

## EXECUTIVE ORDER 26-03

**WHEREAS**, Missourians demand and deserve a state government that operates with the discipline and efficiency of a high-performing enterprise while expecting their elected leaders to be good stewards of taxpayer dollars; and

**WHEREAS**, a state government that promotes efficiency and accountability while eliminating outdated practices and burdensome regulations is a government that returns value to taxpayers and advances economic growth; and

**WHEREAS**, Missouri's identity is rooted in an entrepreneurial spirit that demands a state government operating at the speed of business, and it is a priority of this administration to ensure that these principles of innovation and agility are embedded within every facet of state operation; and

**WHEREAS**, the Governor and all state leaders have an obligation to manage state funds with the utmost discipline, ensuring that every expenditure is prioritized to achieve the best return on investment for the people of Missouri; and

**WHEREAS**, Missourians justifiably expect state government to deliver on core responsibilities through effective governance without burdensome intrusions into their personal and professional lives; and

**WHEREAS**, one of my first actions as Governor was establishing a government efficiency effort, including by signing Executive Order 25-13 to establish strict standards for the rulemaking process among Missouri's 17 Executive Departments to ensure rules are limited in nature, easy to navigate and understand, and not overly burdensome; and

**WHEREAS**, I also instructed my Executive Cabinet to dedicate a minimum of eight hours per month to directly engaging with and soliciting input from respective department stakeholders to inform best practices and improve citizen engagement with their government; and

**WHEREAS**, continuously identifying opportunities to reduce spending, increase efficiency, and streamline government operations is, and will continue to be, a top priority of this administration; and

**WHEREAS**, efficient and effective government helps maintain taxpayer trust in their democratic institutions, encourages and supports a vibrant economy, and improves quality of life for Missourians across the state; and

**WHEREAS**, section 37.010.4, RSMo, mandates that the Commissioner of Administration shall work with other departments of the executive branch to promote economy, efficiency, and improved service in the transaction of state business; and

**WHEREAS**, achieving operational excellence requires a strategic partnership across all executive departments to identify efficiencies and modernize the delivery of services.

**NOW THEREFORE, I, MIKE KEHOE, GOVERNOR OF THE STATE OF MISSOURI**, by virtue of the authority vested in me by the Constitution and laws of the State of Missouri, do hereby order:

### **I. MISSION AND SCOPE**

1. This Order formalizes the **Missouri Government Responsibility, Efficiency, Accountability, and Transformation (Missouri GREAT)** initiative to promote efficiency, accountability, and transparency through the elimination of outdated, unnecessary, and costly state programs and practices.
2. To facilitate high-level participation and implementation across the executive branch, there is hereby created an internal **Missouri GREAT** Operational Task Force ("Task Force"). All departments, commissions, and agencies ("departments") of the executive branch under the authority of the Governor shall participate in this task force.

### **II. THE MISSOURI GREAT OPERATIONAL TASK FORCE**

1. Pursuant to the statutory framework of section 37.010.4, RSMo, the Commissioner of the Office of Administration ("Commissioner") shall lead this effort to ensure economy and improved service in the transaction of state business. The Commissioner or his or her designee, shall work in close consultation and coordination with the Director of Operational Excellence and designees from the Office of the Governor, to implement this Executive Order across the executive branch.
2. To ensure comprehensive representation and executive-level authority, each department director or commissioner shall designate two representatives to serve on the Task Force:
  - a. one senior-level official with decision-making authority to serve as the department's representative; and
  - b. the department's operational excellence coordinator who is responsible for process improvement, performance management, or continuous improvement functions within the department.

Designated individuals shall have sufficient authority and expertise to contribute meaningfully to the work of the Task Force and implement recommendations within their respective departments.

### III. DEPARTMENT-LED OPERATIONAL EVALUATIONS

Moving state government at "business speed" shall be the guiding principle of this effort. To move state government at business speed, departments must undertake a comprehensive review of service delivery models to identify and eliminate systemic bottlenecks for constituents. Each Executive Department is charged with evaluating its own internal operations. Task Force members within each department shall conduct rigorous assessments in the following areas:

1. Government Efficiency and Constituent Experience
  - a. Departments shall actively incorporate feedback from customers, citizens, and business owners to identify systemic bottlenecks across departments, prioritize operational improvements and modernize and streamline interactions.
  - b. In accordance with Executive Order 25-13, departments shall identify and recommend the elimination of outdated or overly burdensome regulations and statutes that impede private business growth or complicate constituent interactions.
  - c. Identify and recommend a plan to eliminate boards and commissions across state government that are outdated, duplicative, no longer serve the intended purpose, or have not established a quorum in more than two years.
2. Fiscal Stewardship and Resource Optimization
  - a. Departments shall conduct a comprehensive review of its programs to ensure they are fulfilling their statutory objectives while advancing the strategic mission of the Administration.
  - b. Departments must utilize these data-driven pillars—Activity, Quality, Impact, and Efficiency—to identify performance gaps, reallocate resources to high-performing initiatives, and recommend the termination of programs that cannot demonstrate a measurable impact or a sustainable return on investment for the taxpayers of Missouri.
  - c. Departments shall conduct a systematic review of all expenditures—including personnel costs, overhead, third-party contracts, subcontracts, and subgrants—to determine whether these obligations should be terminated, modified, or renegotiated to better align with strategic goals.
3. Government Innovation
  - a. Departments shall utilize objective performance metrics and direct feedback from customers, citizens, and the Missouri business community to drive continuous improvement.
  - b. Departments shall explore innovative solutions and modernized software to enhance how government services are provided and increase the reliability and speed of service delivery.
  - c. Departments are encouraged to explore Artificial Intelligence (AI) applications to automate routine tasks, provided that any such initiative adheres strictly to the safety and security standards established in **Executive Order 26-02**.
  - d. The Task Force shall adopt a tactical business solutions model, pairing department leaders with Missouri business experts to solve specific operational challenges using private-sector best practices.

### IV. PURPOSEFUL BUSINESS SOLUTIONS PARTNERSHIP

To ensure business interaction is tactical and result-oriented, the Task Force shall implement a Business Solutions Model:

1. The Department of Economic Development (DED) and the Department of Higher Education and Workforce Development (DHEWD) shall serve as primary strategic partners to the Task Force to align efficiency efforts with the state's economic and workforce goals.
2. When the Task Force identifies a systemic operational challenge (e.g., improving call centers or online portals), the Commissioner or designee shall work with DED and DHEWD to identify and invite Missouri business leaders with specific expertise in that sector to provide tactical recommendations. The Task Force shall pair department leaders who have demonstrated excellence in specific operations with these business experts to develop actionable proposals to streamline government.
3. To ensure the **Missouri GREAT** effort remains responsive to the Missouri economy, the Task Force shall invite input from a **Business Speed Advisory Group**, to be named by the Governor, to proactively identify challenges and recommend areas for state government innovation. This engagement shall solicit direct input from the business community regarding perceived administrative hurdles or programs that act as barriers to economic growth.

### V. FISCAL RESPONSIBILITY AND REPORTING

To ensure recommendations are actionable and maintain the state’s fiscal health, all proposals must be prioritized based on Return on Investment (ROI) and feasibility.


1. By **September 1**, the Task Force shall provide the Office of the Governor with a draft report of findings, improvements, and prioritized recommendations.
2. An annual report summarizing the Task Force’s actions and finalized recommendations shall be submitted to the Missouri Senate and House of Representatives Committees on Government Efficiency by **December 31**.



IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson, on this 13th day of January, 2026.

  
MIKE KEHOE  
GOVERNOR

ATTEST:

  
DENNY HOSKINS  
SECRETARY OF STATE