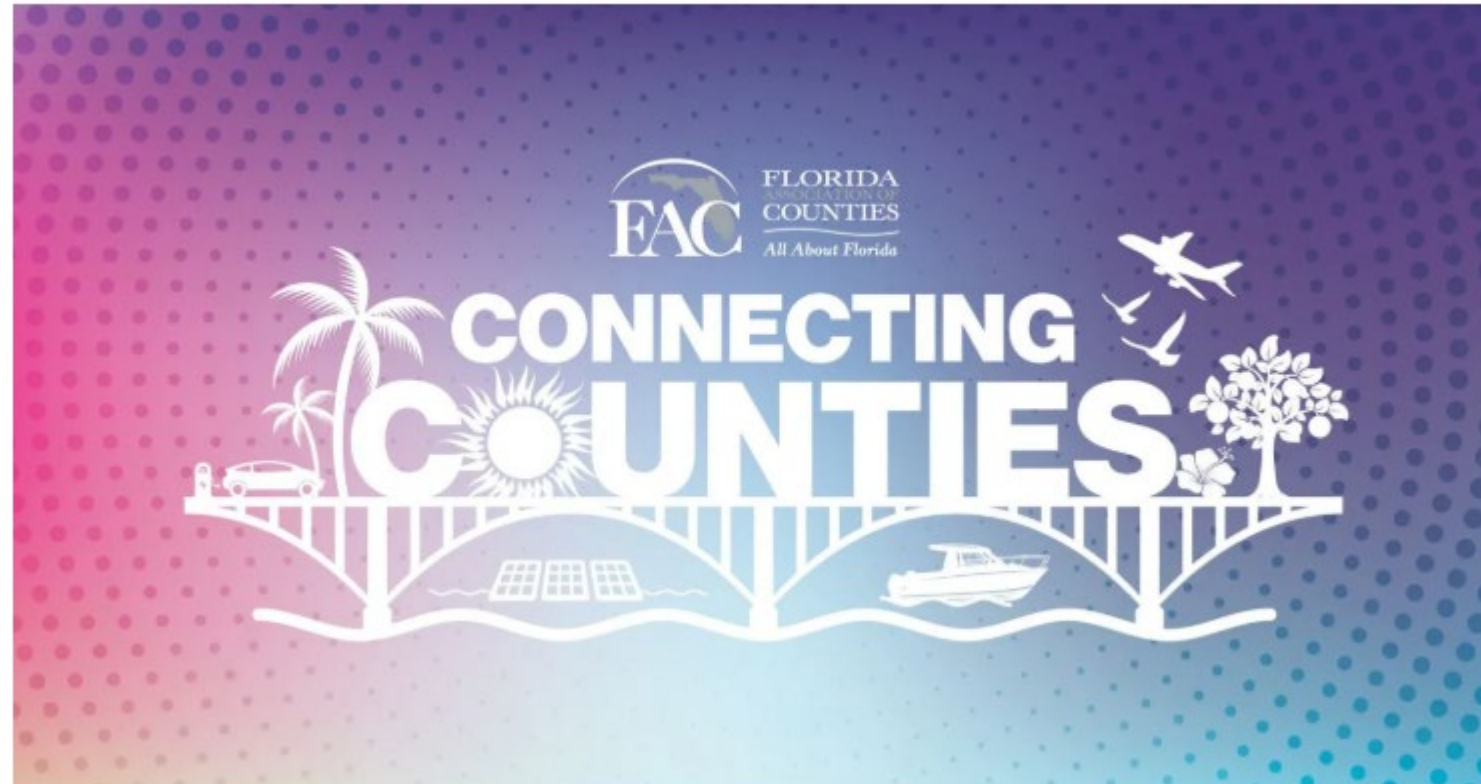




EXECUTIVE OFFICE OF THE GOVERNOR  
DEPARTMENT OF GOVERNMENT EFFICIENCY



## A Look at Florida DOGE

Wednesday, June 25

Workshop - A Look at Florida DOGE

3:45 PM - 5:15 PM - Orange B



# Agenda

- Why are we here? a/k/a, Why DOGE?
- DOGE and EOG DOGE
- Sidebar: Example
- The road ahead



# Introduction

Eric J. Soskin, DOGE Team Lead



- U.S. Department of Transportation, 2021-2025
  - Inspector General
- U.S. Department of Justice, 2006-2020
  - Counsel to the Assistant Attorney General
  - Senior Trial Counsel

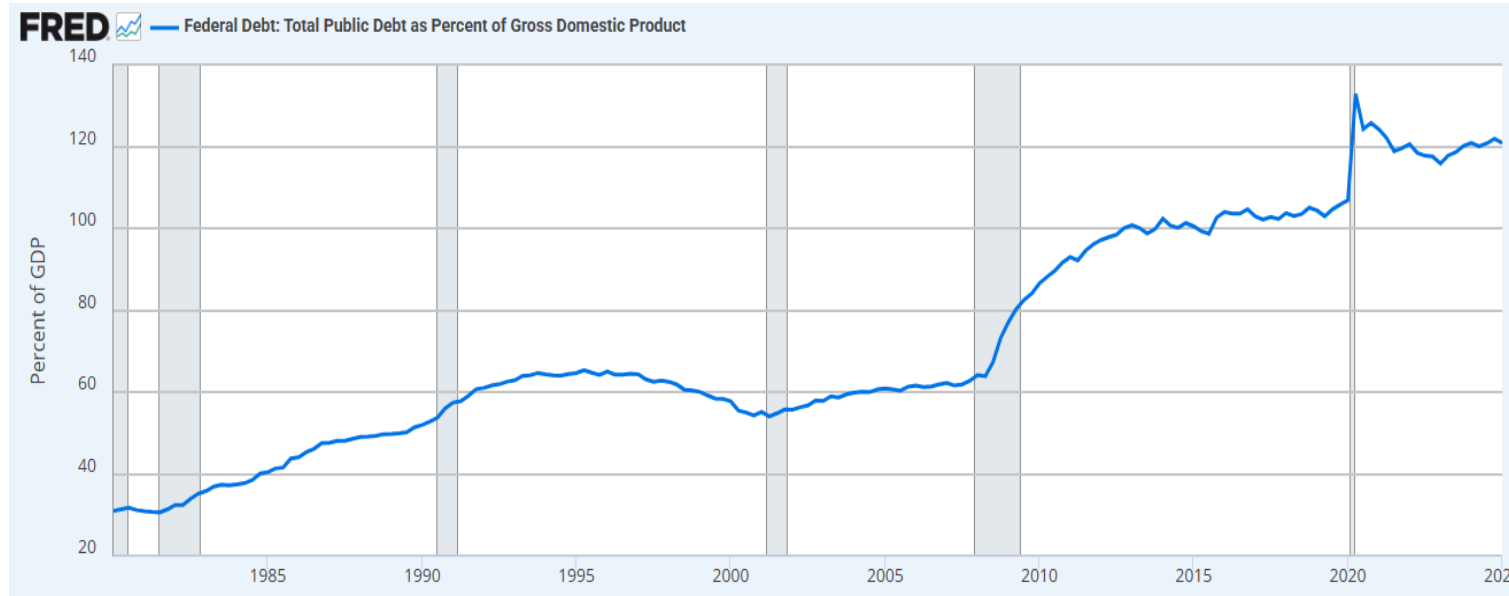


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# Why DOGE?

“If something cannot go on forever, it will stop.”

2025



**Department of Government Efficiency**

The people voted for major reform.



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# DOGE – the why

**“Florida was DOGE before DOGE was cool.”**

*Since 2019*



- Lowest ratio of state government workers to population
- 41% of Florida’s historic tax-supported debt paid down
- #1 ranked state in which to start a business
- #1 ranked state economy
- #1 ranked state in education freedom

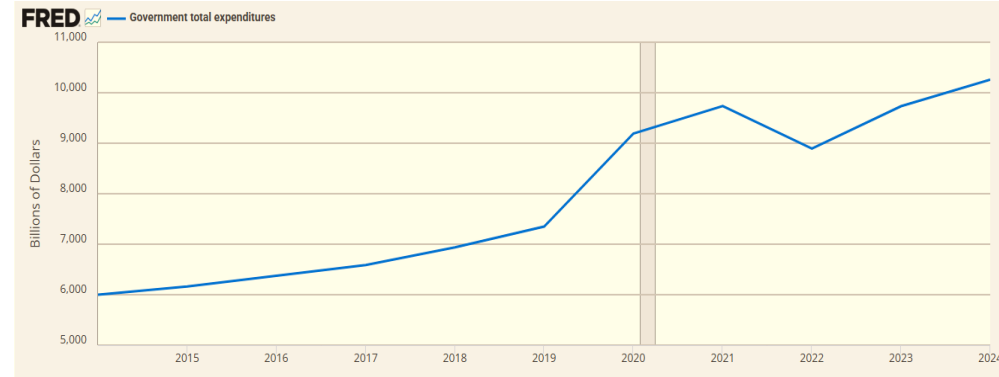


# DOGE – the why

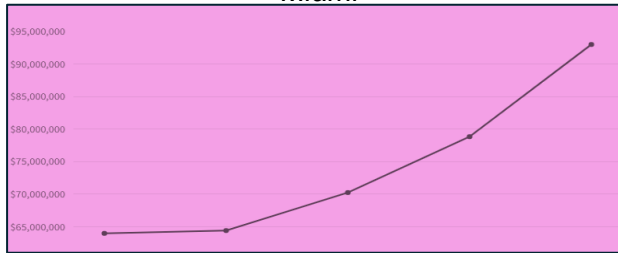
Government spending is up...

...not only at the federal level...

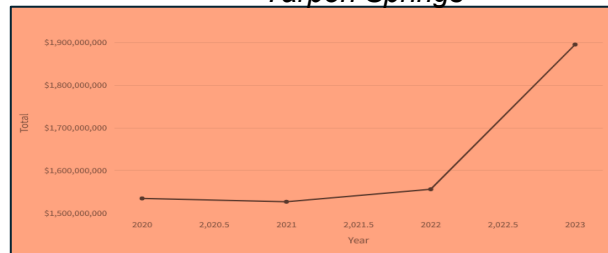
United States



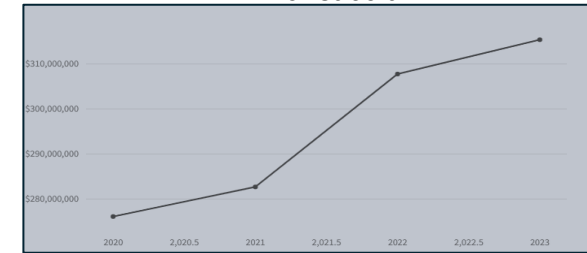
Miami



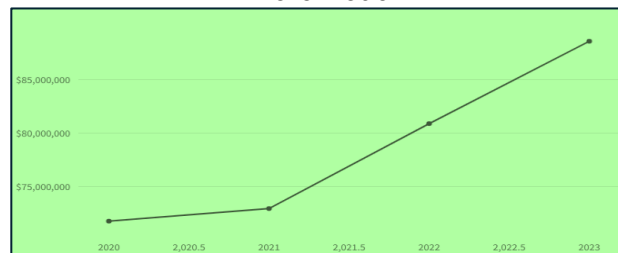
Tarpon Springs



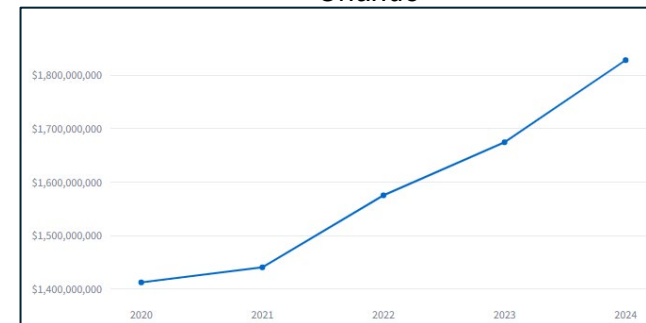
Pensacola



Vero Beach



Orlando







# DOGE – the why

## ...but taxpayers see setbacks, not successes...

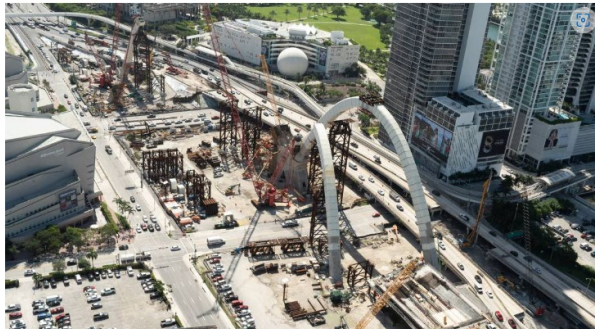
Miami Herald

NEWS SPORTS IMMIGRATION POLITICS OPINION GAMES OBITUARIES CAREERS BANKING GUIDES

### Construction on I-95, I-395 and SR 836 is causing detours. How long will it last?

By Joanne Haner

Updated August 30, 2024 1:25 PM



The Dolphin Expressway project, which was expected to top off in 2021, is now expected to reach completion in late 2027 at a cost \$38 million more than originally

#### CREATIVE VILLAGE PROJECT

### Orlando City Council approves 12-year delay in Creative Village completion

BY MASSIEL LEYVA AND JACLYN HAROLD | ORLANDO  
UPDATED 3:36 PM ET FEB. 24, 2025



ORLANDO, Fla. — The Orlando City Council on Monday voted unanimously to extend an agreement for completion of

State halts work on  
\$154M Medicaid IT  
contract

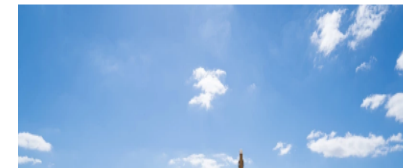
## Despite historic funding for Everglades restoration, work falls behind schedule

WLRN Public Media | By Jenny Staletovich

Published November 8, 2024 at 6:00 AM EST



▶ LISTEN • 1:30

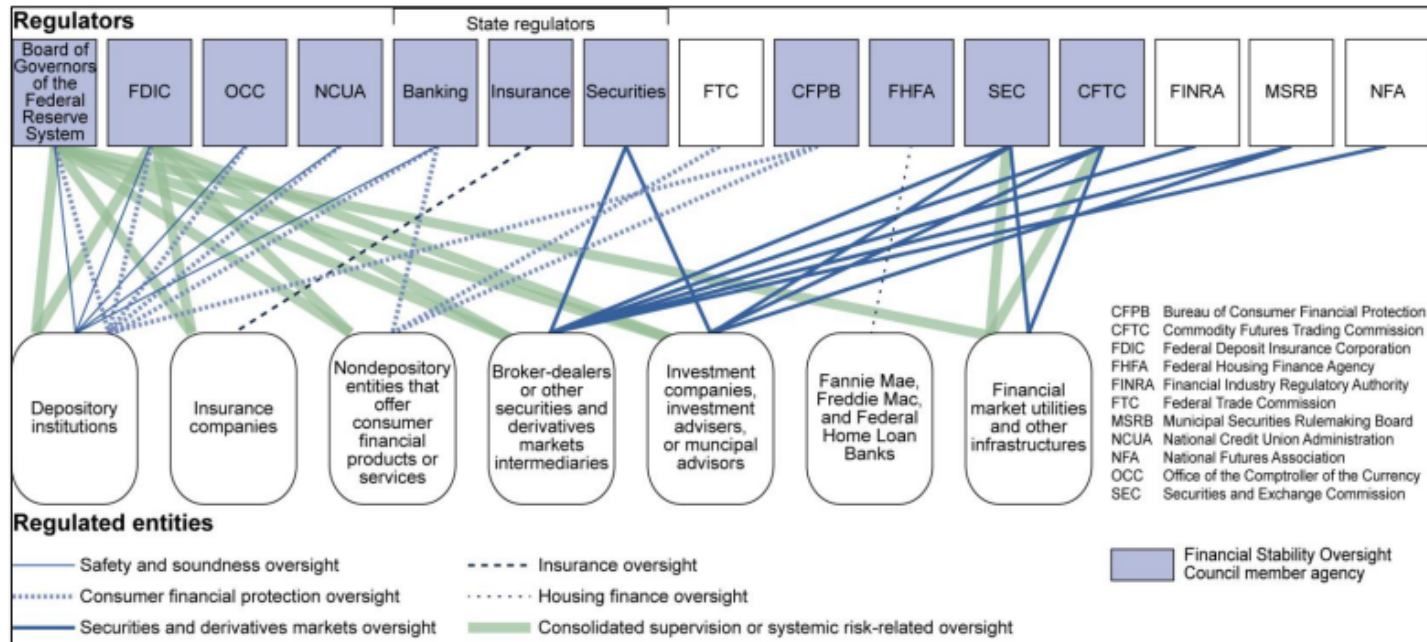




# DOGE – the why

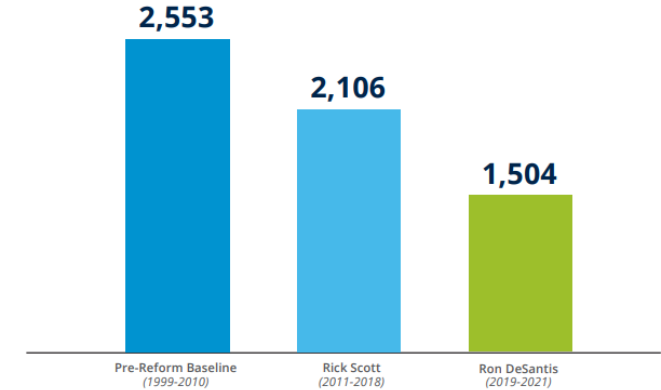
## ...and feel the weight of government intrusions...

Figure 1. Regulatory Jurisdiction by Agency and Type of Regulation



### NEW REGULATIONS ARE DECLINING IN FLORIDA

Average number of new proposed regulations per year



Source: Joint Administrative Procedures Committee







# DOGE – the why

...while indoctrination has eroded the public trust.



# ESG

In 2007, leading scientists in the US and UK predicted that the Arctic would be ice-free before the summer of 2013.

Arctic summers ice-free 'by 2013'



CLEANTECH INVESTING

How ESG Investing Can Produce Higher Returns with Less Risk

# Public Health

The Mask Mandates Did Nothing.  
Will Any Lessons Be Learned?

Feb. 21, 2023,  
7:00 p.m. ET





# Agenda

- Why are we here? a/k/a, Why DOGE?
- DOGE and EOG DOGE
- Sidebar: Example
- The road ahead



# What is DOGE?

**At its core, DOGE is good government.**

- Streamlining operations
- Reducing wasteful spending
- Delivering services effectively
- Eliminating programs that conflict with voters' priorities, are outdated, or are ineffective
- Ensuring the existence of controls against fraud
- Rebuilding the people's trust by demonstrating common sense



# Why do we need DOGE right now?

## **Answer 1: We always need DOGE.**

- Unlike in the private sector, there is no routine yardstick available to tell a government activity whether its expenses or activities are excessive
  - Particularly in an era of peace and prosperity
- Almost every service can be improved by increasing expenditures: a zealous effort to “do x better” will likely lead to a large increase in cost
  - But government cannot give without taking from another – there is no “free lunch”

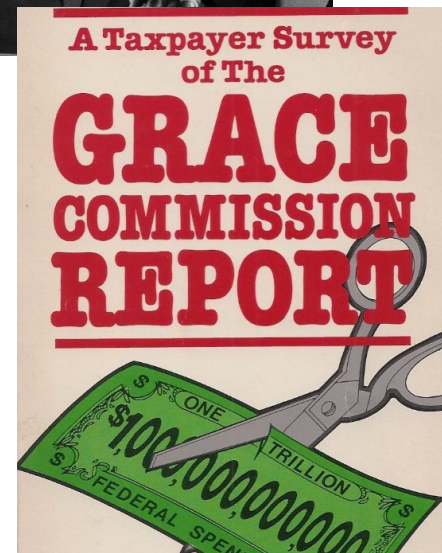
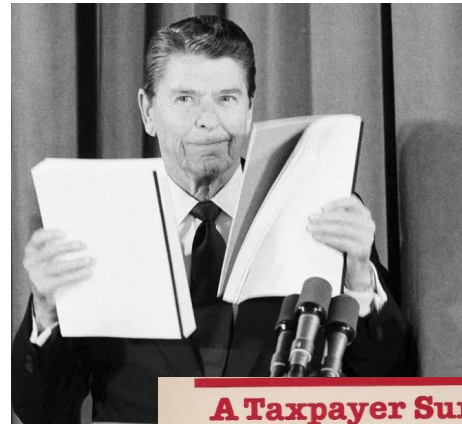
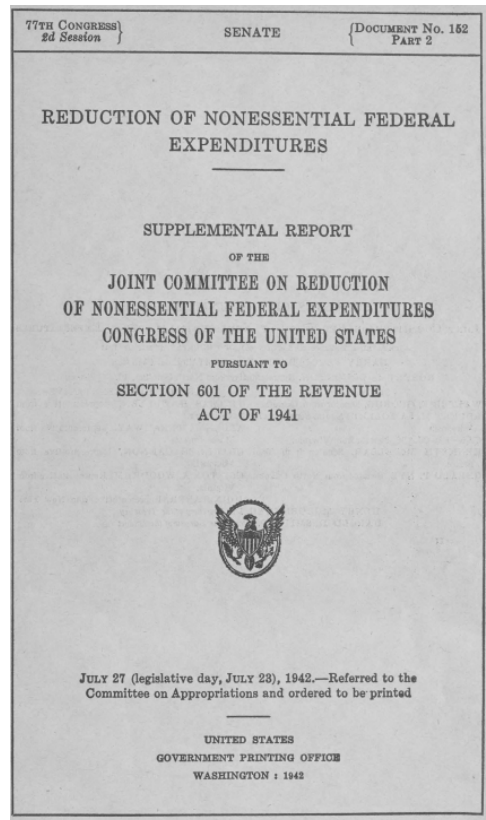


**Over time, even well-intentioned governance will paralyze the efforts of creativity, genius, and entrepreneurship that have made America, freedom, and enterprise succeed.**



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# DOGE of the past

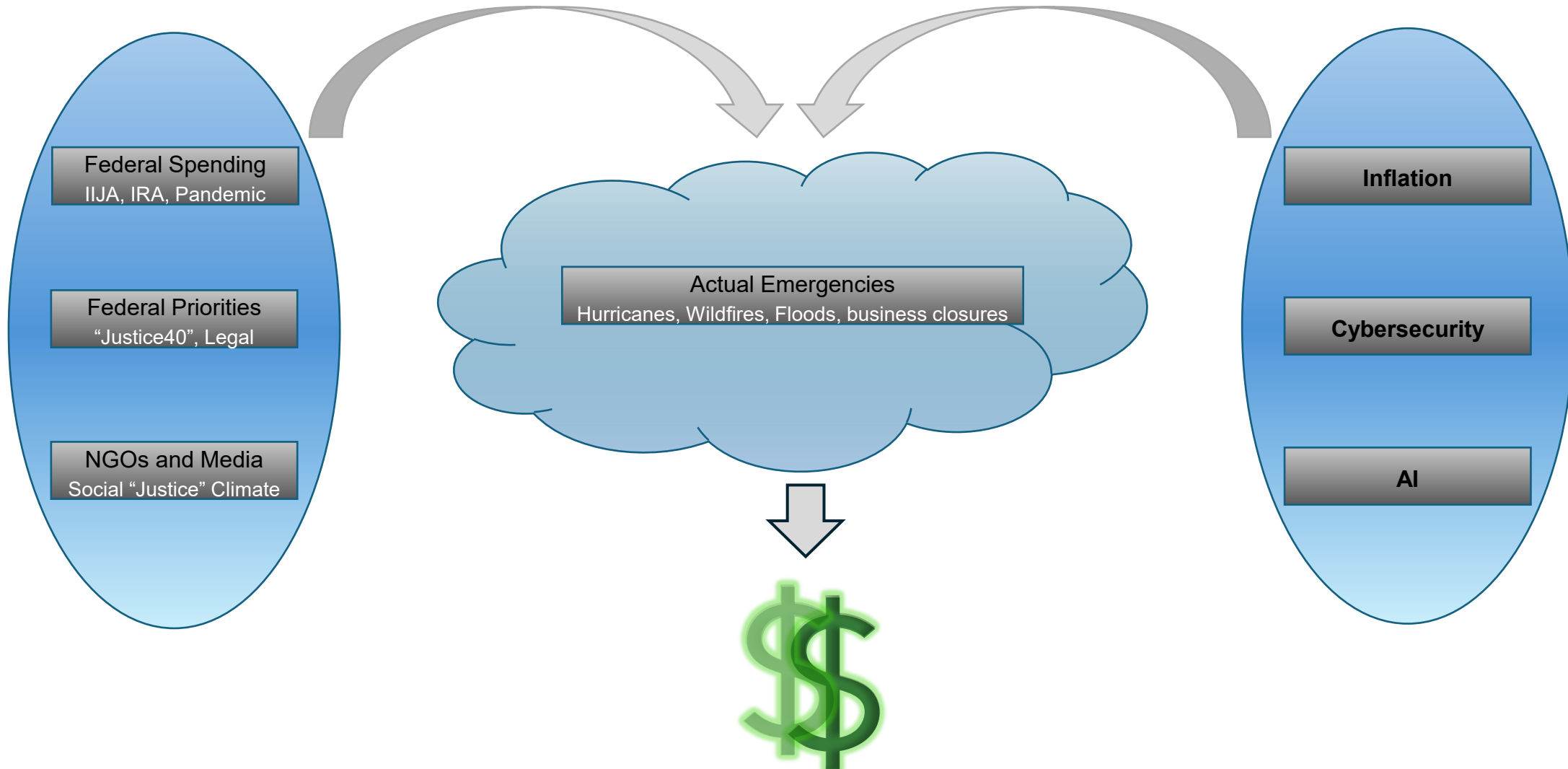






# Why do we need DOGE right now?

**Answer 2: In the 2020s, “Everything Has Been an Emergency”**





# DOGE Legal Framework

## STATE OF FLORIDA

### OFFICE OF THE GOVERNOR EXECUTIVE ORDER NUMBER 25-44

(Ensuring Government Efficiency)

**WHEREAS**, state and local governments should be efficient, effective, transparent, and responsive and should be held accountable for achieving these goals; and

**WHEREAS**, fiscal accountability is necessary to ensure good government and to minimize financial burdens on the taxpayer; and

**WHEREAS**, all levels of government should continue to work to eliminate unnecessary and inappropriate spending; and

Section 1. There shall be established within the Office of Policy and Budget in the Executive Office of the Governor (EOG) an EOG DOGE Team. The EOG DOGE Team shall be responsible for (1) ensuring compliance with this Executive Order; (2) using publicly available information to identify and report unnecessary spending within county and municipal governments; (3) coordinating with the Board of Governors of the State University System of Florida and the State Board of Education to identify and eliminate unnecessary spending, programs, courses, staff, and any other inefficiencies within the State University System and the Florida College System; and (4) recommending legislative reforms to promote efficiency, maximize productivity, and eliminate waste in state and local government. The EOG DOGE Team

### SB 2502: Implementing the 2025-2026 General Appropriations Act

Section 124. In order to implement Specific Appropriations 2423 and 2424 of the 2025-2026 General Appropriations Act:

(1) The Office of Policy and Budget within the Executive Office of the Governor may:

(a) Conduct a review of the functions, procedures, and policies currently in effect for any local governmental entity, local governing authority, or unit of local general-purpose government, as those terms are defined in s. 218.31, Florida



# EOG DOGE – Governor DeSantis’s Framework

## Coordinating Across Three Areas of Focus

### What

- State Agencies
  - Internal DOGE teams to recommend reforms, technology improvements, and unnecessary spending
- Higher Education
  - Spending
  - Compliance with law
  - Value for Floridians
- County and Municipal Governments
  - Public information
  - Augmented by cooperation

### How

- Technology-driven
- Lean
- Temporary
- Recommendations to Governor, state legislature, local governments, state education leaders,



# EOG DOGE – Statewide Enthusiasm

## COMMITTED

### COUNTIES

- BAY
- CHARLOTTE
- CITRUS
- CLAY
- COLLIER
- COLUMBIA
- DESOTO
- DUVAL
- ESCAMBIA
- GADSDEN
- GILCHRIST
- HAMILTON
- HILLSBOROUGH
- HOLMES
- INDIAN RIVER
- JEFFERSON
- LAKE

### • LEVY

- LIBERTY
- MARION
- NASSAU
- PINELLAS
- PUTNAM
- SANTA ROSA
- SARASOTA
- SUWANNEE
- TAYLOR
- UNION
- WAKULLA
- WALTON
- WASHINGTON

### MUNICIPALITIES

- ALTAMONTE SPRINGS
- APALACHICOLA

### • ARCHER

- CLEARWATER
- COCOA BEACH
- COCONUT CREEK
- DEFUNIAK SPRINGS
- EL PORTAL
- ESTERO
- FLAGLER BEACH
- FORT MYERS
- FREEPORT
- GREEN COVE SPRINGS
- GREENVILLE
- GROVELAND
- HAVANA
- HIALEAH
- HOMESTEAD
- LAKE MARY
- LAKE WORTH BEACH

### • LYNN HAVEN

- MADEIRA BEACH
- MELBOURNE BEACH
- MIAMI
- OCEAN RIDGE
- PALM COAST
- PALMETTO BAY
- PIERSON
- PONCE DE LEON
- SAFETY HARBOR
- SAINT AUGUSTINE BEACH
- SANIBEL
- VERO BEACH
- WEST MIAMI



FOLLOW @DOGEFLA FOR UPDATES

UPDATED 05.09.25



# DOGE – Section 124

## Augments and Accords With EO 25-44

### What: Local Government Entities

- Review . . . Any local governmental entity, governing authority, or unit, for:
- DEI activities
- Overspending, waste, fraud, abuse, mismanagement
- Duplication or redundancy

### How: Additional Legal Authorities

- Review of records: financial, contracts, programs, expenditures, personnel standards, position responsibilities, training materials, etc.
- Access to personnel, subject matter experts, physical premises, data systems
- Penalties for non-compliance
- Cooperation remains the norm

Nothing shall preclude the Office of Policy and Budget from engaging in additional activities in support of its duties under this section, including encouraging or receiving cooperation from a local government. This section expires July 1, 2026.





# EOG DOGE: Selected Priorities

- Areas of significant or rapid spending growth
- Contracting activities
- Activities in support of wrong, unlawful, or anti-scientific ideologies
- Spending on activities that are trendy or low-ROI
- Unnecessary use of taxpayer funds to support NGOs
- Subsidized competition with private enterprise
- Audit compliance
- Performance metrics: Measuring the right things, correctly



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# EOG DOGE is just one component.

Florida should be a beacon for America... and you can help make it happen.



## **DOGE is good government**

- Deliver the essential services and protections that local governments can and should provide
- With little complexity
- Easy accessibility
- Using minimal resources
- Equally to everyone in compliance with the law



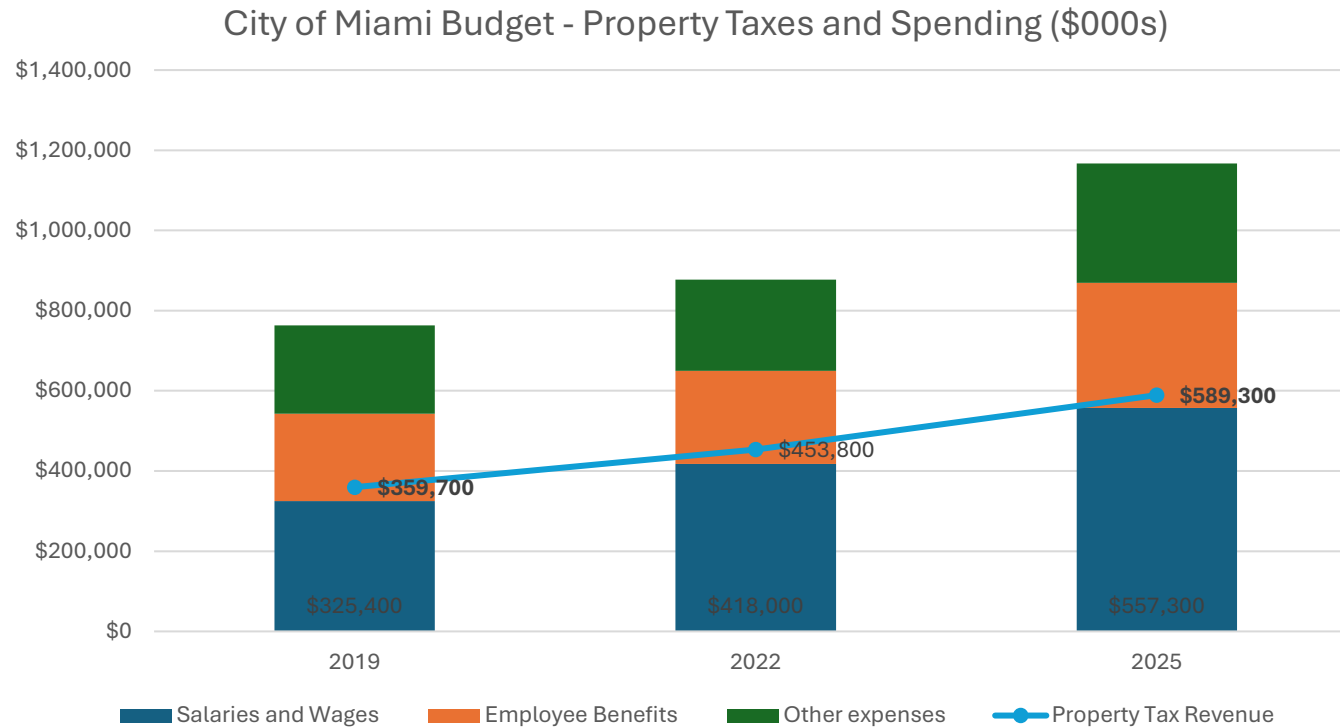
# Agenda

- Why are we here? a/k/a, Why DOGE?
- DOGE and EOG DOGE
- Sidebar: Example – public information
- The road ahead



# For example...

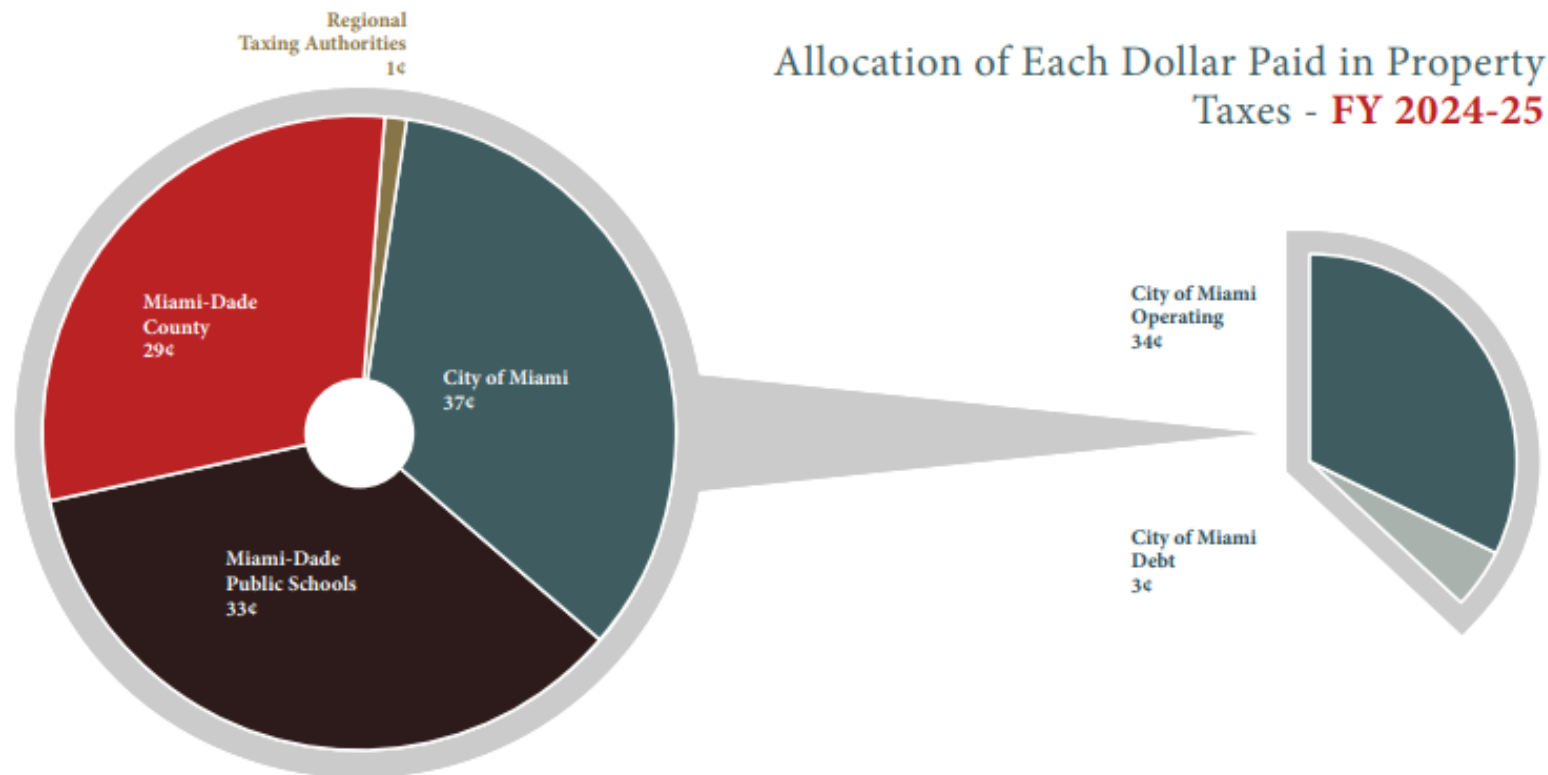
**Miami is the State’s most globally-recognized city and at the heart of the largest county and metro area.**





# For example...

Residents feel the bite of those property taxes... and not just from the city's spending.







# City of Miami

**Miami's employment picture typifies Americans' feelings about the extent of government.**

Public Employers	
Name	Number of Employees
Miami-Dade County Public Schools	33,477
Miami-Dade County	25,502
Federal Government	19,200
Florida State Government	17,100
Jackson North Medical Center	9,797
City of Miami	4,710
Florida International University	3,534
Homestead AFB	3,250
Miami VA Healthcare System	2,500
Miami Dade College	2,390

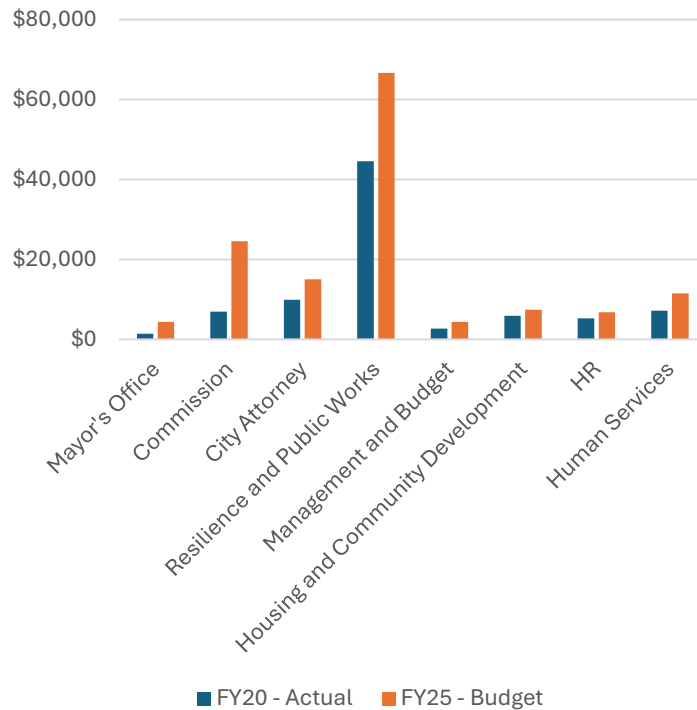
Private Employers	
Name	Number of Employees
University of Miami	12,818
Baptist Health South	11,353
American Airlines	11,031
Carnival Cruise Lines	3,500
Miami Children's Hospital	3,500
Mount Sinai Medical Center	3,321
Florida Power and Light	3,011
Royal Caribbean Cruises	2,989
Wells Fargo	2,050
Bank of America Merrill Lynch	2,000



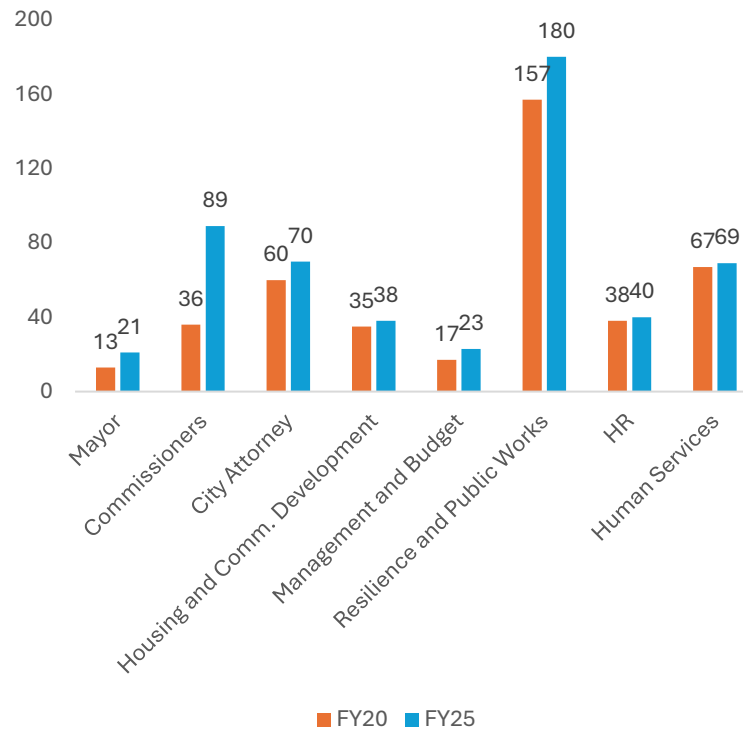
# City of Miami

**City employment has grown significantly... but budgets have grown much faster.**

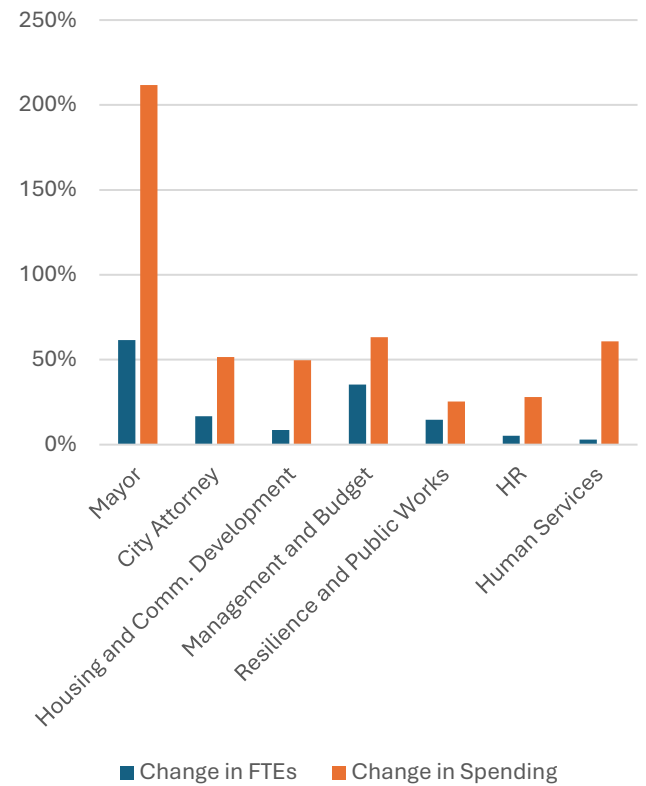
City of Miami Departmental Spend  
\$000s



City of Miami - Department FTEs



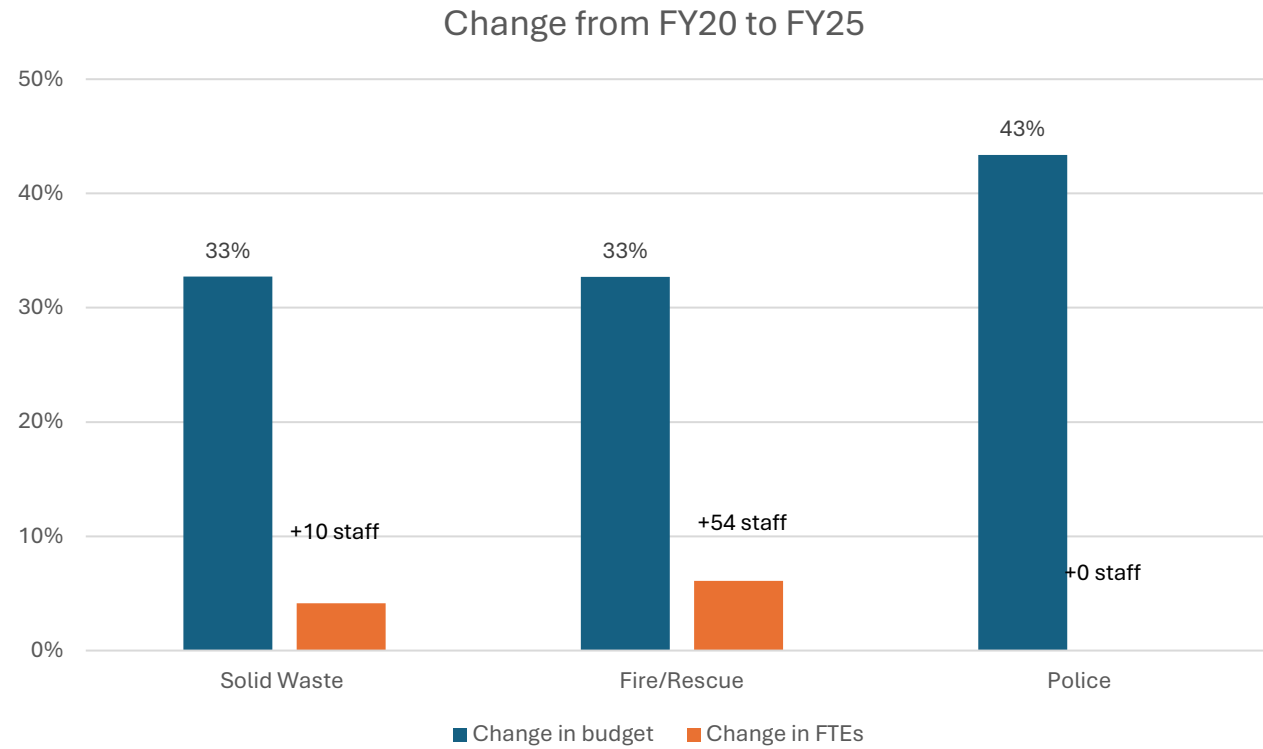
Percentage Change from FY20 to FY25





# City of Miami

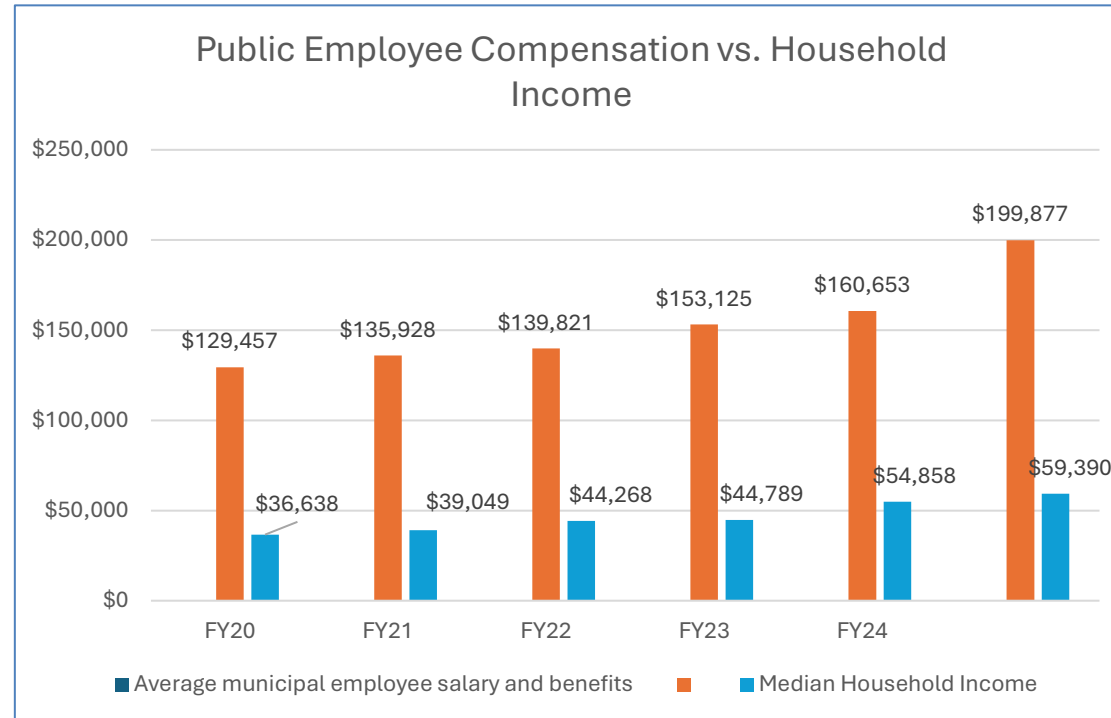
The same is true for frontline workers.





# City of Miami

**Public employee compensation has been a major driver of budget growth, and the public sees it.**





# City of Miami

## Many programmatic priorities in DEI, climate, and transportation that don't serve the public

### Strategic Planning

- Many strengths, but ideologically infused

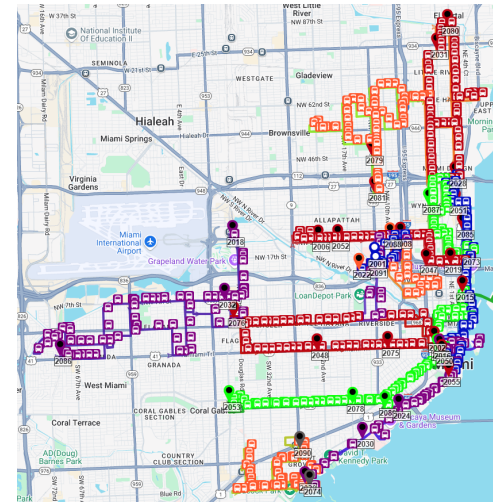
#### PRIORITY AREA: 2. RESILIENCE

- 2.1.2 Quantify the City's impact on climate change.
- 2.5.3 Integrate resilience, sustainability, and equity considerations into large development projects.

Bolster small businesses by requiring new projects to include women and minority entrepreneurs and local businesses.

### Capital Spending

- Trendy capital spending that drives future operating costs



Miami Trolley System

Park Public Wi-Fi Installation - Phase I	
Fi Installation - Phase I	
	\$1,500,000
of Funding	\$1,500,000

Outdoor wi-fi

40-P-18-0192 Citywide Neighborhood Speed Reduction Signage	
40-B183615	
Installation of approximately 2,300 speed signs (25 MPH) Citywide by Miami Dade County January 8, 2018.	
Contribution from General Fund	\$1,062,175

Scooter Pilot Program	\$1,671,000
-----------------------	-------------

\$15M for bicycle lanes

"Vision Zero"

- Greenhouse Gas Emissions Inventory:** The City conducts Greenhouse Gas (GHG) Emissions Inventories biennially in order to track progress towards its 60% reduction in GHG emissions by 2035 and carbon neutrality by 2050 goals. The City released its report detailing Citywide and Government Operations emissions for 2019 and 2021 in December 2023. The City is currently finalizing its inventory for 2023.
- Miami Forever Climate Ready – Extreme Heat Plan:** The City spent the 2024 Heat Season finalizing the City's Extreme Heat Plan. The Office of Resilience and Sustainability incorporated public comments received over a 3-month period and final feedback from internal departments to develop an action plan and response protocol to address chronic extreme heat.

Climate ideology

### Operating Funds

- Low value grant spending
- Pricey pay increases

The increase in Regular Salaries and Wages is due in part to a six percent across the board increase (GF \$89,000), an average of five percent salary increase for all non-bargaining employees (GF \$83,000), and an additional six percent across the board increase (\$94,000), as aligned with the increases in the contract with AFSCME Local 1907, not including the Mayor \$266,000 (GF).





# City of Miami

## Performance metrics can be improved.

- Not comprehensive
- Set to be easily met
- Measures don't align with goals
- Unclear consequences for failure

DEPARTMENT GOAL(S)				
Streamline the Architecture and Engineering Procurement process.				
Average processing time for RFP/RFQs (A&E) (days)	115	98	102	125

DEPARTMENT GOAL(S)				
Complete all work orders within 25 days.				
Average time for completion of property maintenance work orders (days)	2.0	1.3	1.4	4

DEPARTMENT GOAL(S)				
To sustain above – average satisfaction on our survey results.				
Customer Satisfaction Survey: satisfied responses (percent)	99	99	99	100



# Agenda

- Why are we here? a/k/a, Why DOGE?
- DOGE and EOG DOGE
- Sidebar: Example – public information
- The road ahead



# Looking forward

## **EOG DOGE: Implementing legislative direction.**

- Targeted follow-up data requests
- Integrating public data with requested data
- Interviews for deeper understanding
- Additional focus areas
  - Training
  - Contracting
  - How are savings and efficiencies put to use?



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# Looking forward

**EOG DOGE ↔ Counties/Municipalities.**



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DEPARTMENT OF GOVERNMENT EFFICIENCY

**HOW TO DOGE YOURSELF:  
The Florida DOGE Guide for Local Jurisdictions**





# Looking forward

## Regulatory reform.

- Deregulation should be on the DOGE agenda at all levels
  - Federal
  - State
  - County and municipality





# Looking forward

## Regulatory reform

- Federal
  - EOG DOGE will be highlighting opportunities for the federal government to roll back regulatory burdens on Floridians
- State
  - Addressing regulations that are not cost-effective or are unnecessary is on our agenda.
  - We welcome input from local jurisdictions on specific regulatory reform efforts that would assist the jurisdictions and their citizens
- Local – FL encourages:
  - Streamline permitting and licensing processes
  - Adopt one-stop processes, online systems, and “express” approaches for common tasks
  - Eliminating redundant or outdated regulations
    - Emulate federal “repeal-to-issue” requirement
    - Schedule periodic reviews
    - Solicit public feedback
    - Business closure reviews







# Looking forward

## Benchmarking Tool: Automated Analysis Using LoggerX Dataset

### Municipal Spending Analysis

Compare your municipality's spending patterns with similar-sized cities across Florida. Choose your analysis approach to get started with data-driven insights.

#### Base Analysis

Quick overview using 6 primary object codes

- ✓ Personnel Services
- ✓ Operating Expenditures
- ✓ Capital Outlay
- ✓ Debt Service
- ✓ Grants & Aids
- ✓ Other Uses

Start Base Analysis

#### Detailed Analysis

Comprehensive review using all account codes

- ✓ 100+ Account Categories
- ✓ Granular Comparisons
- ✓ Department-Level Analysis
- ✓ Advanced Visualizations
- ✓ Detailed Benchmarking
- ✓ Export Reports

Start Detailed Analysis

#### Base Analysis

Municipality Name

Enter city or town name

Population

0

#### Total Budget Spending

Enter total spending amounts. Per-person calculations will be computed automatically.

Personnel Services

\$ 0

Operating Expenditures/Expenses

\$ 0

Capital Outlay

\$ 0

Debt Service

\$ 0

Grants and Aids

\$ 0

Other Uses

\$ 0

Generate Analysis Report

Reset Form

#### Detailed Analysis

Municipality Name

Enter city or town name

Population

0

Personnel Services

Operating Expenditures

Capital Outlay

Debt Service

Grants & Aids

Other Uses

#### Personnel Services Account Codes

Legislative

\$ 0.00

Executive

\$ 0.00

Financial And Administrative

\$ 0.00

Comprehensive Planning

\$ 0.00

Other General Governmental Services

\$ 0.00

Law Enforcement

\$ 0.00

Water/Sewer Combination Services

\$ 0.00

Road And Street Facilities

\$ 0.00

Parks And Recreation

\$ 0.00

Legal Counsel

\$ 0.00

Fire Control

\$ 0.00

Protective Inspections

\$ 0.00



# Looking forward

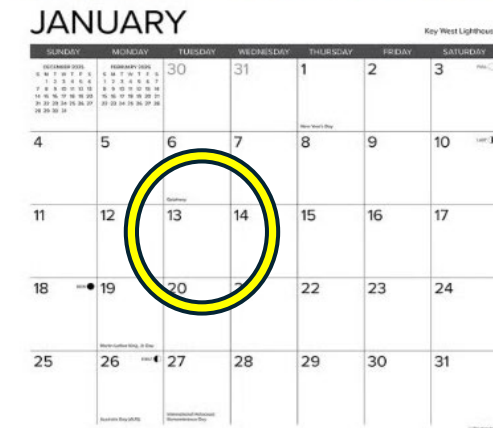
## **Shared Services.**

- Exploring opportunities to facilitate offerings to smaller counties and municipalities from the vendors that service the largest jurisdictions



# Looking forward

DOGE Reports: Sept. 30, 2025 and Jan. 13, 2026





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# Questions

