



July 28, 2025

Dear Mayor Deegan,

The Florida DOGE team, in partnership with Chief Financial Officer (CFO) Blaise Ingoglia and the Office of Policy and Budget (OPB), has identified Jacksonville for further review and an on-site visit. Although Jacksonville has taken steps in recent years to reduce millage rates on residents, rising property values have pushed annual property tax collections up by over \$400 million since 2020 – a 57% increase. This growing burden on property owners far outpaces inflation and the modest growth in population over that time.

Having entrusted their governments with the power to tax, the citizens of Florida have a right to expect that their elected officials will spend the collected funds responsibly and on truly necessary programs. Through the DOGE effort, Governor DeSantis has charged us to identify and report on excessive spending at the city and county level, and the citizens of Florida have responded with enthusiasm. We are commissioning this review to better understand the spending being undertaken, and opportunities for improvement in Jacksonville.

In exercise of the Governor's authority under Article 4, Section 1(a) of the Florida Constitution, the Chief Financial Officer's authority under ss. 17.04 and 17.05 Florida Statutes, and the Office of Policy and Budget's authority under the Laws of Florida, chapter 2025(199), Section 124, we hereby request access to your city's physical premises, data systems, and responsive personnel, as detailed below our signatures, on August 7, 2025 and August 8, 2025 at your City Hall and such other locations that you identify as necessary to comply with these requests.

Please reach out to the Florida DOGE team and OPB by August 1 to provide us with an on-site contact for those dates, and to pose any questions regarding this request, at 850-759-2440 or EOGDOGE@laspbs.state.fl.us. We understand that a DOGE committee has also been created in Jacksonville, so please have a member reach out as well.

Responses to the information requests below may be provided at the time of the requested access, or may be provided electronically in advance by contacting us for access to a secure electronic portal to which documents and other types of data may be uploaded.

You should note that financial penalties may accrue for your failure to comply with each of the following requests for access on those dates.



EXECUTIVE OFFICE OF THE GOVERNOR
DEPARTMENT OF GOVERNMENT EFFICIENCY

Sincerely,

Eric Soskin

Senior Advisor to the
Governor and DOGE
Team Lead

Executive Office of
Governor Ron DeSantis

Blaise Ingoglia

Chief Financial Officer
State of Florida

Department of Financial
Services

Leda Kelly

Director, Office of Policy
and Budget

Executive Office of
Governor Ron DeSantis

SPECIFIC REQUESTS

For each of the following topic areas, you are requested to make available: (i) the information and documents described; (ii) access to the data systems containing such information and documents; and (iii) individuals with appropriate expertise to describe the city's activities and decisions

Topic: Procurement and Contracting

Request No. 1: Policies, procedures, rules, and legal requirements for procurements or contracts in excess of \$10,000.

Request No. 2: A list of all procurements and contracts in excess of \$10,000,

Request No. 3: All records of bid solicitations, vendor selections, and contract documents for procurements or contracts responsive to Request No. 2.

Request No. 4: All information supporting the determination of the reasonableness of pricing for procurements or contracts responsive to Request No. 2.

Request No. 5: A listing of all sole source procurements or contracts in excess of \$10,000.

Request No. 6: For all sole source procurements or contracts responsive to Request No. 5, the sole source procurement justification form and all other information supporting use of a sole source procurement.

Request No. 7: For all sole source procurements or contracts responsive to Request No. 5, all information supporting a determination that the pricing was fair and/or reasonable.

Request No. 8: All reviews and reports on the timeliness of work authorizations, notices to proceed, change order approval, billing, invoicing, and payment.

Topic: Personnel Compensation

Request No. 1: The amount of regular pay, overtime pay, bonuses, and other cash compensation for all employees from FY 19-20 to present.

Request No. 2: All rules, procedures, and guidance at the department-wide level or above regarding promotions, step or level increases, or bonuses from FY 2019-20 to the present.

Request No. 3: A list of all decisions to provide department-wide or city-wide salary increases or bonuses from FY 2019-2020 to the present.

Request No. 4: For all decisions responsive to Request No. 3, any analysis conducted of the costs of such increases, alternatives, and projections of future associated costs and how such costs would be paid.

Request No. 5: Individuals with appropriate expertise to discuss your jurisdiction's performance management systems and their use in promotions, pay increases, and bonuses.

Request No. 6: Data at the department level or above regarding the extent to which staff meet or exceed performance targets.

Request No. 7: Policies regarding the accrual of leave and payout of leave on separation

Request No. 8: Access to the systems used for tracking leave accrual.

Request No. 9: Records of all leave payouts on separation exceeding 25% of the annual salary of the separating individual from FY 19-20 to the present.

Request No. 10: Access to the systems used for tracking overtime.

Request No. 11: Records of all personnel recording more than 25% of their hours as overtime.

Property Management

Request No. 1: Records of all inventories of tangible personal property, including:

- a) the date of the most recent inventory performed to date]
- b) the reconciliation of that inventory to property records
- c) records of disposal between inventories
- d) identification of attractive personal property items

Request No. 2: For any city-owned property leased to another entity, private or public:

- a) the amount of the lease
- b) the terms of the lease
- c) any assessment of the fair market value of the property
- d) the basis and determination that such lease constitutes the best use of the property.

Request No. 3: For any purchase or sale of public-owned property, the most recent appraisal made prior to such purchase or sale.

Utilities

Request No. 1: All rate studies or utilized to determine rates since January 1, 2019.

Request No. 2: Methodology used to determine transfers of funds between the utilities system(s) and other government funds, including the general fund.

Diversity, Equity, and Inclusion:

Request No. 1: Since January 1, 2020, all jobs with the responsibility to advance diversity, equity, inclusion, or so-called anti-racism.

Request No. 2: The current positions and activities of any person who previously had such responsibilities and is still employed by Jacksonville.

Request No. 3: Since January 1, 2020, the titles, dates of administration, and duration for any scheduled training for City personnel, or made available by the City to others (including but not limited to contractors, grant recipients, or members of the public) that included diversity, equity, inclusion, or anti-racism as a topic or subject.

Request No. 4: The titles of any unscheduled or self-service training for City personnel, or made available by the City to others (including but not limited to contractors, grant recipients, or members of the public) that included diversity, equity, inclusion, or anti-racism as a topic or subject.

Request No. 5: For any training responsive to Request No. 3 or Request No. 4, a copy of all training materials used, provided to participants, or made available for participants to obtain voluntarily.

Request No. 6: For any training responsive to Request No. 3 or Request No. 4, the identities and qualifications of those conducting the training.

Request No. 7: For any training responsive to Request No. 3 or Request No. 4, the names and positions of those attending the training.

Request No. 8: For any training responsive to Request No. 3 or Request No. 4, the identities and qualifications of those conducting the training.

Request No. 9: For any training responsive to Request No. 3 or Request No. 4, all costs and expenses associated with the training.

Request No. 10: For any training responsive to Request No. 3 or Request No. 4, if the training was conducted by a contractor or other external entity, all documents related to the qualifications, selection, and payment of such individual, contractor or entity.

Request No. 11: Any program operated by the city on the basis of an individual's race, ethnicity, or gender, or targeted to a specific group based on the group's racial, ethnic, or gender characteristics.

Request No. 12: Any grant made by the city to an organization that operates on the basis of, or for the benefit of, individuals of a specified race, ethnicity, sexual orientation, or gender identity other than male or female, or that targets a specific group or set of groups based on race, ethnicity, or sexual orientation.

Request No. 13: Any communication sent to all city staff, or to all staff within a city department, between January 1, 2019 and the present, regarding diversity, equity, inclusion, DEI, or so-called anti-racism.

Request No. 14: Transcripts, recordings, notes, minutes, meeting summaries, reports and circulated materials from all meetings of the African American Advisory Board and its committees, and all reports and recommendations to city officials from this board or its committees.

Request No. 15: Transcripts, recordings, notes, minutes, meeting summaries, reports and circulated materials from all meetings of the LGBTQ+ Advisory Board and its committees, and all reports and recommendations to city officials from this board or its committees.

Request No. 16: All actions taken, if not listed above, towards "integrating diversity and inclusion initiatives into all facets of city government," as described in the budget for the Mayor's Office in FY 2024-25.

Green New Deal

Request No. 1: Documentation related to the adoption of any climate change, emissions reduction or carbon reduction target, including:

- a) consideration of alternatives to such target;
- b) any cost-benefit analysis undertaken in support of such target, including any analysis conducted or estimate made of the impact of adopting the goal on global climate;
- c) all assessments of capital and operating expenses associated with such target.
- d) all actual expenses to date associated with such target.

Request No. 2: If not included in the response to Request No. 1 above, any purchases or other expenses for the lease or acquisition of battery-electric vehicles (EVs), EV infrastructure, energy purchases associated with EV infrastructure, solar power systems, carbon credits, carbon charges, or other emissions reduction mechanisms, and for each such expense, provide any records, assessments, or analysis of:

- a) Any alternative purchase option, including but not limited to, no-purchase options, purchase or lease of internal combustion engine powered vehicles, power generated from other sources;
- b) any analysis of the impact of the action on global climate;
- c) records of the reliability of any EV, EV infrastructure, or solar power system in use by the city during the time period from January 1, 2019 to present;

Request No. 3: Records of all training related to the topic of climate change, battery-electric vehicles, or solar power, including the justifications, content, and attendance records for such training, and the location and costs (including travel costs) of such training.

Request No. 4: Since January 1, 2020, information on the incorporation of LEED standards into any project funded by the city, including the justification for the use of LEED standards, any analysis of the costs associated with doing so and alternatives to doing so, and any post-construction analysis or assessment of the costs and benefits.

Request No. 5: Since January 1, 2020, planned and actual operating costs for all trails completed, and planned operating costs for all trail projects listed in the current 5-year Capital Improvement Plan.

Grants and Other Spending

Request No. 1: Policies, procedures, rules, and legal requirements for grants made to external entities such as NGOs, and for all such grants made since January 1, 2023:

- a) records of all such grants made
- b) records of all payments made pursuant to such grants
- c) Procedures for monitoring of spending and performance by recipients of grants
- d) all records of the monitoring, performance, and other oversight of such grants, including the allocation of staff time to such oversight

Request No. 2: For all grants received by the city other than those made by a state agency, in partnership with a state agency, or administered by a state agency:

- a) the matching requirements for such grants, if any
- b) the source of funding for the match
- c) records of the decision to pursue such grant

- d) analysis of the impact of the grant, including any assumptions made in support of the analysis.

Request No. 3: All rules, policies, and procedures governing vehicle allowances, and the names and titles of all recipients of a vehicle allowance;

Request No. 4: All rules, policies, and procedures governing take-home vehicles, a list of the names and titles of all persons making use of a take-home vehicle, and records of all mileage and expenses associated with those take-home vehicles, including repairs and calculations of the associated taxable income;

Request No. 5: Since January 1, 2023, all consulting contracts ongoing or entered into by the city, including costs, deliverables, assessments of performance, copies of any reports or recommendations generated as a result of the contract, and the names and positions of those responsible for supervising and/or working with the consultants.

Request No. 6: Since January 1, 2023, all lobbying contracts ongoing or entered into by the city, including costs, deliverables, assessments of performance, results generated as a result of the contract, and the names and positions of those responsible for supervising the lobbying activities for the city.

Financial Management and Economic Development

Request No. 1: All local-level policies or resolutions, or interpretations of state law regarding the level of financial reserves to be maintained by Jacksonville.

Request No. 2: Records of all discussion, recommendations, and decisions regarding planned and actual levels of reserves for FY25 and FY 26.

Request No. 3: For any economic development incentive which includes a potential future completion grant: 1) details of the incentive package; 2) the agreement between the city and the recipient; 3) all analysis conducted of the costs and potential economic benefits, including any draft or rejected analysis or alternative scenario; 4) all analysis conducted of benefits to date; and 5) all assumptions underlying such analysis.

Request No. 4: For each of the following projects supported with public funds, please provide: 1) details of the incentive package, including all grants, tax exemptions, land transfers, and other incentives of value; 2) the agreement between the city and the recipient; 3) all analysis conducted of the costs and potential economic benefits, including any draft or rejected analysis or alternative scenario; and 4) all assumptions underlying such analysis:

- a) The renovation of Everbank Stadium
- b) Shipyards, including the Four Seasons Hotel
- c) Museum of Science and History
- d) UNF Flight Deck eSports Arena
- e) UF-Jacksonville

Request No. 5: For all projects in the current five-year Capital Improvement Plan apart from those classified as “Roads/Infrastructure/Transportation” and for which the estimated operating impact is \$0, a description of the assumptions and analysis used to reach that result.