



FLORIDA GOVERNMENT EFFICIENCY TASK FORCE

2024-2025 Final Recommendations

Secretary Pedro Allende, *Chair*
Mr. Tarren Bragdon, *Vice Chair*

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TASK FORCE OVERVIEW

Approved by voters in 2006 by an amendment to the Florida Constitution, and first established in 2007, the Government Efficiency Task Force (Task Force) is required to meet every four years for the purpose of developing recommendations to improve governmental operations and reduce costs. Following its passage, the amendment was further implemented through section 11.9005, Florida Statutes. By law, the Task Force must submit its recommendations within one year of being established to the Legislative Budget Commission, the Governor, and the Chief Justice of the Supreme Court.

Governor Ron DeSantis, Senate President Kathleen Passidomo, and Speaker of the House Paul Renner appointed the following individuals to serve on the 2024-2025 Task Force:

Appointed by Governor Ron DeSantis:

- Mr. Pedro Allende, *Secretary, Florida Department of Management Services*
- Mr. Tarren Bragdon, *CEO, Foundation for Government Accountability*
- Mr. Eric Hall, *Secretary, Department of Juvenile Justice*
- Mr. Sal Nuzzo, *Executive Director, Consumer Defense*
- Mr. Jason Weida, *Secretary, Agency for Health Care Administration*

Appointed by Senate President Kathleen Passidomo:

- Senator Ben Albritton, *President Designate and Florida State Senator, 27th District*
- Senator Colleen Burton, *Florida State Senator, 12th District*
- Senator Jason Brodeur, *Florida State Senator, 10th District*
- Senator Ed Hooper, *Florida State Senator, 21st District*
- Senator Daryl Rouson, *Florida State Senator, 16th District*

Appointed by House Speaker Paul Renner:

- Representative Alex Andrade, *Florida State Representative, 2nd District*
- Representative Demi Busatta, *Florida State Representative, 114th District*
- Representative David Smith, *Florida State Representative, 38th District*
- Representative Cyndi Stevenson, *Florida State Representative, 18th District*
- Representative Allison Tant, *Florida State Representative, 9th District*

Secretary Allende was elected Chair and Mr. Tarren Bragdon was elected Vice Chair on February 2, 2024. On June 25, 2024, Secretary Allende appointed a working group to study the Long Range Program Plan (LRPP), an annual report on agency planning, budget, and accountability processes over five-years. Mr. Bragdon was appointed the Chair and appointments also included Senator Hooper, Representative Smith, Secretary Weida, and Mr. Nuzzo.

THE LONG RANGE PROGRAM PLAN

In LRPPs, each State agency provides its strategic goals and objectives over five-years. LRPPs have been statutorily required since 2000. Each LRPP provides agency justifications for budget requests, and it outlines future priorities and policies. Section 216.013, Florida Statutes, requires the LRPP encompass the following:

- The agency mission.
- The goals established to accomplish the mission.
- The objectives developed to achieve state goals.
- The trends and conditions relevant to the mission, goals, and objectives.
- The agency programs used to implement state policy and achieve goals and objectives.
- The program outcomes and standards to measure progress toward program objectives.
- Performance measurement information.
- Legislatively approved output and outcome performance measures.
- Performance standards.
- Prior-year performance data.
- Proposed performance incentives and disincentives.

Agencies conduct an annual SWOT (strengths, weaknesses, opportunities, threats) analysis, which is utilized in developing the LRPP. The SWOT analysis helps agencies ensure their goals and objectives align with state priorities of the Governor. The analysis also helps set realistic performance measures and standards, improve outcomes, and foster stakeholder trust and collaboration, helping each agency fulfill its mission. Agencies must also maintain an approved list of performance measures and standards. If these are not met, agencies must explain the deficiencies. Agencies can change performance measures through the budget amendment process.

In practice, there are many drawbacks and challenges to state agencies in developing their LRPP, and those are listed below along with general recommendations that would provide more flexibility, simplifying processes, focusing on outcomes, and making plans interactive.

DRAWBACKS TO THE LRPP

1. Length and Complexity

LRPPs often include excessive detail, making it difficult for stakeholders to act upon. The detail overwhelms readers by obscuring key insights for informed decision-making.

2. Rigidity and Inflexibility

Agencies may struggle to adapt to rapidly changing circumstances or emerging issues due to the fixed, five-year timeline. Legislative and agency leadership changes can also alter priorities, resulting in LRPPs that do not reflect current needs.

3. Resource Intensive

The LRPP process is also resource-intensive, demanding significant time and effort from agency staff to develop, implement, and monitor, especially at smaller agencies with limited staff and resources.

4. Alignment and Coordination Issues

It can be difficult to ensure that LRPPs align with broader state goals and the plans of other agencies. The difficulty can lead to misalignment, which can include overlapping objectives, gaps, or even conflicting strategies. Because inter-agency coordination can be too difficult, some agencies may become siloed.

5. Performance Measurement Challenges

It is often difficult for agencies to identify performance metrics that are both meaningful and measurable. This can result in either overly-simplistic or excessively-complex indicators. Agencies risk focusing on metrics that are easy to track rather than those that measure meaningful progress and outcomes.

6. Implementation and Monitoring

Agencies may struggle to fully implement and monitor their strategic plans due to constraints such as insufficient funding or staffing shortages. This gap between the planning phase and day-to-day operations can result in strategic plans that are less actionable.

GENERAL RECOMMENDATIONS AND IMPROVEMENTS

1. Improve Flexibility

Rather than adhering strictly to the five-year planning horizon, agencies could benefit from a more dynamic updating process. This may involve revising plans regularly based on new information. Agencies should update plans annually or bi-annually for more adaptable long-term strategic planning.

2. Simplify Processes

Simplifying the development and reporting processes would reduce administrative demands and free up resources for service delivery. To continuously improve efficiency, agency planning should include a system for capturing lessons-learned and best practices from each planning cycle to aid with future planning cycles.

3. Shift Focus to Outcomes, not Outputs

Performance measures should focus on meaningful outcomes rather than easily-measured outputs. To further support this shift, a modular reporting system could be developed, allowing different audiences, such as lawmakers and policy experts, to access the level of detail most relevant to their needs.

Addressing these issues would significantly enhance the effectiveness of LRPPs in Florida. As previously mentioned, these recommendations would introduce more flexibility, simplifying processes, focusing on outcomes, and making plans interactive, agencies could better respond to changing conditions, improve performance, spend more time meeting their agency's core mission, and ultimately meet strategic objectives.