in SFY23) in child support arrear collections, and 27th in total collections. In 2024, CSS collected and distributed more than \$300M in child support for Oklahoma families.



# Analysis of Agency Challenges

	Challenge	Current Actions (Briefly describe how the agency is currently addressing the challenge.)	Planned Actions (Briefly describe how the agency plans to address the challenge going forward.)
1	Improving quality of programming and staffing at Robert M. Greer Center.	<p>Brought in consultation from external 3<sup>rd</sup> party to conduct a needs assessment to provide recommendations on best practices and to serve as temporary manager.</p> <p>Staffed the center with 24/7 Oklahoma Human Services personnel. Immediately implemented new abuse and neglect training through nationally-acclaimed team and monitoring for all current and new Greer staff.</p> <p>Added additional support systems to other providers so Greer residents may be successfully moved and served in the community.</p> <p>Reduced census population from 52 to 34 to increase stabilization.</p> <p>Issued RFP for short-term crisis level homes to help alleviate the stress on the ICF/IDD system.</p> <p>Undergoing contract negotiations with potential new operator to replace Liberty.</p>	<p>Continue efforts to reduce the census population to 30 by end of 2024.</p> <p>Continue efforts to expand provider community options.</p>
2	Child Care subsidy has an increased number of children attending the highest Stars level programs causing the funding to be unsustainable long-term.	Ending COVID-related strategies and monitoring all facilities to ensure accurate Stars level assignment.	Finalize market rate survey and analysis to determine new rates as required by the CCDF block grant. Improve communication between the agency, parents, providers, and advocates. Propose emergency rules to address QRIS implementation challenges and reduce expenditures.
3	New Child Care federal rule requiring enrollment-based payment in advance rather than the current attendance-based payment in arrears.	Current system limitations require us to implement a new technology platform that allows enrollment tracking as well as payment in advance. We have identified a vendor and are currently undergoing contract negotiations.	We have sought a 2-year waiver from our federal partners to allow the state time to implement the technology and address statutory, policy, and funding changes that may be necessary to implement the final rule by August 2026.



# Savings & Efficiencies (Current or Planned)

Savings or Efficiency Name	Brief description of how savings were achieved	Savings in Unit of Measurement	FY 2024 (Actual \$ Savings)	FY 2025 (Projected \$ Savings)	FY 2026 (Projected \$ Savings)
Child Welfare Services	Preventive services - State dollar costs saving over foster care.	\$ Dollars	N/A	Cost avoidance not measured	Cost avoidance not measured
Adult and Family Services	Through the STAR project, savings have been achieved by streamlining service delivery and reducing the need for multiple interactions with customers, which has minimized rework and decreased processing times. The implementation of the Current system has allowed for more efficient workload distribution, reducing the backlog and lowering the time staff spend on manual case management tasks. Additionally, with improved First Contact Resolution, fewer follow-ups are required, leading to reduced operational strain and allowing staff to focus on more complex cases.	<p><b>Backlog Elimination:</b> Reduced to zero, allowing AFS to shift capacity toward current case processing, which contributed to a significant reduction in overall processing time and improved service delivery.</p> <p><b>Reduction in Processing Time:</b> Average wait time for applications/renewals reduced to under 7 days, down from an average of 20-30 days, leading to a <b>30-40% reduction in processing times.</b></p> <p><b>Improved Customer Feedback:</b> The STAR project has led to higher customer satisfaction, as reflected in feedback surveys, showing a reduction in negative comments related to wait times and repeat interactions.</p>	N/A	Cost Avoidance not measured	Cost Avoidance not measured



# Savings & Efficiencies (Current or Planned)

Savings or Efficiency Name	Brief description of how savings were achieved	Savings in Unit of Measurement	FY 2024 (Actual \$ Savings)	FY 2025 (Projected \$ Savings)	FY 2026 (Projected \$ Savings)
<p><b>Adult and Family Services</b></p>	<p>The AFS Contact Center gained efficiencies in performance from SFY23 to SFY24. Volume of calls increased significantly from 1,260,806 in SFY23 to 2,086,146 in SFY24.</p> <p>Average handle time in Virtual Eligibility Centers increased from 12 minutes to 17 minutes with enhanced focus on eligibility determination and first contact resolution. General support calls maintained at 8-9 minutes handle time.</p>	<p>Abandoned calls reduced from 29% to 20% in our Virtual Eligibility Centers.</p> <p>Callback option provided 341,598 return calls in SFY23 and increased to 560,858 in SFY24.</p> <p>Average speed of answer also decreased significantly by 93.1% from August 2023 to August 2024 going from 29 minutes to 2 minutes.</p>	<p><b>Cost avoidance not measured</b></p>	<p><b>Cost avoidance not measured</b></p>	<p><b>Cost avoidance not measured</b></p>
<p><b>Real Estate Modernization</b></p>	<p>Real estate modernization efforts are ongoing with plans to close old, outdated facilities after new locations are established. Additionally, the agency is working to provide smaller locations in more areas across the state to better serve our citizens and reduce ownership and maintenance costs.</p>	<p>Started with 2.6M sq ft at annual cost of \$16M. Beginning FY25 we have 1.8M sq ft</p> <p>End Goal 1.6M sq ft of purposeful, intentionally-designed and strategically-located space with annual cost of \$11.5M (fully realized FY26)</p>	<p><b>\$3.5M</b></p>	<p><b>TBD</b></p>	<p><b>TBD</b></p>



# Agency Goals and Key Performance Metrics

Goal		Metric	FY 24 Target*	FY 24 Actuals	FY 25 Target	FY 29 Target
1	Child Welfare Services - Prevention	Percent of children with a CWS case that are served through prevention	50%	38.1%	50%	50%
2	Child Welfare Services - Kinship	Percent of children entering foster care who are placed initially with kin	54%	51.9%	54%	54%
3	Adult and Family Services - SNAP applications	Process SNAP applications in under 30 days	95%	94.2%	95.5%	96%
4	Developmental Disabilities Services – Employment	Percent of individuals working or contributing to their community through supported employment	69%	76.8%	80%	85%
5	Developmental Disabilities Services – Waitlist	Number of clients on DDS wait list after May 2, 2022, awaiting services	N/A	2,529	1,200	0



\* Include the FY 2024 target metrics from the Strategic Plan submitted in 2022.

# Projects for FY 2025

- 1) Continue efforts to work the DDS waitlist for applications received after May 2022 and reduce the maximum wait time to current years applications to become a no-wait state.
- 2) Continue technology modernization efforts to replace outdated legacy applications with more modern technology that will bring efficiencies and automate manual processes.
- 3) Continue efforts on the ARPA legislative initiatives from HB2884 and SB40X.
- 4) Continue Child Welfare efforts to identify and partner with kin for children who must be placed in out-of-home care, away from their family of origin.
- 5) Continue Child Welfare efforts to increase timely permanency for children in foster care.
- 6) Continue Child Welfare efforts to serve more families through prevention services.
- 7) Transition the Medically Fragile Waiver program from Oklahoma Healthcare Authority to Community, Aging, and Adult Protection Services Division in Oklahoma Human Services by January 1st. This program serves people that meet hospital level of care. The agency aims to evaluate opportunities to improve operational efficiency and administration of the program.
- 8) Roll out chip cards for EBT SNAP benefits to help reduce SNAP cloning and skimming.
- 9) Begin efforts to implement new childcare technology system to comply with the new CCDF rule.



# Projects for FY 2026

- 1) Continue efforts to work the DDS waitlist for applications received after May 2022 and reduce the maximum wait time to current years applications to become a no-wait state.
- 2) Continue technology modernization efforts to replace outdated legacy applications with more modern technology that will bring efficiencies and automate manual processes.
- 3) Continue efforts on the ARPA legislative initiatives from HB2884 and SB40X.
- 4) Continue Child Welfare efforts to identify and partner with kin for children who must be placed in out-of-home care, away from their family of origin.
- 5) Continue Child Welfare efforts to increase timely permanency for children in foster care.
- 6) Continue Child Welfare efforts to serve more families through prevention services.
- 7) Implement CMS access rules for critical incident management and grievance tracking.
- 8) Implement Older Americans Act reauthorization rules.
- 9) Implement new childcare technology system to comply with the new CCDF rule.



# Total Historic Actual Expenditures (FY 2020-24) and Current Year Budget (FY 2025)

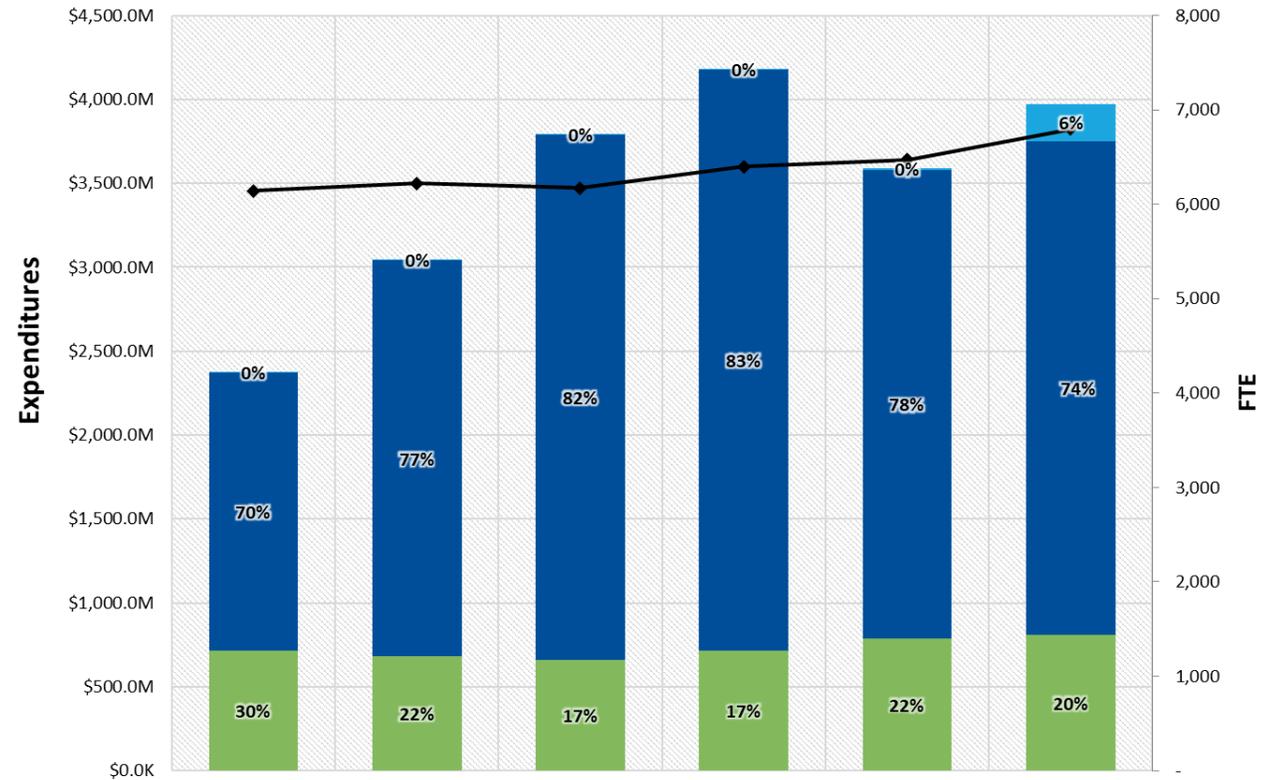
## Explanation of Changes and Trends

The ending of emergency direct assistance payments reduced federal expenditures in 2024.

Expenditures are expected to increase beginning FY2025 to support Developmental Disabilities waitlist elimination and transition into waived services, expanded Aging ADvantage waiver and Senior Nutrition services, Child Care subsidies, TANF modernization project, continuing to modernize outdated technology systems, and ARPA Statewide Recovery Fund projects.

In FY2025, a revolving fund has been established for Developmental Disabilities waived services program which constitutes the increase in the revolving percentage.

### Historic Total Actual Expenditures and Current Year Budget



	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 YTD Budget
Appropriated	\$714.0M	\$679.4M	\$661.2M	\$713.4M	\$784.9M	\$806.4M
Revolving	\$5.1M	\$8.8M	\$5.4M	\$4.9M	\$10.2M	\$222.5M
Federal	\$1,657.7M	\$2,359.9M	\$3,128.6M	\$3,464.4M	\$2,794.8M	\$2,945.4M
Total	\$2,376.8M	\$3,048.1M	\$3,795.2M	\$4,182.7M	\$3,589.9M	\$3,974.3M
FTE	6,143	6,222	6,175	6,397	6,471	6,799



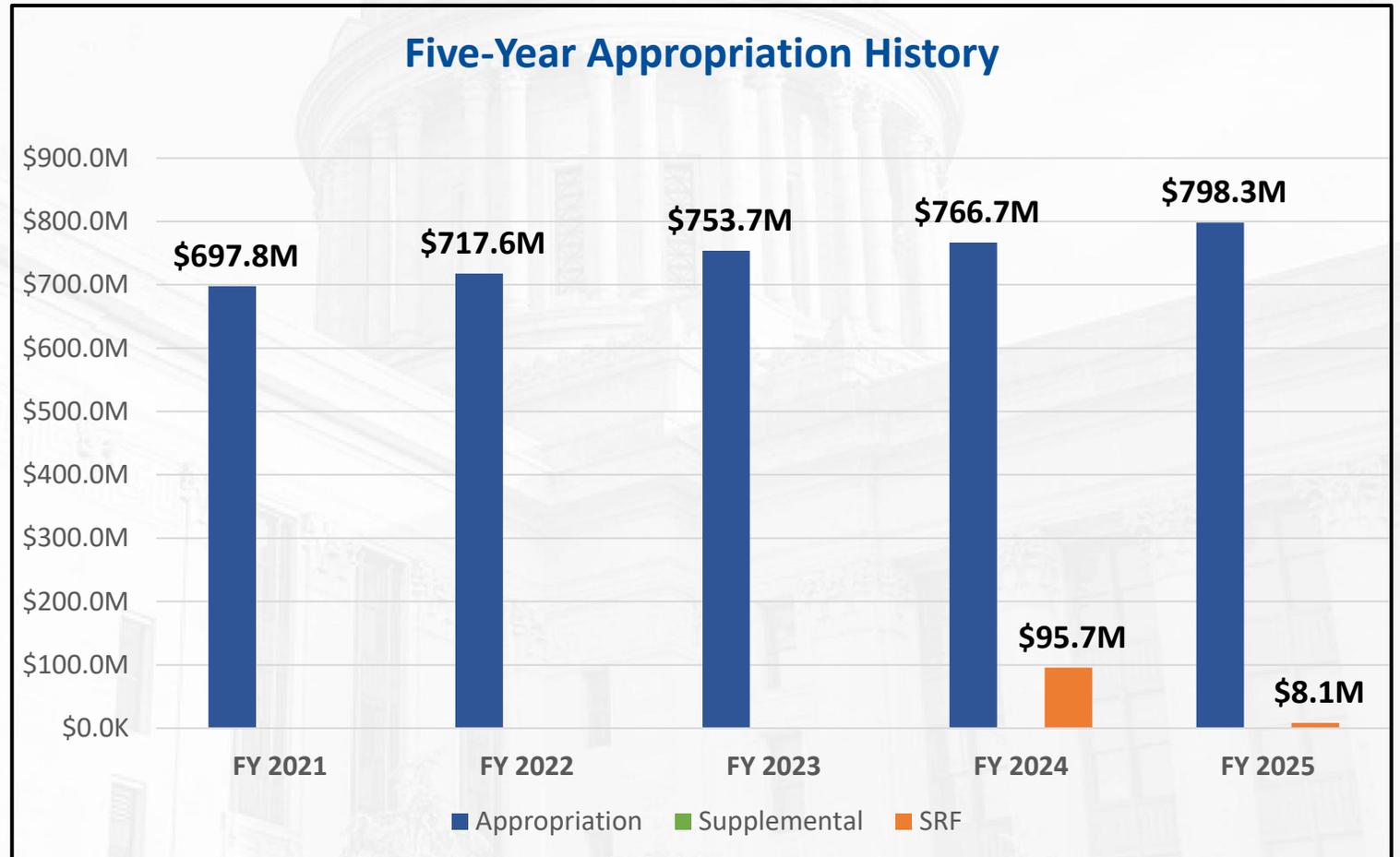


# FY 2025 Budgeted Full Time Equivalents (FTE)

	FY 2025 Budgeted FTE
<b>Total FTE</b>	<b>6,799</b>
<b>Supervisor FTE</b>	<b>1,296</b>
<b>Supervisors to Total FTE Ratio (%)</b>	<b>19.1%</b>
<b>Current Budgeted but Unfilled FTE</b>	<b>522</b>

# Appropriation History

Fiscal Year	Legislated Appropriation (\$) <i>(Includes supplementals and SRF/ARPA if applicable.)</i>
FY 2021	\$713,831,158
FY 2022	\$717,585,502
FY 2023	\$753,682,964
FY 2024	\$862,401,827*
FY 2025	\$806,403,536



\*For FY2024, Oklahoma Human Services received \$759,871,332 out of \$766,731,613 state appropriation, short of \$6,860,281 due to revenue shortfall on appropriated HealthCare Enhancement Fund.



# Financial Resource Analysis

Carryover	FY 2021	FY 2022	FY 2023	FY 2024
Total appropriated carryover amount expended (\$)	\$29,110,936	\$18,423,220	\$21,118,429	\$18,179,827

Historical Cash Balances	FY 2021	FY 2022	FY 2023	FY 2024
Year End Revolving Fund Cash Balances <i>(All Revolving Funds)</i>	\$18,177,654	\$17,361,468	\$16,790,199	\$14,558,330

Revolving Class Fund # <i>(Unrestricted only)</i>	Revolving Class Fund Name <i>(Unrestricted only)</i>	Current cash balance (\$)	Projected FY 2025 year-end cash balance (\$)
#	NONE	\$	\$
#		\$	\$
#		\$	\$
#		\$	\$
#		\$	\$
#		\$	\$
	<b>Total Unrestricted Revolving Fund Cash balance:</b>	\$	\$



*Unrestricted funds are those that are not limited by state or federal law, rule, regulation, other legally binding method, or donor restriction.*

# FY 2023 – 2024 Appropriation Change Review

<i>Purpose of appropriation increase or decrease</i>	<i>Amount FY 2023</i>	<i>Amount FY 2024</i>	<i>Total amount received FY 2023 - 24</i>	<i>Total amount expended by 11/1/2024</i>	<i>Included in FY 2025 approp? (Yes/No)</i>	<i>If not expended fully, please explain.</i>
DDS Waiting List	\$32,500,000	\$32,500,000	\$65,000,000	\$61,931,708	Yes	FY24 was due to the phase in period for new cases transitioned from the waitlist to waiver services. Balance of \$3,068,292 will be carried over and budgeted in FY 2025.
Double Up Oklahoma Bucks (SNAP)	\$1,100,000	\$1,100,000	\$2,200,000	\$2,200,000	Yes	
OCIA Debt Service Change	(\$2,538)	(\$2,538)	(\$5,076)	N/A	N/A	
Senior Nutrition	\$2,500,000	\$2,500,000	\$5,000,000	\$5,000,000	Yes	
Debt Service	\$0	(\$1,351)	(\$1,351)	N/A	N/A	
DDSD waiting list additional to base	\$0	\$10,000,000	\$10,000,000	\$10,000,000	Yes	
Child Advocacy Centers	\$0	\$2,800,000	\$2,800,000	\$2,800,000	Yes	
Senior Games	\$0	\$250,000	\$250,000	\$250,000	Yes	
<b>Totals</b>	\$36,097,462	\$49,146,111	\$85,243,573	\$82,181,708		



*\*Do not include SRF / ARPA appropriation increases.*

# FY 2025 Appropriation Change Review

<i>Purpose of appropriation increase or decrease</i>	<i>Amount of increase or decrease (\$)</i>	<i>Does this need to be included in your FY 2026 appropriation? (Yes/No)</i>	<i>If yes, included in appropriation for same purpose? (Yes/No)</i>	<i>If not included for same purpose, please explain.</i>
DDS/CAP Waivers Provider Rate increase	\$30,502,466	Yes	Yes	
DDSD Waitlist	\$3,000,000	Yes	Yes	
Debt Service	(\$13,572)	N/A	N/A	
Transfer of OCA & Ombuds - SB1709	(\$1,902,425)	N/A	N/A	
	\$			
	\$			
	\$			
	\$			
<b>Total adjustment</b>	<b>\$31,586,469</b>			



*\*Do not include SRF / ARPA appropriation increases.*

# Budget & Supplemental Incremental Request Summary

Request Name		FY 2026 Incremental Appropriation Request Amount (\$) <i>{or FY 2025 for Supplementals}</i>	Type of Request: Recurring, One-time, or Supplemental
1	FMAP Increase	\$7,762,004	Recurring
2	Waiver Increase	\$15,000,000	Recurring
3	OCA Transition	(\$1,247,620)	One-time
4	LTCO Transition	(\$144,019)	One-time
5			

# (1) Incremental Budget Request

<b>Name of Request: Federal Medical Assistance Percentage (FMAP) Increase</b>	
Type: Recurring	\$ Incremental Amount Requested for FY 2026: \$7,762,004
The agency provides waived services to a variety of populations to help achieve the agency mission. As the Federal match rate changes, this changes how much state dollars would be needed to match the federal rate.	



# (2) Incremental Budget Request

<b>Name of Request: Waiver Increase</b>	
Type: Recurring	\$ Incremental Amount Requested for FY 2026: \$15,000,000
<p>The agency provides waived services to vulnerable populations. The legislature increased the provider rate for waived services. The legislature funded \$30,502,466 via SB 1137, and DHS was asked to use existing cash to fund \$15,000,000 for SFY25. This amount was to be appropriated going forward in SFY26.</p>	



# (3) Budget Request

<b>Name of Request: OCA Transfer</b>	
Type: Reduction	\$ Amount Requested for FY 2026: (\$1,247,620)
SB 1709 transferred the Office of Client Advocacy to the Department of Health. The remaining balance to be transferred to OSDH is \$1,247,620.	



# (4) Budget Request

<b>Name of Request: LTCO Transfer</b>	
Type: Reduction	\$ Amount Requested for FY 2026: (\$144,019)
SB 1709 transferred the Long-term Care Ombudsmen to the Attorney General's office. The remaining balance to be transferred to the AG's office is \$144,019.	

