



August 7, 2025

Dear Mayor Reeves,

Over the last six years, the taxpayers of Pensacola have seen the budgeted annual property tax burden rise by over \$11 million dollars – an increase of over 70%. During this time, according to your own estimates, Pensacola’s population has remained nearly unchanged, and potentially even declined. Although the city has kept its millage rate constant during this time period, collections have increased rapidly, helping pay for a nearly 50% growth in general fund expenditures during that same period.

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. Governor DeSantis has charged us, through Florida’s DOGE effort, to identify and report on this type of excessive spending at the municipal and county level. In follow-up to our July 11, 2025 letter requesting information linking your city’s sources of revenue to its expenditures, the DOGE team has identified additional information needed for our review.

In exercise of the Governor’s authority under the 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 18, 2025 and August 19, 2025 at the city offices and such other locations that you identify as necessary to comply with these requests.

You may reach out to the Florida DOGE team and OPB regarding this request at 850-759-2440 or EOGDOGE@laspbs.state.fl.us.

Responses to the information requests 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

Leda Kelly

Director, Office of Policy
and Budget

Executive Office of
Governor Ron DeSantis

Cc: Tim Kinsella, Pensacola City Administrator

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.

If no year is specified, please provide information beginning January 1, 2023.

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.

Request No. 9 All analysis and justification related to the contract award for the Baptist Hospital demolition

Topic: Personnel Compensation

Request No. 1 The Evergreen Consulting study of city salaries, all drafts exchanged by the city and the firm, and all data provided by the city to the firm.

Request No. 2 All other studies of city salaries and compensation, whether internal or external, conducted since FY19-20.

Request No. 3 The amount of regular pay, overtime pay, bonuses, gross wages, and total cash compensation for all employees from FY 19-20 to present.

Request No. 4 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. 5 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. 6 For all decisions responsive to Request No. 5, 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. 7 For all individuals receiving over \$200,000 in total cash compensation in the last year, the performance standards for their position, all reviews of their performance, and any requirements for improvement imposed.

Request No. 8 Individuals with appropriate expertise to discuss your jurisdiction's performance management systems and their use in promotions, pay increases, and bonuses.

Request No. 9 Data at the department level or above regarding the extent to which staff meet or exceed performance targets.

Request No. 10 Policies regarding the accrual of leave and payout of leave on separation

Request No. 11 Access to the systems used for tracking leave accrual.

Request No. 12 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. 13 Access to the systems used for tracking overtime.

Request No. 14 Records of all personnel recording more than 25% of their hours as overtime.

Management Practices

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: A listing and description of all city-owned property, its date of acquisition and cost, current valuation and costs of upkeep and maintenance, and current plans for use or disposition.

Request No. 4 For any purchase or sale of public-owned property, the most recent appraisal made prior to such purchase or sale.

Request No. 5 All expenditures related to the participation of Mayor Reeves in the Just City Mayoral Fellowship Program, including but not limited to direct expenses, time allocations, and travel expenses for the mayor and staff

Request No. 6 All materials received by the mayor or other city staff as part of the Just City program, or in preparation for, in connection with, or in follow-up to, that program

Request No. 7 All strategies, policies, frameworks, or other materials developed by the mayor or other city staff as part of the Just City program

Pensacola 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 and other government funds, including the general fund.

Diversity, Equity, and Inclusion:

Request No. 1 All jobs with the responsibility to advance diversity, equity, inclusion, or so-called anti-racism. Diversity, equity, and inclusion includes any form of preferential treatment based on race, ethnicity, gender, or the like (including the use of substitutes such as “cultural competence” or “lived experience” to conceal such preferential treatment), training sessions or other programs that separate people into groups based on intrinsic characteristics, and training or required statements about privilege, bias, diversity, racism, or belonging.

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

Request No 3: In FY 24 and FY 25, a copy of all official goals, policy statements, mission statements, positions, or commitments made by any office or department within Pensacola that included diversity, equity, or inclusion, and all actions taken by those offices or department in support of those activities.

Request No. 4: 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. 5 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. 6 For any training responsive to Request No. 4 or Request No. 5, a copy of all training materials used, provided to participants, or made available for participants to obtain voluntarily.

Request No. 7 For any training responsive to Request No. 4 or Request No. 5, the identities and qualifications of those conducting the training.

Request No. 8 For any training responsive to Request No. 4 or Request No. 5, the names and positions of those attending the training.

Request No. 9 For any training responsive to Request No. 4 or Request No. 5, the identities and qualifications of those conducting the training.

Request No. 10 For any training responsive to Request No. 4 or Request No. 5, all costs and expenses associated with the training.

Request No. 11 For any training responsive to Request No. 4 or Request No. 5, 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.12 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. 13 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. 14 Any communication sent to all city staff, or to all staff within a city department, between January 1, 2020 and the present, regarding diversity, equity, inclusion, DEI, or so-called anti-racism.

Request No. 15 All actions taken since January 1, 2020 in support of the Mayor's Office stated objective to "develop equity within all City of Pensacola job classifications."

Request No. 16: All guidance, direction, or communications between the City of Pensacola and the Pensacola CRA regarding the City's stated objective of "increas[ing] diversity, inclusiveness, and livability" within the CRA neighborhoods or the CRA's "new strategies" for "equity [and] inclusion."

Green New Deal

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

- a) consideration of alternatives to any such emissions goal or target;
- b) any cost-benefit analysis undertaken in support of such emissions goal or 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 the goal or target.
- d) all actual expenses to date associated with the goal or target.

Request No. 2 All assessments of the impact on global climate of the actions and expenses responsive to Request No. 1.

Request No. 3 If not included in the response to Requests No. 1 and No. 2 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. 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 county during the time period from January 1, 2020 to present;
- d) 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.

Grants and Financial Management

Request No. 1: Policies, procedures, rules, and legal requirements for grants made to nonprofits or other external entities, 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 and performance of such grants

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 studies, assessment, plans, and forecasts, including usage, costs, and benefits, related to the City of Pensacola's recently announced reinstatement of curbside recycling

Transportation

Request No. 1: Since January 1, 2023, for all installations of traffic calming devices, included but not limited to speed tables, speed humps, raised intersections, curb extensions, and chokers, the following information:

- a) the location, capital, planned lifecycle, and expected annual maintenance costs
- b) the basis for the installation, including any plan, analysis, or recommendation

c) information related to the consideration of any alternatives

Request No. 2: For all traffic calming devices not included in Request No. 2, the planned lifecycle and expected annual maintenance costs

Request No. 3: For all bicycle and pedestrian improvement projects funded in FY24 or FY25 or planned as part of the current capital improvement plan, the calculations of maintenance and operating expenses and the assumptions on which these calculations are based.

Request No. 4: For all bicycle and pedestrian improvement projects completed since January 1, 2020, all actual maintenance and operating expenses.

Homeless Services

Request No. 1 Direct spending by the City of Pensacola on programs related to the homeless.

Request No. 2 Grants to other entities, including non-profits, related to homeless services.

Request No. 3 Pensacola's efforts to measure the effectiveness of these programs.

Request No. 4: All data collected or otherwise in the City's possession regarding mental health, crime, immigration status, substance abuse, and public service usage in connection with homeless and affordable housing services.