

**City of Coral Gables City Commission
Special Meeting
September 13 and 16, 2014
City Commission Chambers
405 Biltmore Way, Coral Gables, FL**

City Commission

**Mayor Jim Cason
Vice Mayor William H. Kerdyk, Jr.
Commissioner Patricia Keon
Commissioner Vince Lago
Commissioner Frank Quesada**

City Staff

**City Attorney, Craig E. Leen
City Clerk, Walter J. Foeman
Deputy City Clerk, Billy Urquia**

Public Speaker(s)

Colin Baenziger

Mayor Cason: All right, good afternoon, everyone, viewing and here in the audience. We're here today for a special City Commission meeting, September 23 -- no, 13th -- excuse me; I can't read well -- to listen to the five finalists that we've all had a chance to interview, not only the City staff, but yesterday -- but at a reception, individual citizens had a chance to meet with the candidates. We've all had an hour each with them this morning. This is an opportunity for those of you here and watching on television to listen for a half an hour to each of the candidates. We're going to do it in reverse alphabetical order. They'll make a statement. We'll each ask them a couple a questions. And, hopefully, we'll finish around 4, 4:10, something like that. And Colin Baenziger will let us know when the 30 minutes are up, and so give each person the same amount of time. So anybody -- I think I would say that I was very -- we have a very good group of candidates. Had a chance to talk with them in depth and read all the material over the past few months. We have an excellent group. It's going to be a tough decision for us, but one of the five

will make it, and so we want to give them all a chance now to put their best face forward and answer any questions that we might have. And we'll start -- I guess we'll start this way in terms of the questions. OK, so I think our first -- who's -- Colin, who's our first --?

Mr. Baenziger: (UNINTELLIGIBLE) order would be --

Mayor Cason: I think it's --

Mr. Baenziger: -- (UNINTELLIGIBLE).

City Attorney Leen: Rey -- first will be Alex Rey.

Mayor Cason: First one will be, it'll be Rey, McKinley, Noriega, Bockweg, and Beard, in that order. OK, so -- and I understand that they're not watching, so they won't know the questions. Each of them will not know the questions we are asking of the previous; that's correct? They've all agreed to that?

Craig Leen: But can you say it one more time? It would be Rey, Noriega, McKinley --

Commissioner Keon: No.

Mayor Cason: Rey --

Commissioner Keon: McKinley.

Mayor Cason: -- McKinley, Noriega --

Mayor Cason: -- Bockweg and Beard.

Mr. Leen: OK, you want McKinley before Noriega?

Mayor Cason: Yeah.

Mr. Leen: OK.

Mr. Baenziger: They're all downstairs in the conference room. And I'm going to text Elsa, as we finish one, to send the next one up so.

Mayor Cason: OK.

Mr. Baenziger: And I've sent her a text to send up Mr. Rey, so he should be here momentarily.

Mayor Cason: Great.

City Attorney Leen: One other thing, if I may, Mr. Mayor, just for the residents at home. The -- there were individual interviews with the Commissioners today. Those were all individual interviews, so they were not subject to the Sunshine rule. But now we're having the public meeting, which will be where each candidate comes, and this is a Sunshine meeting, so the Commissioners now will ask questions in public, and it's open to public scrutiny. And at that point -- I know the Mayor has said that members of the public want to contact or reach out to the Commissioners or to the City; you can send us e-mails (electronic) or anything like that to let us know. We'll make everything available to the individual Commissioners.

Mayor Cason: Back again.

Alex Rey: Back again.

Mayor Cason: Nice to see you. Alex Rey.

Mr. Rey: Good afternoon.

Mayor Cason: Thank you for coming. What we'll do is we'll do is more or less the same format

we had when you had with the Citizens Advisory group. You can make a statement about anything you would like about your qualifications or why you're applying for this job. We'll -- we have a half an hour; we'll ask you some questions. We don't want to have any trick questions. We just want to help the audience understand who you are, what you're going to bring to the City of Coral Gables.

Commissioner Quesada: I have some trick questions.

Mayor Cason: You want to do it right now?

Commissioner Quesada: Bad joke.

Vice Mayor Kerdyk: All right, bad joke.

Mayor Cason: Again, welcome.

Mr. Rey: Yeah. Thank you, Mr. Mayor, Commissioners. Thank you for having me here this afternoon. I think that I am the best qualified person that you have for this job, for the following reasons. I am the only City Manager who's left in the process that has over 10 years of experience as a City Manager. I have a strong financial background. I have a degree in engineering that gives me the knowledge, the working knowledge on capital projects and facility and maintenance issues. I have succeeded in every job that I ever had, and I feel perfectly comfortable that I'm going to succeed in this job. I'm dynamic. I'm innovative. I'm a person who gets things done and is going to bring rapid change and improvement to your City. My experience in Miami Lakes has given me the opportunity to work in an upper middle-class, highly educated community, similar to Coral Gables. I understand how those residents have high expectations in terms of what the government should offer and how the City should respond to their needs. And last but not least, having worked with elected officials, I know that you are under pressure from the residents. You work for the residents and you convey to the Administration the needs and priorities of the residents. And as such, the Administration has to be fully responsive and accountable to you and to residents on a day-to-day basis and be able to deliver that kind of service for you.

Mayor Cason: Thank you. Why don't we start with Commissioner Quesada, and I'll be last because normally, that is the way we do it here so.

Commissioner Keon: You have the right of seniority or position.

Commissioner Quesada: Thank you, Mayor. Mr. Rey, thank you for the interview earlier today. I think I learned quite a bit more about you than I did when I first read your résumé, so thank you for being so forthright with me. I only have one question for you. So when you began in Miami Lakes 2001 or 2002, you were really the first Manager -- well, I know you were technically the first Manager, but you were the first Manager that carried out the development of the departments. When our last Manager came in, he did quite a bit of restructuring throughout a number of different departments, particularly Planning, Zoning, and Building. There were a number of Managers that were put in place there, a number of different directors, and this is just a short term and a long range. This is two-part question. Short-term and long-term, how would you address the structure of the different organizations?-and I want you to particularly focus on Planning and Zoning Department. Do you believe our structure is currently effective right now?-or do you think that needs to be restructured in any kind of way, if at all? And keep in mind that a majority of the -- I won't say a majority. We get quite a bit of complaints from either developers or homeowners whenever they're trying to get a permit or whenever they are trying to get an inspection performed. Sometimes it can be -- what they complain to be as bureaucratic. Obviously, we want to get away from that. But what are your thoughts from what you know of our department and where would you take it, if anywhere at all?

Mr. Rey: Thank you, Commissioner. In any organization, you can never stop improving. And the moment you believe that you have reached the point that you don't have to improve the organization, I think you're doing the organization a disfavor. As I look at your organizational structure -- and this is not just the Building Department; this is across the board -- I find your organization to be extremely vertical. You need to open up the organization. The number of layers between the people actually doing the job and the Manager is too vertical, and my way of working is much more hands-on with the people and having access to the Manager, so I will make

-- work on making the organization much more horizontal, improving the span of control.

Commissioner Quesada: Excuse the ignorant question, but when you say "too vertical," can you explain what you mean?

Mr. Ray: Yeah. It's having layer upon layer of, you know, the -- in the organizational structure, so you have sometimes -- especially in the Building Department, you have an assistant City Manager who -- you know, you have a Development Services Coordinator -- Development Services Director, you have an Assistant Development Services Director, you have a Building Director, you have Building Official, and this is before you got to anybody who is actually doing any work. So that kind of organization, I think, needs to be changed so it's much more responsive to the public. Your computer systems are very outdated. The technology today provides for building departments to work essentially paperless, and in Miami Lakes, we have gone to a paperless system. But all the information moves between reviewers, the County, Fire and DERM (Department of Environmental Resource Management), and the comments back and forth to the private sector all electronically. So you need to look at your computer systems -- you need to look at the kind of permits that you're requiring people to pull. There's limited options for municipalities to, you know, look at some of the more basic permits and see which ones are the ones that really be enforcing. All of this will translate into reducing the hidden cost of getting a permit. See, what happens is that when the contractor comes to your house and says, "If you want to change your door, it's \$1,000 for the door and \$400 for the permit." They're not really trying to tell you that the City is charging \$400, and that's where the residents sometimes get the impression that you were charging too much for your permits. What he's really building in is that he's going to maybe pay to the City \$100, but the other \$300 is his cost of doing business, which means that is the nuisance of him having to fill out the permit application, come here, get it processed. The more complicated you make that process, the more that cost is up there. So if you can reduce and simplify your interaction with them, eventually, it will result in savings to the public.

Mayor Cason: OK. Thank you.

Commissioner Lago: How are you, sir? Like Commissioner Quesada stated, thank you very

much for going through this process. I know it's a very arduous process, but it's very well worth it. Just to touch base really quickly, and we had mentioned in the meeting before, you know, we are -- staff has brought it to the attention of the Commission and the City Manager that they are interested in doing the paperless model for permitting, and that's something that's -- one of the directors has brought it to my attention, and it's been entertained, but it has not made the budget in the last two years. So we are a little bit behind in regards to that, and we're using antiquated methods, but hopefully, we'll catch up with the times. My question is a very simple one. You come from a City where you manage 35 employees. A lot of your resources are outsourced, which is a great model, especially in the private sector. We have a City here that we currently have 801 employees. That's something that we discussed. We have hundred-pound weight around our neck on a daily basis, which I refer to as our unfunded liability, our pensions. You, sir and your City, more like it, are under the FRS (Florida Retirement System) system, which allows you to have a lot more wiggle room and a lot more flexibility. So what would you do, sir, if you were fortunate enough to be City Manager of our great City in reference to the fact that we have a pension obligation of \$26 million and our budget 160 million, which is something, when you put it into context with your pension obligations, which are zero, how would you take that into account, which is a huge sliver of what we bring in as revenue on a yearly basis?

Mr. Rey: Yeah. Thank you, Commissioner Lago. The pension program is a program that developed over many, many years. As I look back at some of your historical information, your problem comes from two different places. You clearly have a revenue problem in the sense that when I look at your returns of investment compared to other peer cities, your returns have been somewhere between a point and a point and a half less than your peer cities, so -- and I know that you recently restructured your pension board, but you need to be looking at your investment strategy to make sure that -- and who your financial advisor is to make sure that you're getting as much return of every dollar that's being put in. If you just take that gap over the last 10 years, you would have made a significant dip in what your pension obligations are. The other part is -- and I know you have done some pension reform and people are making significant contributions to the pension program. I find the amount being contributed by the regular employees is actually extremely high, and it might be, at some point, jeopardizing your ability to hire good people into the system. What I would be looking -- and some of these things you've already done -- is on the

back end of the process. Mortality rates keep going up and up. And a lot of your pension programs were designed to basically make you whole in terms of your pension retirements by the age of 55 to 57. Well, when people are beginning to live up to 90 -- into the 90s, it really -- the math just doesn't work, and I think we need to continue with the unions to try to peg some of this retirement dates into some mortality tables so the whole project -- the whole thing moves together in the way that as the age of people, you know, increases, especially with -- now that we have a lot more women in the workforce, well, women have longer longevity -- good for you -- than we do, and that changes the entire economic profile of your pension plan. So there's work still to be done.

Commissioner Lago: Let me ask you this one last additional question that comes in line with regards to our pensions, because that's something like I mentioned before and you have -- your system is pegged to the FRS, which you don't feel the strains that we do --

Mr. Rey: Correct.

Commissioner Lago: -- in regards to our financial obligations. Would you be willing to entertain maybe a study which would look at funding, which -- taking our unfunded obligation of 250, \$240 million and maybe doing what other municipalities have done throughout the state, which is floating a bond?

Mr. Rey: I will look at that.

Commissioner Lago: The question is, will you be -- would you just be interested in looking at maybe doing a study?

Mr. Rey: I'll give you a blanket answer. Anything that I think is worthwhile that we have that big of an issue, I think is worth studying and spending money on it. Whether that's the right decision at the end of the day or not, I can't tell you. The one philosophical issue that you need to understand is that when you fully fund your payment obligation to a bond issue, memories are very short, okay?-and in a few years when your pension is fully funded, then people are going to be

wanting more concessions, and part of what the problem that you have is the assumptions were not met, the revenue assumptions were met and your expenditure of assumptions were met. That means that, you know, the salary growth was higher than what had been anticipated, and that's part of what now created your problem. In addition to what everybody knows, the 2008 collapse of the stock market really had a significant impact on what happened, so.

Commissioner Lago: Thank you, sir.

Vice Mayor Kerdyk: Can I ask you just a follow-up question? And it's just sort of like -- I mean, okay, you only have 35 employees.

Mr. Rey: Yes.

Vice Mayor Kerdyk: What is your collective bargaining experience? I mean, what, in general, collective bargaining experience do you have, since you have such a low workforce? That is such an integral part of our City Manager's job.

Mr. Rey: Yeah. The -- when I was in transit -- I spent 50 years in transit -- I was in charge of the unit that handle labor relations with the transportation workers' union and the general services employees. We have 3,000 employees, and I was responsible for handling all negotiations with all those unions, and I did that for about five or six years. The two years that I was in Miami Beach, because of that experience that I have had, the City Manager asked me if I will serve as the lead negotiator for the police and fire contracts that were being done in those cities. So between 2008 and the 2010, I am the one who negotiated those contracts. I am sort of a mad junky, and that is why when I started doing the negotiations, I really got into the pension numbers and learned all the different drivers of what constitute, you know, your pension and what really drives your pension, so -- and that is where I got that experience in -- Because if you're going to be negotiating concessions, yes, you have your actuarial, and they know 10 times more than I do. But you need to at least be able to understand what the drivers are to be able to get good concessions.

Vice Mayor Kerdyk: OK. We spend an hour with each other, so I've asked you a lot of

questions. I'm just sort of -- take a question I did not ask you about, and let me ask you, what is your biggest ethical challenge or situation you have faced in your career and how did you handle it?

Mr. Rey: Is that personal or is that organizationally?

Vice Mayor Kerdyk: Organizationally.

Mr. Rey: Yes. It was the -- in August of 2014, the Vice Mayor walked into my office and he is pale white, sitting on a chair in my office, and he says -- I don't panic easily, but "Our Mayor just got arrested by the FBI" (Federal Bureau of Investigations). And he was sitting in his office when this happened. Miami Lakes, until then, had been a City that had never been involved with anything of that nature; really high levels of ethics and high level of expectations from the residents to its Commission and to its employees. Over the last year, my goal has been to make sure that the organization keeps going forward, that we have a job to do, that the morale stays up, because immediately when something like that happens, there's a ripple effect; that everybody thinks that anybody involved in the organization is bad because somebody in the organization did something bad. We have worked really hard with all the employees to keep them going, to keep the morale up, and as all this continues to evolve and still an evolving process. They still feel very proud that they work there, and it's a great group of employees. And my job has been to make them feel protected, make them feel proud of what they do and continue to work on behalf of the residents.

Vice Mayor Kerdyk: OK, thank you.

Mayor Cason: Pat.

Commissioner Keon: I actually would like to give you an opportunity to comment on something that I know we spoke about, and I'm not so sure that you had the opportunity to speak about with anyone else; that at the time that you and the County and I think you in the Budget Office, you were involved in the annexation issues within the County and the annexation of the unincorporated

areas. I know in the City of Coral Gables, we have -- or the City has looked at and has been attempting to deal with some annexation of some areas for a long time without, you know, what the County would consider to be donor areas, without having to have other areas imposed on us that we didn't want, and I asked you about that because you -- I know that you have had a great deal of experience with annexation and just that you just talked to us a little bit about the skills that you have and the knowledge that you have in dealing with and managing that.

Mr. Rey: Yeah. Thank you, Commissioner. When I've went into the Budget Office, the County was at a standstill with various communities that had been looking to incorporate for a very, very long time. That included Doral, Palmetto Bay, and Miami Lakes. Part of the problem was that there wasn't trust between the two entities, and the dialogue had basically come to a standstill. One of the things that is one of my greatest attributes is that I am a very good negotiator. I find ways to bridge the gap between the entities. So through that process, I began to have dialogue, and I'm a strong believer that if you continue to have open dialogue and look for points of commonality, you'll be able to strike a deal. While I was in the County, I developed the procedures for analyzing what is a donor area and receiving area. We went to those numbers, and what I did, with the different communities that we're working on. I will bring my computer and walk them through the process, so there will be no mystery behind these numbers. It's not like, "Oh, this Mr. Rey just made up a number, you know, in the County and just brought me the number." I walked them through every step of the way, and that is why those communities develop an agreement and eventually became cities. The area over in High Pines have been in discussion since I was in the County, so it goes for over 10 years. It fits within your boundaries very well, and it really is a problem for the County to serve that community. I think one of the goals that, as we sit at the negotiating table, is to really show the County how expensive it is for them to serve them, because they're now looking at this from the purely revenue-generating model, and they're looking average cost of providing service, but when you're trying to service an area that is fully surrounded by other areas and it's going to take you so long to get there and so long to get your processes -- resources there, I think we might be able to convince him that we will not -- when they think they're making money out of this, they might not be. And I think this -- we have a good point there to then begin negotiations toward the annexation. Of course, it's subject to residents of the area, voting yes -- but they have been interest in that. I met with people in that community 12

years ago, and I know there is a desire and the desire of this Council -- this Commission. Sorry; I work for the Council, so sometimes I confuse Council and Commission. If it's the desire of this Commission to pursue that, that is an area where my skills will really come into play.

Commissioner Keon: Thank you.

Mayor Cason: I have worked in a lot of organizations and, of course we all do but what we call efficiency reports on people, best management practice. I don't think we've always done it here on time, but it's important people get feedback.

Mr. Rey: Yes.

Mayor Cason: How would you -- if you were selected as our Manager, how will you evaluate your own performance? What are the metrics and how would you have us evaluate you as our Manager going forward or after you've been our Manager?

Mr. Rey: I believe in performance contracts. If I'm your Manager, I will be meeting with each of you to develop the expectations as to what you want me to accomplish for the following year. It is a lot easier once you have a strategic planning process, but that's another question. But look at your budget, look at the priorities, and say, "Mr. Manager, we want you to do "X, Y, and Z" and negotiate with me as to if -- you accomplish all this, then this is going to be your raise. If you don't do any of this, you know, no raise. I am -- if you do half of it, no raise. If you don't do any of this, then you're done. But if -- and I say almost jokingly, but it's your prerogative. You need to find somebody who knows that the job is on the line if they don't perform, and I believe enough in what I do that I don't mind telling you, if you don't think I have done a good job, then I shouldn't be your Manager. But going back to you, is help together we'll develop a plan as to what I should be accomplishing, it is a contract. Supplementary to my regular contract, this is my performance contract. This is what I should be doing. Once we have that, I will carry that to my employees. So my Parks Director needs to help me accomplish this. My Building Director needs to help me accomplish this. My Police Chief needs to help me accomplish this. We're all together. So if they help me accomplish my goals, they have goals that are going to measure the performance so

we can all be responsive to you in the way that we're doing our business.

Mayor Cason: Thank you. Colin, how much more time do we have?

Mr. Baenziger: About another eight minutes.

Mayor Cason: All right. We did have another round of questions, or you could fill the time with anything else you want to say.

Commissioner Quesada: Well, I got --

Mayor Cason: We're going to start another round of questions.

Commissioner Quesada: I got another question, if that's okay? Considering -- I think I saw you on Thursday. You were here for that meeting we had, and there was quite a lengthy conversation on the Police Department. Considering what's in the past, how would you guide the City moving forward, considering what you learned at that meeting, and what you saw? What would be your plan of attack for the City?

Mr. Rey: I only saw about 45 minutes of the debate, and I did have a conversation with the Chief Hudak last night, and I think some of the things that he's doing are on the right track. And he and I discussed some of philosophies that we have in Miami Lakes. What happens with police is that when somebody's house is broken into or some other property is broken into, people don't want to hear statistics, okay. For them, it's probably one of the worst things that have happened to them in their lives. They feel violated, they feel that it's the worst thing that has happened. Part of what our police needs to do is to be very conscience of the fact that this is not just another statistic for the person. The only statistic that matters today is they went from zero to one. Their house got burglarized. That is very important, and we can't ever lose sight of that. If we have one crime, it's one too many. The goal has to be that high. And we should never really sit here and say, "Oh, our crime is under control" until it's no crime. It's a high level of expectation, but that is the way the people react when something happens. There are things that they're doing and some of

the things -- other things that I suggested to them to -- when they doing patrol, for example, one of the things that we do -- and I like the fact that you're going to smaller districts. I think that gives the officer a better sense as to what's really going on in the area. A good officer is going to know that in front of your house is a white Chevrolet and in front of your house, there's a blue Benz, and every night they know that what's real, you know, profile of the neighborhood. If they see something different, they'll notice it. That's going to be one of the advantages of working in smaller districts and have as much contact with the residents as possible. What I mentioned to the chief is that one of the things that we try to do in Miami Lakes is if an officer is on patrol and all of a sudden sees somebody jogging, a mother walking the baby, or anybody just strolling through the community, lower your window and engage them. Say, "Good morning, sir. I'm Officer So-and-Such. I am responsible for your safety." And establish that kind of interaction, so our residents feel that they can put a face and a name to the person who's providing the security for them. It's as much technical as it is touch and feel. Yes, they got to do a technical work, and they have to have their undercover guys, and they have to do all that, and they're really great at that. But sometimes to balance that question, I think that the touch and feel part is as important in the Police Department.

Mayor Cason: Thank you. You have one-minute closing, last thoughts for us?

Mr. Rey: Last thought for you. I looked at the opportunity of applying for this job in Coral Gables, and Coral Gables is one of the premier cities in the whole country. It's nationally renowned, and for me, professionally, it will be a great honor if you appoint me as your next City Manager. Thank you very much.

Mayor Cason: Thank you very much --

Commissioner Keon: Thank you.

Mayor Cason: -- for making yourself available all these -- all today, and we really enjoyed listening to your answers. Thank you very much.

Commissioner Keon: Thank you.

Mayor Cason: Let's see. Next will be -- I guess we're going to go --

Commissioner Lago: Noriega.

Mayor Cason: Is it Noriega?

Commissioner Lago: Noriega.

Mayor Cason: Well, let's see who shows up.

Vice Mayor Kerdyk: Figure it out.

Mayor Cason: R, M, N.

Mr. Leen: Yvonne.

Commissioner Keon: Yvonne is next.

Unidentified Speaker: So we're going out of order.

Mayor Cason: Yeah, yeah, yeah. I think we're going to use -- we had McKinley rather than Soler, at any rate.

Commissioner Lago: Am I going to be making the first question?

Mayor Cason: You can.

Commissioner Lago: No, no. I'm just saying, how are you going to do this?

Mayor Cason: We can rotate it. That way, whoever gets the last --

Commissioner Lago: I'm going to -- my question is going to be pension-related anyways.

Mayor Cason: OK.

Commissioner Lago: It's going to be the same thing. Yeah, because, you know, they don't have a pension.

Mayor Cason: Ms. McKinley, come on up.

Commissioner Quesada: Come on down.

Mayor Cason: Come on -- Again, thank you very much for going through this grueling process and for being here all day. We're going to give you a chance to say whatever you would like to us before we ask a set of questions. It'll be a half an hour, and you can use as much of it as you want to. Tell us why you think you're the right person to be our City Manager. And when you stop, we'll make a round, and we either can do one or maybe maximum two questions. So welcome.

Yvonne McKinley: Well, thank you all -- well, I wanted to wait for Commissioner Keon.

Mayor Cason: Oh, yeah, yeah, you should. OK. We won't count your time until she gets here.

Commissioner Lago: Does anybody want some cookies? They are free.

Mayor Cason: Are you giving away City assets? OK, so you have until a quarter to three to make your statements; we'll ask questions, and again, thank you for being involved in this process.

Ms. McKinley: I want to thank all of you for your grueling schedule. I mean, to us, it's part of the process, but I know it's taken a lot of your time also to make this decision. I've talked to you of who I am, where I come from, and what I do. You've asked me really pertinent questions, very

precise, and very direct. And I asked -- you know, we had a two-way conversation, which was very, very enlightening for my. The process, although grueling, I think we got a good sense of the people that work for the City, and I think it was very enlightening to us to be able to think through what your needs are and what the Gables is looking for in your vision. The Gables is a unique place. I think every City is unique. They all have their quirks, like every other municipality, but I think you're in a really, really incredible position to be able to continue to be -- I always say -- the crown jewel. You laugh when I say that. The crown jewel of City government. Like every older municipality, you have, you know, issues; pension issues, development issues. That's usually what happens when municipalities are developed to the fullest capacity, and you're no different than anybody else. You have challenges coming very soon, a large-scale development, etcetera, and those are things that you have to balance out in order to serve the constituents that you all have. As a professional, my job is to carry out your vision, and that's what I am here to do, if I'm selected. So with that, I'm ready for questions.

Mayor Cason: Thank you. We'll start with Commissioner Lago and we'll rotate as we go. First order.

Commissioner Lago: Ms. McKinley, it's a pleasure. Thank you again for taking time out of your busy schedule. It was an honor to spend some time with you. My question is very simple. You spent 10 years as a City Manager at Doral. Everybody knows what a success that was. But one of the things that you did not encounter was what we have here in the City, and it's an issue in regards to our pensions. Can you give us a little bit of an example how you're going to navigate those waters in reference to our unfunded liabilities? What would be your intentions with that unfunded portion? What would you do in regards to our \$26 million a year pension payment, which is a pretty significant portion of our \$160 million budget? So just give us an idea in regards to how you would handle that, and I'll tell you why. Because I got a little -- a lot of phone calls from residents who tell me, you know, we're paying \$26 million out of 160 to the pensions, you know, where that monies could be used for roadway improvements, sidewalk improvements, historic monuments; and the answer is, obviously, we have an obligation, as per our commitments, but we're always looking for creative, safe ways that limit exposure, but can also limit the amount we have to pay.

Ms. McKinley: Commissioner, the pension issue is a -- an issue that's nationwide because of the defined benefits. Unfortunately, in the past, public servants weren't paid a lot of money and compensated with a healthy pension at the end of their tenure. Unfortunately, things have changed, or fortunately. You know, whichever way people want to see it, and that has really eaten -- really is eating up the majority of the funds for different municipalities. you're right; the City of Doral and the new municipalities are not going into a defined benefit program because of the issue that all the municipal -- the older municipalities are in, so they're using the 457 and the 401k's. In the case of Doral, we had a 6 percent obligation match by the employee, and the City gave them a 12 percent, so they were making 18 percent on their 401k's 457s, but that's --

Commissioner Lago: That's very generous.

Ms. McKinley: That's very generous, but it's not a defined benefit. It can change. That 12 percent, remember, can go up and down. So you have the flexibility in the case of Doral. It didn't have to go up or down because it was -- it's a stable -- it was a new community with no -- exactly -- no issues. To be able to transition out of a defined benefits, the Commission has a very difficult decision to make. It's very expensive. You could do a two-tier and say, OK, from today forward or from such a day forward, the defined benefits will no longer be used to employ new personnel, and they will go into a 401k, 457, all the options, but it cost a lot of money to do the payout on the funding. Some municipalities have gone into the buyout. Usually, employees that have 20 years or more, they are negotiating with the municipalities for buyouts, which alleviates a little more the burden of the -- on the municipality.

Commissioner Lago: When you say a buyout, you're --

Ms. McKinley: You're buying out --

Commissioner Lago: Immediate.

Ms. McKinley: Yes.

Commissioner Lago: For a reduced amount, correct?

Ms. McKinley: Correct. And the person that comes to replace come into --

Commissioner Lago: A 401K system.

Ms. McKinley: -- a 401K, so it's a process. It's a lengthy process. And I -- the correct way to do it is to analysis the amount of employees that are 20 years and over. You know, how the breakdown in the Gables is to be able to really give you a -- the best solution possible. You can also float bonds to pay that off. So there is numerous equations that you would have to study. If I become the City Manager, then I would bring forth, so that you have all these options, and then you have to decide what is best for your community. You represent the people, so --

Commissioner Lago: Thank you very much.

Mayor Cason: Vice Mayor.

Vice Mayor Kerdyk: Yes, you live in the Gables, and you were a City Manager in South Miami, as is Doral. I mean, you've mentioned a couple of issues that we face, which is development and pension. What other issues do you see the City of Coral Gables -- there are challenges that we have in the City of Coral Gables, and how would you solve those challenges?

Ms. McKinley: Coral Gables is pretty good. It's in a pretty good position. I know --

Vice Mayor Kerdyk: I think so.

Ms. McKinley: Most municipalities', you know, issues are development. Because you're already mostly built out, redevelopment becomes an issue.

Vice Mayor Kerdyk: Right.

Ms. McKinley: And, you know, the refurbishing of Miracle Mile is an issue.

Vice Mayor Kerdyk: OK.

Ms. McKinley: Historic preservation in the Gables is something that is very dear to your hearts and dear to the residents' hearts. So, you know, each municipality has their little quirks. The priorities are set by the Commission of how we're going to either develop or preserve. You have infrastructure, old infrastructure. That's also part of an older City. I mean, there is a lot of pride in having a City, you know, that's old and has been preserved, etcetera, but there are costs to it, too.

Vice Mayor Kerdyk: Right.

Ms. McKinley: So it's -- those are the challenges you face. They're big challenges, but they're not insurmountable.

Vice Mayor Kerdyk: OK. For instance, just -- you just used infrastructure, infrastructure. Say that you -- how would you identify infrastructure that was a problem? What is your management style? How would you bring that to the City Commission? How would you deal with that from a financial standpoint? How would you address an infrastructure problem that you saw that was a problem in the City of Coral Gables?

Ms. McKinley: I address issues with my Commission in the in the following manner. And usually, in January, I would get together with the Commission and my top staff, and we would sit down, and the Commission would put their top 10 on a board.

Vice Mayor Kerdyk: OK.

Ms. McKinley: After everybody had put their top 10 on the board, they would have to categorize that top 10.

Vice Mayor Kerdyk: OK.

Ms. McKinley: Once a consensus was arrived on the top, top 10 -- because every Commissioner had a top 10 -- then that's how we prepared the budget. So the priorities of the Commission in that order were funded. Now, we would fund until we stopped having money. Usually, you can't get to the 10. Usually, you get to seven, maybe -- sometimes eight, but if the project is big enough, we would divide it into phases, and the commitment of the Council would be -- and that time the Council or the Commission would be that that project, whether it's in two phases or three, that was the top priority for the following year, so that you knew that that project was going to get finished. So I think that process works really well in that you are really representing what you're hearing from your constituents, and you have the opportunity to try and get that as the priorities to be funded. Infrastructure is always a problem, but if you have a good five-year plan, the same with replacement of cars -- There is a variety of things that have to go on a plan. You can't replace an entire fleet in one year. It's impossible. You don't have the funds to do that, so there has to be a plan. So you replace two a year, three a year, depends on what the -- you know, the area is; some Building and Zoning, you know, some Code Enforcement, etcetera, Police, Fire. You know, fire trucks are expensive, so you can't replace an entire fleet in one year, so you have to put them on a plan to be able to have, you know, the latest and the greatest of the infrastructure.

Vice Mayor Kerdyk: Thank you, thank you.

Mayor Cason: All right. Commissioner Keon.

Commissioner Keon: Good afternoon. When we spoke earlier, we also spoke about the value -- or the value to a City of being of a certain size, which I think is a very interesting point that you had brought up. You know, can you talk a little bit about that?

Ms. McKinley: Yes.

Commissioner Keon: Thank you.

Ms. McKinley: Apparently, as I've learned throughout the years, the magic number is 50,000. Fifty thousand allows municipalities a variety of things. One, you have a permanent position on the MPO (Metropolitan Planning Organization), which gives you access to transportation money. You're fortunate because the Governor has an appointee, but that's an appointee by the Governor. The Governor changes, he could appoint somebody else. I don't. He can appoint somebody else, and it doesn't necessarily have to be somebody from Coral Gables, so you would be missing out in that pot of money, because the MPO can help in transportation planning for municipalities. That would be one. Number two, you'll have much more access to federal grants. The one thing that I think surprised me the most is that you don't go after a lot of grants. I can tell you that our Police Department in the City of Doral lived off of federal grants, and that were really, really good grants that are out there. All you have to do is have a good grant writer and knows how to access those funds.

Commissioner Keon: In a population base.

Ms. McKinley: In a population base.

Commissioner Keon: To be qualified.

Ms. McKinley: Yes. And that 50,000-person mark is not that difficult to get to. We challenge the census in Doral. It cost us. We did a major campaign throughout the City, and we got to 54,000.

Commissioner Keon: We are just below -- we are below 50. Where do you see --? If that were to be a goal of the City in order that we could qualify for -- there would be many things available to us as being able to be named as a small City, and that small City designation comes with 50,000 people. Where is the growth? How do we --? Where do we get there; we're a built-out City?

Ms. McKinley: You get -- well, you're a built-out City, but you do redevelopment.

Commissioner Keon: Yeah.

Ms. McKinley: So in redeveloping, you get to that number.

Commissioner Keon: Is that our downtown?

Ms. McKinley: It could be downtown or it could be the surrounding areas. Because I know that Ponce has developed --

Commissioner Keon: Right.

Ms. McKinley: -- and it continues to develop, so you know, the multi-use facilities that are being developed also count toward population. The other thing was that we found in our campaign -- now, the community here is a little different than the community in Doral. People were afraid, were afraid to put their names on the Census people don't understand that that doesn't impact anything, and they're afraid to be deported, etcetera, etcetera, etcetera. If it's a maid -- whatever it is, you know, they were afraid. So we had to do a full-fledge campaign so that people would sign up, and that was crucial to us getting to the 50,000 plus one mark.

Commissioner Keon: OK. Thank you.

Ms. McKinley: You're welcome.

Mayor Cason: Quesada.

Commissioner Quesada: You were involved in the development of City Hall, Doral, were you not?

Ms. McKinley: That's my baby.

Commissioner Quesada: We have a number of projects coming to our downtown right now. We're about to enter one of the most, I guess, comprehensive developments of our downtown in

quite some time. I realize that you were dealing with a major developer in Doral at that time. I believe it was Armando Cordina, in the downtown Doral area. How did you keep -- how did you work with the Commission throughout that process? Was it due -- was -- were all the Commissioners on board throughout that process? How was the neighborhood? Were they receptive? Were they not? How were the business owners? If you can just walk us through that and how you made that a reality.

Ms. McKinley: Doral is a privileged community because it wasn't developed to the max, so it's a little bit different than Coral Gables. Downtown Doral was created. It was created as downtown Doral. And the owner of downtown Doral was Armando Codina and Codina Partners, la-la, all the partners. So it's a little bit different because they came to the City, and this is what they proposed. And the City Council loved the idea of doing a downtown core. In that process, we went out to bid, and the bid for City Hall was you had to bring the land and you had to do the contract and you had to, you know, build a building. Not a lot of people had the land and not a lot of people could put -- could package that together. There were two bidders; one was Codina, who, by the way, before I got there, had won it twice. And then they just threw it back out and then they started again, threw it back out and started again. So don't think it was just an easy process. I mean, it was a process. Fortunately, I got the end of the process, so I got the good part. And so we put out a bid, and we negotiated a contract. We didn't finance it. Mr. Codina was willing -- what we negotiated was if you give me a financial statement, I won't go to the bank; I'll save \$3 million, and I don't have a construction loan, and we would work off -- every month off of a project sheet.

Commissioner Quesada: OK. I guess to be more specific. The residents, were the residents accepting of the project? How did you educate the residents on it? Were they in favor of it? Were they against the project? What was that experience like? Because here we have -- I think this dais -- the current dais -- the current Commission and previous Commissions, you know, we only break in favor of the residential neighborhoods. We're always going to listen to the neighborhoods if they want something or they don't want something. That has been the practice of every Commission, no matter what the make-up has been. So I want to know how you've dealt with that in the past in keeping them informed, specific in that project. I believe that's one of the

largest projects that Doral has had in recent history.

Ms. McKinley: Yeah. We have an advantage. The residential component was just starting in the downtown core, and the downtown core has the Doral resort on one side, which doesn't have, you know, people at the 87th Avenue, so we didn't have the --

Commissioner Quesada: OK, so then, let me modify --

Ms. McKinley: -- residential component.

Commissioner Quesada: Let me modify the question based on (UNINTELLIGIBLE).

Ms. McKinley: OK, modify.

Commissioner Quesada: I'm modifying the question. We have a project coming into town, the Old Spanish Village, the Agave project. There is discussion of changing it to a form-based code. Some people are in favor of it; some people are against it. The developer now is beginning to unveil the designs. How would you go about -- if you are our Manager, how would you go about caring for that process, informing the community or maybe not? I want to hear what your plans would be. I was trying to build up your experience with -- obviously, with downtown Doral, but I guess it's a little bit different.

Ms. McKinley: I'm going to use another example in Doral, which was community-based, and it was more business-based, but we went to every business. When the 25th Street construction of the expressway was going on, the flyover, we contacted -- we, the City of Doral, through a public outreach, contacted every single business in -- that was going to be impacted in that area and gave them all the information. Plus, we had a web site. Plus, we had a group going door to door just in case they hadn't gotten a flier or they got the flier and they threw it in the garbage or -- so there were no excuses to the outreach that they knew what was coming. They knew how long it was going to take, and they made arrangements. Some people weren't happy because those things impact a business for a long, long time, but they knew and it let -- and it decreased the level of

anxiety of each individual business. We did the same thing on every project that we did in Doral. If we would go to a five-mile perimeter and we would do an outreach program, every time we would do either a street closing, Public Works issue, paving of roads, we would do an outreach and say, this is going to happen, this is how long it's approximately going to take. Please bear with us, it's improving our community. And we were very successful in keeping the residents informed, the business owners informed, and the level of stress reduced tremendously.

Commissioner Quesada: Thank you.

Mayor Cason: I have a couple questions. There are various philosophies on how to combat crime. I'd like you to take a look at -- your -- Doral -- how did Doral differ from Coral Gables and which of the philosophies -- one is put more emphasis on detectives to catch the bad guys. And another one is to focus on the other side of the problem, the fear and the anxiety and put more cops on the streets and community policing; both have advocates. Where do you stand on that?

Ms. McKinley: Again, Doral and Coral Gables are a little different. Doral has closed communities so it's easier to control elements coming in and out to commit crimes. That doesn't mean it didn't happen. But we had community policing that were constantly in contact with the leadership of those closed communities and police cars patrolling in those communities. We in Doral emphasized community policing much more than we did undercover. And what we did with our undercover is we would do projects with the different DEA (Drug Enforcement Agency), now with Homeland Security, etcetera, and we would join in with them in doing much of the undercover work. The benefit to that was we shared the police, but we also shared in the revenue. Anything that's confiscated, we would share in benefit in our revenue to our Police Department, and it would be used to enhance everything in the Police Department, modernize, etcetera, the latest and best technology, etcetera. We had cameras in all our police cars. We also had GPS's (Global Positioning Systems) in all our police cars and on every car in the municipality, so we knew where our employees were all the time. And if there was an issue, it really, really worked well with the transparency issue. People knew where they were. We knew where they were. If we needed an emergency, I knew who I could call immediately, so that I could move them to where I needed them to be, etcetera. So it worked very well for us. And the cameras in the cars

were just amazing. They had the latest technology.

Mayor Cason: Thank you. Second question is a little bit -- Commissioner Quesada's discussion of Streetscape, as well as now what we call the Agave, the Old Spanish Village project. There is -- I think there is some concern on those big property owners and developers that have a lot of Streetscape that the new development in Agave could end up, if not done well, if it's not an agreement, to take away business from the Streetscape. How would you get involved between those developers to help work out something that would be mutually beneficial to bring new people into the City rather than competing for the same business?

Ms. McKinley: I think negotiation is always a really good word. And in my experience, developers know their Commission. They know who's in favor of something and who's not comfortable with something. And I think that that is a very powerful tool for not only the Commission, but for the Manager, who, at the end of the day, has to negotiate that deal to bring it forth. If they know -- if people know exactly what you're looking for, I think 90 percent of the time you're going to get a very close -- it's not going to be perfect. It's not going to be exactly, because to satisfy five people is an issue. But if everybody's a little bit happy and a little bit sad, then everybody's good, and it's -- usually, it's very successful. At the end, it turns out to be a great product.

Mayor Cason: Have -- I'll give you one minute closing station [sic]. We have three minutes left. You want to have another question? You're fine?

Vice Mayor Kerdyk: I'm fine.

Mayor Cason: You have a question? The only thing I would ask you in those questions, I asked someone else. Efficiency reports are very important. Everybody needs to know what their boss thinks of them. How do we judge you -- your performance? What are the measures that we use to evaluate your performance?

Ms. McKinley: If I have -- I'm very uncomfortable describing myself. I'm just telling you that

because I am this uncomfortable. If I have to describe myself, I would say I'm the consummate professional, and I think that I could get the job done. I could --

Mayor Cason: But what I meant more likely --

Ms. McKinley: Very successful.

Mayor Cason: -- have you -- you want -- would you be willing to do a performance contract, set metrics, do we judge you by?

Ms. McKinley: That's something that I would talk to the Commission about. It doesn't matter to me. I don't have any preference.

Mayor Cason: OK. Any closing thoughts?

Ms. McKinley: No. I just thank you. It's been a rough two days. It's been grueling, but it's been fun, because now I have a better sense of my government, so.

Mayor Cason: Thank you very much for being here and thanks (UNINTELLIGIBLE) your name in the hat. Appreciate it.

Ms. McKinley: Thank you.

Mayor Cason: OK. I think next, we will be doing...

Commissioner Quesada: Two-minute break.

Mayor Cason: ... two-minute break. And then we'll do -- you guys never -- your 2 minutes are always 10. Please.

Commissioner Quesada: It's only a meeting.

Commissioner Keon: You better call home.

Mayor Cason: Commissioner Keon, are you ready? We're all here. Well, welcome to the Commission -- I think they're -- Are they on?

Commissioner Quesada: They should be working.

Mayor Cason: Yeah, should be working.

Mr. Noriega: Can you hear me?

Mayor Cason: Thank you for being part of this process. We've given each of the candidates a chance to make opening statements. Anything you'd like to say, and then we'll make a round of questions. You'll have 30 minutes, which will be at 3:20 p.m., so the floor is yours, and again, thank you for being here.

Mr. Noriega: Thank you. For introductory purposes for the public's perspective, my name's Art Noriega, CEO (Chief Executive Officer) of Miami Parking Authority currently and a candidate for the City Manager job of the City of Coral Gables. I just want to say thank you. This process has been, I think, from a public perception standpoint, very thorough, and I'm certainly happy to have been part of it. I think that when you get an opportunity to be part of this process -- I've never been a part of a process like this before. It gives you an entirely different perspective of the City than I had before going in, so how you come out of this versus how you enter, it's a -- it just enhances my perception and perspective of what a great City the City of Coral Gables is. It certainly added to my perspective, and you're to be commended for, really, what is a very well run City; I think a very active and engaged resident population, as well as property owners and business owners, and that's a huge asset and benefit to this City and one that, hopefully, if I'm the choice as your next City Manager, I'll get a chance to be even more engaged with them. I think it's a great group. I think the expectations there are so high, and those are expectations you want as a City Manager. You want the expectations from the residents and from the elected officials to be

very, very high, because then that means they care and that they're going to hold you accountable. So thank you.

Mayor Cason: Thank you. Vice Mayor.

Vice Mayor Kerdyk: Yes. Thank you. First of all, I have done a lot of background work on you. I understand you do a very, very good job for the Miami Parking Authority, extremely good job, and I think that's undisputable -- indisputable, but it is a parking authority.

Mr. Noriega: Sure.

Vice Mayor Kerdyk: So my question is, what is it about your background that will give us the confidence that you possess the knowledge and administrative skills and experience to run a, and I say, full service, world-class City?

Mr. Noriega: Sir, I've been in the public sector now on two different occasions probably totally for about almost 17 years. Been in this position as CEO of the Parking Authority for almost 15. I manage the full scope and breadth of the parking operation. That includes finance, operations, IT (Information Technology), unlike a -- or very much like a City, although the operation is central to parking, I manage every aspect of it. So I handle the financial side, the legal side, procurement, all of it. Every -- I oversee everything. So I have my departments that sort of mirror the City of Coral Gables departments, obviously on a different scale. My scale's a little smaller. But I think, understanding the process, understanding how to manage that process, how to manage people, whether it's 180, which I have now, versus 801, which you have in the City, that's a matter of scale, but I think your philosophy, your skill set translates across goals, no matter what the size is. I certainly feel I have the requisite experience. I have a pretty diverse skill set, not just from an operation side. I don't consider myself a parking guy. I have a pretty decent business development and development experience, and that's a big part of what we've done at the Parking Authority is really grow the operation. We get involved in a lot more than just parking-related issues, so we're involved a lot in development. We get involved in a lot of economic development issues, doing a lot of stuff with Parks & Recreation now. And again, I

interface at every level of government, so we have a lot of contractual relationships with the state of Florida, Miami-Dade County, private sector; we manage all the operations at Jackson, which is a unique situation in and of itself. So I think my experience is broad enough that I certainly feel absolutely comfortable I could handle every aspect of managing a City like this. And in fact, my experience being in a quasi-governmental agency and having to serve sort of both sides, which is my own board and an elected body, as well as all the constituents that fall under me, that I do all of that now, which is very similar to what I do here. And because I am given a little flexibility to streamline a lot and be all the more fluid than normal government, it sort of benefits me a little bit because this City has a lot of opportunity as it relates to capital projects, its future growth, and I think I could be a real asset to that extent there.

Vice Mayor Kerdyk: Just a follow-up. This is off the path there, but how do you think your staff will characterize your management style?

Mr. Noriega: So, my management style is pretty straightforward. I believe that you hire really good people, all right; you put them in their jobs based on their talent and skill, not based on relationships and certainly not based on, you know, "my cousin felt like you were a good hire." You hire really good people, you empower them to do the job, you give them responsibilities to do the job, you create the expectations for that job, so milestones, goals, and then you let them go do their job, right, and then you hold them accountable. So the flip side of that is you're going to evaluate their progress over time. It's different, depending on the job, you know. Certain milestones, certain ways you evaluate employees is different based on what their job is. The other aspect of that, and I think it's one of my strongest points, is that I feel like, from a development standpoint, we really -- and I've really promoted and really been very proactive as it relates to training, developing our personnel as well. So we have lot of people that come through our operation and move on to bigger and better things because we've really developed them, developed their skill set, allowed them an opportunity for growth. I kind of believe in that organic growth process. I think you should at all -- when it's all possible, to really promote from within. I think it creates a better culture and an organization, as well as helps you kind of retain a little bit of institutional memory. A lot of turnover is really bad for an organization, so I think I'm an excellent Manager in that respect.

Vice Mayor Kerdyk: OK.

Commissioner Quesada: I think you answered a part of that question, not all of it, so I'm going to ask you what I believe the second half of that question was. How would your employees -- what would your employees -- your current employees say about your management style?

Mr. Noriega: Well, they certainly think I'm -- I have very high expectations of them and the work that's expected of us; same expectations that I have for myself. One thing that they will all say, without question, is I'm very fair. So fairness is a big part of my process. I don't feel that any employee, no matter what my relationship with them is, historically what my relationship has been with them, I think it's very unfair to treat an employee or a class of employees any different from anybody else, right. So part of that process means that the way I communicate to them, the way I interact with them, whether it's a frontline employee or senior management person, it's always going to be the same; same level of respect, same level of expectation, and ultimately, the same level of reward, and they all expect that their work environment is going to be one that they really look forward to coming every day. If you look at my senior staff, and really our staff sort of across the board, we tend to have longer tenured employees because they really like working there. I don't have that kind of turnover, that kind of volatility in terms of turnover with staff, and I think that's speaks for itself in terms of what my management style is. I certainly think that I have a great working relationship with all my staff, but I keep it professional. You know, I don't cross that line. I think I've been in that -- this job long enough that I realize that sometimes, you know, we can be friends; I don't have an issue with that, and I have friends that I work with and friends that I have worked with. But the job is the job, and it doesn't mitigate my expectations. I don't except less of you or an individual, because we happen to be friends, than I would somebody who's just a casual coworker.

Mayor Cason: Commissioner Keon.

Commissioner Keon: You talked a little bit about (UNINTELLIGIBLE) structure a reporting (UNINTELLIGIBLE).

Mr. Noriega: I know there's been some restructuring as of late, and I know that the structure of that reporting process is sort of critical to how information will flow back and forth. I'll tell you that I'm a big believer in meeting regularly with my senior staff, my management staff.

Commissioner Keon: Yeah.

Mr. Noriega: Not necessarily just in preparation of an agenda. I think meeting with them on a weekly basis to get progress and understand kind of what's going on so that we can, in turn, disseminate information to other departments, to our elected officials, to residents. You know, part of that is part of that planning process and that communication process, and that's -- that goes, you know, sort of in both ways within the organizational chart, so it flows up to our elected officials, it's internal to the employees, and then it gets distributed out. But that reporting process, really, there ought to be regular senior staff meetings. I think that we -- I in my own organization, we do quarterly, expanded management meetings to sort of reconnect people that don't necessarily interact on a regular basis. I mean, I have departments or areas that I may have employees that, unless I bring them together, they don't necessarily see each other, but they need to know each other, 'cause, ultimately, they're -- they may interact or relate to each other at some point, and it's important if they see something -- because our employees are the eyes and ears in terms of everything we do in the community, both going and coming. And so, you know, I want people to have the flexibility and the comfort that if they see something on the street, even though it's not their area, to send a message over to somebody else so that everybody's in the loop; it makes everybody's job easier. But you know, I think there ought to be some structure to the reporting process. I think we ought to have management meetings on a regular basis to kind of talk about issues and plan for issues, not just -- not necessarily just plan for agendas or agenda items.

Commissioner Keon: OK. Thank you.

Mayor Cason: Commissioner Quesada.

Commissioner Quesada: Yeah. You -- at the Parking Authority, you've been there 14 years, I

think?

Mr. Noriega: Almost 15.

Commissioner Quesada: Almost 15 years. I was going to ask you about your -- I am asking you about your collective bargaining experience dealing with unions, labors --

Mr. Noriega: Sure.

Commissioner Quesada: -- labor unions. I -- because you're there, I perceive you to have a limited experience with it, but Scott Simpson writes in your reference -- on page 8 of 24 of that binder, if you guys have it -- innovations and pension help your reforms. Can you discuss that with us? Obviously, we have an unfunded liability --

Mr. Noriega: Sure.

Commissioner Quesada: -- that's at about, what, \$245 million; currently, right now, we make a, roughly, 24 to \$26 million payment yearly -- \$26 million payment yearly on our pension. We have some legacy issues. It's been a long time. We're not a new City that is fortunate enough to be in a 401K system.

Mr. Noriega: Sure.

Commissioner Quesada: We've had discussions on this dais in the past, both before Commissioners Keon and Lago were elected and since then, about the 401K system. You know, we've had -- I've had conversations that the City of Fort Lauderdale is switching over to a 401K. What are your thoughts defined benefit, defined contribution? What experience do you have, if any --

Mr. Noriega: Sure.

Commissioner Quesada: -- in that world?

Mr. Noriega: So we transferred or transitioned to a defined contribution plan as of February of this year.

Commissioner Quesada: When you say you, you mean City of Miami?

Commissioner Quesada: MPA, Miami Parking Authority, not the City of Miami. So we made a decision. We kind of worked on it. Been --

Commissioner Quesada: Hold on. So the Miami Parking Authority has a separate --

Mr. Noriega: Pension.

Commissioner Quesada: Pension.

Mr. Noriega: From the City of Miami.

Mr. Noriega: Correct.

Commissioner Quesada: And you oversee that pension?

Mr. Noriega: We oversee that pension, correct.

Commissioner Quesada: Do you have outside counsel that assists you in actuarial? How does that work?

Mr. Noriega: Yeah, yeah. We have outside consultants that manage the actual plan for us. We do -- go through a regular procurement process to manage the plan. We do, you know, actuarial assessments on an annual basis. That pension plan gets audited on its own; it's a separate audit. So, financially, it's treated as, really, a separate fund for us, similar to what a City does.

Commissioner Quesada: So you were at a defined benefit. You switched to defined contributions.

Mr. Noriega: We switched for all new hires, as of February 1, so they all come into a defined contribution plan. Part of the rationale for that was we didn't want to be subject to, as an organization, considering our size, that every time there was an economic downturn, or the markets turned, we were going to be at risk; there was going to be a liability incurred there. There was no way to sort of really overtly protect us against that. Fully funded pension. We didn't have an issue there, but given our size and given, you know, the potential risk -- and we've had some issues in the past -- we felt like it was an appropriate time to evaluate whether or not transferring and converting to a defined contribution plan meets that. So we sat and consulted with our board and said, look, here are the positives. The positives are, we take -- in the long run, it creates a lot more financial stability -- we don't have this volatility in terms of our plan itself -- and the financial risks involved in that. Another benefit is that from a recruiting standpoint, in terms of recruiting new employees, that's pretty common practice in the marketplace. Most people don't have defined benefit plans. That's a system that is in place in a lot of municipalities, but in -- but we're competing against private sector --

Commissioner Quesada: But --

Mr. Noriega: -- for Employees. So from a -- go ahead.

Commissioner Quesada: No, no. Sorry. Finish, finish.

Mr. Noriega: So from a recruiting standpoint, it wasn't going to really impact us in terms of having that benefit or not having that benefit. The down side is that there are going to be a few years now. We anticipate the first five years are going to be a little tough, because we're -- we've got to reconcile that we're closing out a plan. That plan's not going to keep getting funded by new entries to the plan. So we're going to take a little bit of a hit in the short-term, but we know that 10 years out, we're going to be completely sort of wrestled free from any risks, and we will have, you

know, started that transition formerly to a defined contribution plan. The other interesting aspect of it, we had a culture within the organization where more than a majority, good 70, 80 percent of the people coming out of our -- or leaving the organization weren't -- who were vested, weren't using it as an annuity. They were literally cashing out. So, in essence, they were using it as a defined contribution plan for all intents and purposes, because they weren't using it for the annuity purposes. So again, we didn't see really the value in keeping the plan. The past history sort of indicated that most people were cashing out, so it really wasn't really providing the benefit that it was originally intended, and so my board agreed; we vetted it internally. It really took us a couple years to kind of wrap our arms around it.

Commissioner Quesada: When you said "board," just to clarify (UNINTELLIGIBLE).

Mr. Noriega: No. I meant our MPA (Miami Parking Authority) board.

Commissioner Quesada: I know your MPA board, but I -- you know, I didn't ask you in the one-on-one conversation. Your MPA board is similar to a council or commission.

Mr. Noriega: Correct.

Commissioner Quesada: How many members are on that board?

Mr. Noriega: Five.

Commissioner Quesada: Five. And works -- majority vote basically cares on -- or recommendation?

Mr. Noriega: Three-two regular majority, simple majority.

Commissioner Quesada: Can I ask another question (UNINTELLIGIBLE)?

Mayor Cason: on a roll.

Commissioner Quesada: You've --

Commissioner Lago: I've asked -- I've been asking those questions from the two candidates, so, I mean, you're --

Commissioner Quesada: I think it's pretty similar --

Commissioner Lago: Yeah, we covered --

Commissioner Quesada: -- to what you were asking. I'm going to change topics here. I'm looking at your résumé and the nature of where you're at now. I see you as real estate guy. Obviously, I've -- there's a lot more to you that we've learned and that I've learned right now. We have a project that's coming, the Old Spanish Village it's known as, or the Agave project. It is -- it has sandwiched an area that just south of it is a single-family home district; just north of it is the commercial, the Central Business District; just to the east of it, there's a small sliver of residential as well. Our previous Manager was -- even though didn't recommend it, but I guess we got the recommendation recently when the process right now recommending a form-based Zoning Code specifically for that area. Knowing what you know of the City of Coral Gables, what you knew before, what you've learned in the last two or three days, or in the last month throughout this process, would you recommend to us for that project a form-based Zoning Code? I want you to consider in your response to us the residential aspects in the surrounding neighborhood, the impact on Merrick Park, the impact on downtown Coral Gables. Sorry for the multi-part question, but this is an issue that I'm certainly looking at when I'm --

Mr. Noriega: Sure.

Commissioner Quesada: -- making a decision on a Manager, considering it is a very large project.

Mr. Noriega: Yeah. That project clearly is a once-in-a-generation type opportunity, I think, from the City -- in terms of just the size of the land assemblage. It's a big project. It's at a scale

that I don't think the City has -- gets presented to it in very -- on a regular basis. So the idea of addressing it from a zoning perspective specific to that project, I think you can't do that in a bubble. I think it requires a lot of public input. I think you need to solicit the public's input relative to what's going to happen there. I mean, that's very important. Having it be sort of an open, publicly vetted process. I don't know how far along that process is as of now. I mean, I know of the project. I have --

Commissioner Quesada: Still very early.

Mr. Noriega: Yeah, I have a general sense of the scope of the project. I don't have any sense as to just personally whether or not that project, from a market standpoint, makes sense. I mean, I don't really -- I don't know enough about it. But I think, given the size of it and given the scale and given the size of the site, that it ought to be addressed as a -- in a little more detail, little more specific to the zoning process.

Commissioner Quesada: Do you think switching to a form-based Zoning Code in that location creates a bad precedent for the rest of the City, considering that's the only location where we have a -- where we would have a form-based Zoning Code, assuming the votes are there?

Mr. Noriega: I'm not sure. I'm not sure if it sets a bad precedent or not. Precedent is a function of whether or not you interpret that as to being negative, because you referenced it kind of in a negative way, "bad precedent." There can be a positive precedent too that can sort of lead you into good government. I honestly, in all fairness, couldn't answer that question without really getting into a lot more detail, but I'll tell you that I don't see things as good or bad precedent. Precedent is precedent. Ultimately, it's the end result that matters, right; and if the public and the leadership agrees that, hey, this is really the smart thing to do -- because maybe you have special circumstances -- then that's what you do. I don't believe you treat everything "cookie-cutter" either, so I think you got to be a little flexible.

Commissioner Quesada: OK.

Mayor Cason: Commissioner Lago.

Commissioner Lago: Mr. Noriega, thank you again for coming out here and giving us your time.

Mr. Noriega: Thank you.

Commissioner Lago: My question is very simple. It's in regards to the CBD (Central Business District). I was going to ask you about pensions, but I think Commissioner Quesada has drilled you for some time in regards to pension.

Commissioner Quesada: I was inquiring. I wasn't drilling.

Commissioner Lago: You were drilling. In reference to our downtown -- as you can tell, that is the lifeblood of our City. It provides over 50 percent of the revenue in regards to our tax base. What I see right now is we're going to be seeing a beautiful renaissance in regards to our existing infrastructure, and what I mean infrastructure, I mean Miracle Mile, I mean the two proposed parking garages, major development projects that are planned; some as of right, some that are going through the variance process. I wanted to get your idea in reference to what do you see the future of downtown? How could you, with your management and your leadership skills, help ascertain some of these projects that have been on the planning stages for close to 25 years? And that's my first part. And the second part is, I want to -- I want you to give a little background in regards to how your leadership skills at the MPA have helped revolutionized technology in regards to your organization. Because here in the City, I'm a firm believer -- and we've had several individuals mention it already -- that, you know, technology here is extremely outdated. We're not using -- excuse me -- the most up-to-date, not even close, up-to-date technology in regards to applications, apps, permitting process. What would you do to bring this City into the Twenty-First Century?

Mr. Noriega: All right, so first, appreciate the question; sort of right up my alley there. What you tossed me there. So from a -- from an infrastructure standpoint, clearly, the decision you made recently relative to Miracle Mile in the funding of that project, I think it's obviously a long

time coming. I think from an infrastructure standpoint in terms of curb appeal, given the importance Miracle Mile has to the Central Business District, giving it a fresh -- an update and not even just from an aesthetic standpoint, as we kind of talked in our one-on-ones, from an infrastructure standpoint as well. I mean, there's so much -- you're going to get one shot to do Miracle Mile; you got to get it right. And so that planning process, that vetting process, that public involvement, there's going to be a lot of pain throughout that. It's going to be cumbersome. It's going to take a while. It's going to require a lot of work, a lot of sweat equity. But ultimately, that's expected when you do a project of that size, especially for a City like this, and I think the end result easily justifies the amount of work that goes into that. I certainly have a lot of experience in capital projects, in development. I understand the process. I understand the public involvement process. I've engaged in that quite a bit. I think there are a lot of different constituencies here, right, 'cause it's the residents, there's the property owners, there's the retailers. And ultimately, there's the end customers because they might not fall into any one of those categories, right, so there are the users. So you're going to have a lot of design professionals who are going to, you know, compete for that process. You're going to select a really good team, and then ultimately, you're going to put together a plan, which you're going to do so in conjunction with all these different constituent groups. And then comes the hard part, because actually, that's probably a little easier than actually building it. So building it is going to be a little painful for the retailers, right, painful for some of the customers. We're doing something like that similar on a smaller scale in the Grove now in Commodore Plaza, and it's been a little hard, but the end result is every single one of those merchants and retailers loves the end product. The end result is what they really appreciate. So look, it would have been great, and we go back to the other -- sort of flip side is the garage redevelopment sites. It would have been great to have done those ahead of Miracle Mile, because I think they would have provided a great resource to that project. It just didn't fall in that way in terms of timing. But it doesn't mean those can't be wonderful projects too. It doesn't mean -- can't mean that all that infrastructure that being proposed, the project over on the public site -- we talked about the A-Loft project as well. So there is a lot going on, and I know there's about \$55 million with the capital projects in the queue right now. That's where you want to be as a City. You want to be building stuff. You want to actually be out there making improvements and then communicating those improvements. So, you know, big part of my discussion with all of you was this issue of communication, and how do you communicate to the

residents? How communicating to the business owners in the City that we're doing all this great stuff, right?-and how are we using the employees to, I'll say, benefit that communication plan, sort of really put the "icing on the cake" of it; you know, really be a great resource to us in the community. So all of that sort of falls into place. You know, clearly, this is the time you want to come in as a City Manager because, from a City perspective, you know, all the heavy lifting -- there's a lot of the heavy lifting's done on the financial side. Now you get to go out and build and do positive things.

Commissioner Lago: Let me ask you, on that second part in regards to technology, what would you do right now? And I want to see -- give me examples of how you've done it in the MPA. What would you do right now to address technology across the board? I mean, everything, from parking to permitting to expediting to permit inspections to revamping our web site.

Mr. Noriega: Sure. So right now we're actually doing --

Commissioner Lago: How do we communicate with the residents, all of that.

Mr. Noriega: Yeah. So right now we do a -- I'll give you a little bit of history, and I'll tell you some of the stuff we're working on now. So we were first in the country -- one of the first in North America, actually, to implement pay by phone. That was kind of a groundbreaking thing for us. We were really looking at an opportunity to create, initially, a platform across Coral Gables and Miami Beach. That's how it started. I hosted a meeting. They all came to my office. This is eight years ago. And said, hey, look, let's -- why don't we create a common platform that we can all use. Our customers are all the same. They bleed over into City -- to the other City. Let's create a regional platform. Great idea. Miami Beach went off their way; went an entirely different direction at the time. They sort of spun off it and did their own thing. Coral Gables went ahead and did their own thing, too. We never got back on the same page. Come full circle, right, seven years later, our parking app, same parking app you use, same parking app the City of South Miami uses. We're now created some regionalism to it, which is great. So from a customer standpoint, to be able to go to any one of those cities and use the same platform is a huge benefit, okay. We also fully automated all of our operations. So we took all of our cashiers and

people candidly, physically handing me money. We automated everything. We did that about five years ago. We put in a Central Command Center, so customers could still interface. We sort of central command the area 24 hours a day. They get a chance to communicate, and we were literally one of the first to do that. The Central Command Center on the municipal side, absolutely one of the first to did that. So from a technology standpoint going forward here, we're totally -- we're doing a web site redesign now. That's going to create a better payment platform for customers; also going to create a better interface option for our customers to do inquiries. We have some of that now, but we're going to ramp it up a little bit. We're also going to create better interface for our frontline employees to be able to communicate work orders back to the office so when issues arise, work orders get transmitted digitally. I think a lot of that could be transferred here to the City of Coral Gables. I certain think from a permitting interface standpoint in terms of having a lot of information available to people that are permitting, going through the permit process online, rather than having to physically come here every time they want to get plans processed or reviewed, I think those were all, from a technology stand -- I think, you know, obviously, having a Wi-Fi network, I think would be enormously helpful. I won't even talk about the technology on the parking side for the City of Coral Gables, because that's obvious. I mean, there's a huge improvement there.

Mayor Cason: One quick question. People coming to Coral Gables, now they eat and get married in downtown. We're going to be putting lipstick on the pig in the sense that we are going to be fixing up downtown. We're going to do all the infrastructure. Now, what else is necessary

Commissioner Quesada: “Facelift on a pig”, come on have lipstick.

Mayor Cason: I happen to have a different view of how the downtown looks, but at any rate, we're going to beautify downtown. We're going to do all the infrastructure. What do we need to do, in terms of zoning, to get more foot traffic and get people to come downtown and -- so we could have a new mix of businesses? Because a lot of the money that we -- a lot of people come downtown, they go else to spend their money after they eat. So what's your thoughts on that?

Mr. Noriega: Well, I think part of the disadvantages you have is you obviously don't -- Miracle

Mile, in particular downtown, there's a lot of property owners. So we have that same problem in our downtown core with -- and even worse. I mean, I know you're not going to compare Miami downtown to downtown Coral Gables, but we have a lot of the same issues that -- we have really good property owners and really bad absentee property owners who are just looking to fill retail space, rent it out, no sense of tenant mix and how to mix that retail. I think the keep piece is to have a good complimentary mix of retail, so restaurant, higher end retail. I think part of that is when you improve the curb appeal, you're naturally, you're naturally going to create a draw for higher end retail. A lot of that -- a lot of those property owners now will see their value, right, in terms of what they can expect in terms of rents to increase, and they're literally going to now be able to market to those higher end retailers. That'll happen automatically. I think, doing the street work really adds so much to the expectation in terms of rental rate that it'll be a huge benefit.

Mayor Cason: But what I was trying to get at is there is a thought that maybe we need to have an entertainment overlay district to make it more fun for the young professionals who are coming into our businesses to want to stay after they eat; they have fun and they don't go to South Beach. What do you think?

Mr. Noriega: I'm not sure that's your brand. I mean, I'm going to tell you, from a -- someone that -- I think every City has its brand. It's like -- I'm not sure that you have really ever marketed yourselves toward that entertainment sort of venue. I know in the City and in Coral Gables, we struggled with it a lot, 'cause there's good and bad that comes with that. I think you got to decide as a City, and that's part of why I talk a lot about a strategic plan. I think you need to have that and get some sense of what the real overarching vision for Miracle Mile is, because, ultimately, that comes into play if the expectation is, hey, we want to have some after-hour venues and -- 'cause we really think that adds value. If it doesn't, then you know right away -- as part of that strategic planning process, you know, like that's not something we want, then you create a different set of incentives, in terms of zoning overlay, that may encourage other types. Maybe it's you really want to focus on restaurants or high -- really high-end retail, or you want to actually maybe put a layer of office co-working space in there; you know, tech. I mean, whatever it is you're trying to draw in terms of the type of business recruitment, you can gear it that way. But a strategic plan would really be, I think, the place to start.

Mayor Cason: I appreciate it. One-minute closing statement. Anything else you'd like say?

Mr. Noriega: No. Just again, thank you for the process. This has been a wonderful experience. Kind of glad to have it over, though. It's --

Commissioner Quesada: So were we.

Mr. Noriega: Yeah. So it'll be good to move on. I know all of you are very excited about the idea of having a permanent City Manager in place here very shortly and the pressure it takes off each of you. I'll sort of close out with, you know, hopefully, I'm the guy for the job. And if I am, hopefully, how I'll be evaluated in the future is that I've made every single one of your lives easier and you really enjoyed doing your jobs as Commissioners because I've taken a lot of that pressure off of you; allowed you to really be -- do the part of this job you really appreciate. You know, you don't want to be micromanaging anything or taking away time from the other stuff that you really need to do. You need a professional staff in place to make your jobs as elected officials that much better.

Mayor Cason: Thank you very much.

Mr. Noriega: Thank you.

Mayor Cason: Really appreciate it.

Commissioner Keon: Can I ask one question. Are there any women on your board?

Mr. Noriega: Yeah.

Commissioner Keon: Yeah.

Mr. Noriega: Yeah. I have a woman on my board, Yami Reyes.

Commissioner Keon: OK, thank you.

Mr. Noriega: Yeah.

Mayor Cason: Thanks a lot. Anybody want a break?

Commissioner Quesada: We are going to get rid of you anyways.

Mayor Cason: Anybody need a break for --?

Commissioner Keon: Did you want to make me president? Is that what you said?

Mayor Cason: Welcome.

Pieter Bockweg: Thank you.

Mayor Cason: Thank you. Here is what we're going to do -- we'll have 30 minutes. We'll let you have an opening statement. Please state your name for the people who are watching on television. You could save as much time as you want for the opening statement, tell us why you want the job, and then we'll have a round of questions, and we'll end up with last one-minute statement. You'll have 30 minutes.

Mr. Bockweg: Great. Thank you. My name's Pieter Bockweg. I am currently the executive director of the Omni and Midtown Community Redevelopment Agency for the City of Miami. The reason why I applied for this job is because I thought in my day-to-day operations currently for the City of Miami Community Development Agency, the synergies between that and the City Manager position. All the concerns that I have experienced throughout the last four, four and a half years at the CRA (Community Redevelopment Agency) has taught me that community engagement, quality of life, economic development are some key components to reviving and continuing to grow a City. As part of the Community Development Agency, I'm in charge of

revitalizing that area; and using all three of those components, I think, are important to making that a success. And because I deal with the community, the residents, merchants, business owners, land owners on a day-to-day basis, I feel that, that synergy is there with a City Manager position. I'm originally from Holland. I was born there. I moved to the United States when I was nine years old, and moved up to Connecticut where -- for my adolescence. And one of the things I really like about Coral Gables, it has that small community feel to it, and that's very rare to find here in South Florida, particularly in Miami-Dade County. I've lived here for the majority of my life, with the exception of Connecticut. But I enjoyed that small community feel and the community at large, and it almost kind of reminds me when I go visit Europe, you have that small town feel to it. So those are a couple of the reasons why I think I would be good and why I applied for the position.

Mayor Cason: Thank you. We'll start with -- Bill, did I start with you before or --? I forgot already.

Vice Mayor Kerdyk: I could (UNINTELLIGIBLE), yeah.

Mayor Cason: Go back to you.

Commissioner Quesada: Pieter, on your résumé, you list that enhance law enforcement, and I saw in your reference notes references that the CRA neighborhood, there's always a lot of issues going on, and I saw you here on Thursday, I saw you popped your head in. Considering what you learned on Thursday, what you know in the City and what you've learned in the last few days on the trolley tour that I think all of you guys took, but specifically to the Police Department, what experience do you have dealing with police departments? And considering what you saw on Thursday, how -- how would you -- if you were selected Manager, how would you guide the City forward?

Mr. Bockweg: Well, I was here on Thursday, and it was quite interesting to watch and to see. As part of executive director of the Community Redevelopment Agency, that area has been designated by the State as being slum and blighted, so policing and police enforcement is a huge

quality of life issue that I take very seriously in that district. Over the last four years, we have implemented special programs within that area. Just recently this year in my budget for the CRA, I had -- it is approved by the board -- to create our own CRA police unit, police force, which will be the only one of its kind in the State of Florida within a CRA district. And throughout the programs that myself, with close collaboration with the Chief of Police and the commander for Miami-Dade -- for Miami, we have reduced crime, and we're on target this year to reduce crime by 37 percent. It has been steadily decreasing since the last four years.

Commissioner Quesada: How have you done that?

Mr. Bockweg: We have done a variety of things.

Commissioner Quesada: But what has your involvement been in that as well?

Mr. Bockweg: Well, my involvement from -- is -- I am not a police officer, and I have spoken to the chief, and I'm not going to pretend to be a Police Chief or a police officer. However, I do have some ideas and experience on how to implement some tactics and ideas on how to curb some of the crime. In the area, there's a lot of crime -- or there was. A few things that we did was to put the first multiplier, we parked police cars in certain areas, and the officers in those police cars would get on bicycles, so all of a sudden, you have doubled the police presence in that area. We've also implement ideas where the police officer was required within their zone to stop and check out two homes a day and two businesses a day. We thought that was very important from a community engagement standpoint, whether there was a crime occurring or not, just the fact that you have the police officer knocking on your door and saying, let me -- you know, you mind if I look around your house, give you some suggestions to keep you safe, seeing if there's any problems, have you seen anything suspicious. That's a great avenue to allow the community to be more involved with the police and have that police engagement from a community policing standpoint, and the same along with the businesses. Knowing that the police are out there, knowing that you hear their concerns gives the community a great sense of comfort and understanding that the police is there to curtail the crime. The other thing what the Police Department has done is assigned one individual to pick up the people that are arrested, and we look at more of a basketball scenario. If you play

zone in basketball and one person leaves that zone, it leaves it open for the other team to score. So what we've done with the Police Department is assign one individual, if somebody is arrested in the area, to allow the police officer that may be arrested, stay within his zone, and that one individual from headquarters would pick up the person and take him to the jail. Again, with the concept of not leaving your zone and making sure there's always a police presence. There is a couple things that we've done, and one of the things that we felt was important from the CRA is allowing that community engagement with the police. They're not the bad people. They're there to help you and to advise you on how to do that. And those are a couple things. We -- you know, the City of Miami also has NROs (Neighborhood Resource Officers) and neighborhood resources officers that we use regularly. They're actually stationed in the CRA office. We provided police -- the Police Department office space within the CRA office to make sure they're accessible and are always present within the area. But that first multiplier is a big tool that we use.

Commissioner Quesada: Thank you.

Mayor Cason: Commissioner Lago.

Commissioner Lago: Mr. Bockweg, how are you, sir?

Mr. Bockweg: Sir, how are you?

Commissioner Lago: Good, good. My question's a real simple one, in reference to -- we have 801 employees currently in the City of Coral Gables, and my question is in relation to how would you -- if you were fortunate enough to be chosen as our next City Manager, how would you -- the first day on the job, what would you start doing to assess the structures that we have in place? Would you meet with the executive directors? Would you meet with the directors? Would you meet with every employee? What plan of action would you have to assess our current workforce, to assess any gaps that we may have in the system so that we can make sure that we provide the necessary services to the residents and also the business community?

Mr. Bockweg: Thank you. Well, the first thing I would do, Commissioner, is meet all of you

individually and try to get an assessment from you all on where you feel the problem areas are and what areas can be improved, and that is most important from the first get-go. From there, I would be meeting with executive staff and listening to them, seeing how their involvement in the staff and the employees and how they interact. Yesterday we went through the round of interviews and also discussions with department director and assistant directors, and there were some concern that I saw about a lot of, you know, entities being under a certain departments and that --

Commissioner Lago: Can you discuss a little bit in regards to your concerns?

Mr. Bockweg: Well, one of the departments that I saw that was a little too overflowing, if you will, was Public Works. There are certain areas in Public Works and certain entities in Public Works that I, as a person -- personally, do not feel belong there. One of which is Capital Improvements. Coral Gables is going to go through a significant amount of Capital Improvements; is currently going under and moving forward in the future. That is one department that I would separate from the rest because of the importance and the impact it will have within the City, and there should be a closer collaboration with Capital Improvement and the Planning Department. There are certain -- there are other entities, like Economic Development has arts and culture. Arts and culture is extremely important, but economic initiatives department almost works like a facilities management outfit. And arts and culture, in my opinion, needs to be a separate entity away from that discipline. Those are a couple of things. And I would meet with that executive staff and, most likely, I would come before the board and listen to your suggestions in seeing how I could rearrange some of the organizational structure, but of course, always working closely with the Commission and the Mayor and the employees moving forward.

Mayor Cason: Thank you. Bill.

Vice Mayor Kerdyk: Yes. In the CRA, how big did you say your budget was and how big was your staff?

Mr. Bockweg: When I inherited the CRA, it was \$80 million. Currently, it is \$34 million.

Vice Mayor Kerdyk: OK.

Mr. Bockweg: I have a staff of six employees right now. And on top of that, I deal -- I'm responsible for all the -- some of the consultants and the contractors and whatnot that work on our infrastructure improvements and building facilities.

Vice Mayor Kerdyk: OK. I mean, I've asked this question before, but it's very important for someone like you. I mean, this City is a full service, world-class City. I mean, it's got 50,000 people in it, but it's a pretty complex City. I mean, it's -- you know, we have most beautiful residential areas in South Florida, if not one in the country. We have a downtown area, we have the University of Miami there, but we face issues. I mean, we have collective bargaining, zoning matters, Police and Fire, trash, historic preservation, Capital Improvements. I mean, it is a complex town. Seeing that you're coming from a organization that is much smaller than our 801 employees, our \$160 million budget, how can you reconcile that to me and how can you give self-insurances that you're the guy that I feel comfortable with hiring as a City Manager for the City?

Mr. Bockweg: I was -- and that's a great question, Commissioner -- Mr. Vice Mayor. I had six employees by choice.

Vice Mayor Kerdyk: OK.

Mr. Bockweg: I run a very lean and mean organization. I have run a state statute, and I am allowed up to 20 percent of my budget for operations. My budget is \$34 million. That means I can have an operations of \$6.8 million. Currently, my budget for operations is \$790,000 and I do that on purpose, and the reason why I do that on purpose is because I believe in three main things: deadlines, accountability, and effectiveness. And I can hire as many consultants as I want. I can hire as many groups of people I want, but if I lose that efficient and accountability, the job ultimately is not going to get done. In my previous position when I was in DC (District of Colombia), I had 200 -- 160, 200 employees under me, staff, when I was a head of sales in partnership. But the agency that I oversee now is designed for that specific reason, and it allows

me to influx as much capital into the community as I feel it should be, because ultimately, we are there for the community and making sure that the community gets as much out of the agency as possible. So I run a very lean and mean organization. As far as staff is concerned, you know, staff is -- I -- like I said, I have had 200 people under me. I deal with many, many consultants or project Managers or contractors. I deal with all gamut of departments for the City of Miami in our construction, in our infrastructure improvement and Streetscape improvements. Even though they don't directly answer to me, most of them, I still have to guide them and I still have to direct them to make sure the project is completed on time and under budget, and that's a management skill. It doesn't -- it's not necessarily the number of people that's there. It's a management style. And whether it's a thousand people or six, if you have that management style, that will automatically, in my belief and what I've experienced, trickle downs to everybody else, because that direction has to come from somewhere, and I'm fortunate enough to have that job now at the CRA and hopefully in the City of Coral Gables, but that's -- it's a good question, but that's how -- that's why I think I am capable of this position and this job, irrespective of the difference in employees.

Commissioner Quesada: Do you outsource any of the personnel that you rely on?

Mr. Bockweg: We outsource PR (Public Relations). We have a public relations company that we use at the CRA. We used to outsource the -- our attorneys. I decided against that; we no longer do that. We use the City Attorney's Office, who answers to me. We use -- we also use the Capital Improvements Department for the City of Miami. We hired them as our owner's rep, which also another department that I would then direct to do our infrastructure improvements. I try to minimize it as much as possible, and I look at it as kind of like an assembly line. Let's say we go to Subways, and you have three people making the sandwiches. You add one more and, all of a sudden, productivity is going to go down because there's too many people there. If you take one away, productivity is going to go down because there's one too few. So it's a fine balance, and I found that from the CRA standpoint, from a productivity and efficiency standpoint, the fewer, the better; and we're able to direct other departments and agencies that we hire.

Mayor Cason: Commissioner Keon.

Commissioner Keon: I'm fine. Thank you.

Mayor Cason: Something that we mentioned earlier, we're going to be -- couple big projects. We're going to be redoing downtown, Streetscape project. It's going to be tremendous, we hope. Great physical improvements. But one of the problems we have is that we have a lot of young professionals that are moving into our 160 corporate headquarters here that are looking for sophisticated fun, things to do, and they -- after they eat, they leave the City and spend their money elsewhere, and it's part of a mix is why you really come here -- we're known for wedding shops and all that and to eat. A hundred and eighty restaurants and great destination. But the businesses are finding it hard to stay open after people eat, because there is no entertainment. So I would like your view on one of the idea that's been floating around is some kind of an entertainment overlay district that would help create a positive momentum to get people -- stores to stay open later, better stores, to -- and -- so that people can stay around and spend their money here. It's -- we haven't addressed this yet, but I'd just like your thoughts on that aspect and how it might -- you know, there could be some downsides with neighbors and so on, so it would be delicate; you'd have to handle it well, but what are your thoughts on that?

Mr. Bockweg: Well, the CRA that I -- one of the CRAs I oversee is actually within the entertainment district of the City of Miami, and we encourage entertainment, and we encourage people to stay and spend their money locally and making sure they didn't go somewhere else, like get on the highway and leave. One of the interesting points, from an entertainment standpoint, I was appointed this summer by the Governor to be on the Film and Entertainment Advisory Council for the State of Florida, which is -- coincides perfectly with the entertainment that I oversee now, but also with the movie production studio that we're building in the CRA. But entertainment is a tricky thing. It needs to be well balanced, because you will run very quickly into concerns and complaints from residents and other business owners. You will run into noise complaints, hours of operation, alcohol consumption, what time do you stop alcohol consumption; is it a hard close or a soft close? These are all things that I would love to take a look at in the Zoning Code, and you have a very convoluted Zoning book and Zoning Code, but it's definitely something that could be addressed and done in a smart way. We do it in the CRA now. The

CRA has within that entertainment district, has a 24-hour opening. There are benefits to being in that area from that standpoint, but I venture to say, once the area, which is coming now -- and there is currently five projects that I'm overseeing in the development and two incentive agreements that I have negotiated for a multi-use construction, that those hours will automatically start changing because of the influx of residents and whatnot. And so that's a delicate balance that you would have to look into, but it's definitely something that we have done in the CRA and looked at carefully, and again, quality of life and police is an important component of that. Because the more longer you stay open, the more people are going to be here, the more police presence is going to be needed from a quality of life standpoint.

Mayor Cason: This City over the years has grown, in part, because it's natural -- people coming in -- a lot of immigrants. We have 118 nationalities, and part through an annexation, and we've -- 10, 15 years ago we annex the number of communities down south, there are still some communities that have not been annexed as in the past, that they want to be a part of Coral Gables. Miami-Dade seems to have taken a new look now at -- there was a moratorium for a while on it. What do you see as the possibilities? What are the challenges for annexation?

Mr. Bockweg: Miami-Dade County did put a moratorium on annexation, and one of the ordinances they passed was to make sure there wasn't a hole in the doughnut, so that the unincorporated wasn't surrounded by a municipal government. While I was at the City of Miami, one of the areas that we did look at was annexation, and I did -- and I prepared an annexation package running -- working with all the different departments to annex certain areas from unincorporated Dade, West Miami, and the 195, and moving south, just north of Melreese Golf Course, right by the airport area, the industrial section. There are a lot of components. I'm very familiar with why the moratorium happened and the lawsuits that happened because of how much you would have to pay Dade County and whatnot for that loss of revenue, but it's definitely a doable thing. It is a process. It takes -- it takes a year, if not more, 'cause -- just all the research and the laws that you have to -- the permissions that you have to ask and, etcetera, and there's a lot to it, but it's a viable option to growing a City; and the County, from my understanding, is open to those options now because of the -- lifting the moratorium, and they've kind of worked out those differences. I think we would have to be strategic in what areas we would annex. There might

be some more beneficial than others. And there are also guidelines from how many registered voters there are to go through that annex -- application, whether you do a referendum or not. There is a guideline in the law that says if it's under "X" amount of registered voters -- I think it's 1,500 -- within the area, you do not have to go through a referendum. These are all strategies that we would have to consider in moving forward with any annexation application, but I'm very familiar with that process.

Mayor Cason: OK. We have time for some more questions, if anybody have them.

Commissioner Quesada: Yeah.

Mayor Cason: And you have a summary at the end, if you want a minute to tell us, you know, closing thoughts.

Commissioner Quesada: I want to come back to the vice Mayor's question, earlier. He talked about all the different departments we have, different number of employees that we have compared to what you manage now. In our meeting earlier -- our private session earlier, you talked about that you managed over 100 different consultants. When you're dealing with those -- I'm just trying to get a general idea. If you manage the number of employees -- I guess -- let me strike all that. Felt like thinking out loud here; it's not working out. Saturday afternoon.

Mr. Bockweg: Can I strike my answers too?

Commissioner Quesada: No. I guess, do you see it's going to be a concern going from a jump of a number of employees you have now to the number of employees that we have in the City of Coral Gables? That's the broad question for you at this time. I know -- I understand why -- I think you gave me -- you satisfied my concern with why you have so few employees and you try to use the outside help. And we've had conversations about outsourcing, you know, up here in the past, and we've had them -- I know I've had them privately with staff in the past, as well, and we talk about the pros and cons, because, you know, Coral Gables -- when you live in Coral Gables, you -- residents expect and they deserve a certain level of service, and sometimes we feel we get the right

amount of service with employees that are here full-time, obviously, and there are negative aspects as well the impact on the pension going forward. So the broad question for you is do you think you can handle going from a jump to 801 employees?

Mr. Bockweg: Absolutely.

Commissioner Quesada: And if so, how would you do that?

Mr. Bockweg: Absolutely, Commissioner. I don't see there a difference to be between -- and this might sound a little philosophical, but the inverse is true with what I'm about to say to you. Staff needs to be motivated and staff needs to be pushed to a point where they feel comfortable enough to take chances and to think outside the box and to know they have somebody that stands behind them and understands them and defends them and that is okay to make mistakes. As long as it's not too many by the same person, we're okay. But, you know, it's okay to push that envelope, and that's in management style. That is not a number of staff members, right. Because again, you can have a thousand staff or six. If you have a management style that is not conducive to motivating staff, conducive to empowering them to think outside the box and knowing that somebody there, then morale is really irrelevant to the number of staff members you have. And I think a good leader has also the staff around them to help push that vision down the ladder. And every step of the way that I've ever had, whether it be at the CRA, and overseeing projects, infrastructure projects, development projects, quality of life projects, I deal with consultants and project Managers and departments on a day-to-day basis and they -- like I said, they need that direction and that direction needs to trickle down to the other staff that are there. So even though they're not on my payroll, they do answer to me, and I've had that experience whether I was in the private sector and in the public sector. And you bring up an interesting point, Commissioner, because in our private conversation, I made a statement, and I do stand firm by that statement. In most cases, private sector can do a better job than the public sector and they can do it faster than the public sector. But with that said, you need to find a balance in which exactly services those are. Quality of life services, government service, trash pick-up, police, fire; those are not to be outsourced, obviously. Those are key components that the residents and the community expect, and they should, and they should be maintained. But there are other resources that can be

outsourced, and those are the things that I will be looking at, and of course, presenting that to the Commission for approval and your guidance in what areas you all feel necessary changes need to be. But from -- and I'm a very firm believer in working together in public/private partnerships. But I hope I answered -- satisfied your question from a staff level, that it's a leadership style, not attached to a number. And I could tell you that I stand before you and I'm very comfortable with that change.

Commissioner Lago: Thank you.

Mayor Cason: Anything else you would like to say in closing?

Mr. Bockweg: No. I'm very excited. I appreciate being a part of this process. It's been something new...

Mayor Cason: It's new to all of us. I don't -- well, you did. You were the only one with the -- nobody else has ever gone through this, so --

Mr. Bockweg: But I've had fun doing it. I've had fun doing it. The one thing I would like to add is that I've had extensive experience in negotiating contracts, revenue-generating contracts, to increasing the revenue for the City in different ways, extensive Streetscape and infrastructure improvements, parks, and of course, which is very important for the community here, which is one of our -- which is one of the most important things here and one of our missions at the CRA is historic preservation, and we have been awarded several awards for that in the CRA. I look forward to the opportunity. I look forward to being selected, hopefully, and working with the community hand-in-hand, as well as with you all, and I appreciate you allowing me to be a part of this process.

Mayor Cason: Thank you for being part of the process. Thank you. We real appreciate it.

Mr. Bockweg: Thank you very much.

Vice Mayor Kerdyk: Thank you.

Mayor Cason: Anybody want to take a --

Vice Mayor Kerdyk: Let's stretch for a second.

Mayor Cason: -- five-minute stretch?

Vice Mayor Kerdyk: Yeah.

Mayor Cason: We'll take a five-minute stretch, and then we can -- we'll try to start at five minutes to so that we know that we can end up --

Commission in recess.

Commission back in session.

Mayor Cason: All right, Colin, we're ready.

Commissioner Lago: Are we --?

Mayor Cason: We're ready -- does anyone need (UNINTELLIGIBLE) charging?

Commissioner Quesada: No, no, get that away from me.

Commissioner Lago: You're the fifth candidate.

Commissioner Quesada: No, no.

Commissioner Lago: (UNINTELLIGIBLE) employee.

Mayor Cason: I'd like to remind the crowd here in the Commission chambers today to please turn their cell phones off.

Commissioner Quesada: You're up first.

Vice Mayor Kerdyk: Is that game on TV (Television) today?

Commissioner Quesada: It's on; 3:30 p.m. right now.

Vice Mayor Kerdyk: Yeah, so it's on. When I get home, I can show -- watch it.

Commissioner Lago: It's 14 to 7.

Mayor Cason: OK. Mr. Beard, thank you so much for coming all the way down from Atlanta, sticking to the whole process. We're really had -- glad to have you here. We're going to -- this will be like we did with the Citizens' Advisory Committee. You can say whatever you'd like about your qualifications to us, and then we'll make a -- as much time as we can to ask individual questions, and you'll have 30 minutes, so roughly at 4:30-ish, and you have closing statement or whatever you'd like to say, if you would like to do one, and then we'll finish our interviews. So welcome.

James Beard: Thank you, sir. First off, before I get started, I want to thank Colin and his team for the fine work, putting together the panel of candidates that you've looked at today. I also want to tell you, you have a wonderful staff. Everybody has been very gracious and hospitable throughout this entire process, and they couldn't have made it more welcome. So with that said, my name's Jim Beard. I'm currently the CFO (Chief Financial Officer) for the City of Atlanta, and I'm applying today to be your City Manager. What I bring to the table is 20 years of experience throughout the country in financial services; spent the last three years as the CFO for the City of Atlanta, a City of roughly half a million people, \$2.9 billion budget, 8,000 person staff, with a 2,000 person police force. And in the time that I've been there, we've increased our fund balance, addressed crime, brought on 200 new police officers, and gone through a myriad of

public/private partnerships, development projects, things like new stadiums, and those sorts of things. In looking at your position description, all the qualities that you've asked for I believe I have. One of the things that I saw that you -- that seems to be important is transparency. Florida's -- I mean, excuse me -- Georgia's also a Government in the Sunshine, so we do things in a transparent manner, and I promise you Commission that I bring those things here as well. Leadership. I lead from the front. You can't lead your team and lead your team at the same time. So those are some of the qualities that I bring to the table. I think that I'll do an excellent job for you, and I -- hopefully, you'll find me worthy of your trust and confidence. I'm willing to answer any questions and...

Mayor Cason: Thank you very much. And we'll start with Commissioner Lago.

Commissioner Lago: Mr. Beard.

Mr. Beard: Yes, sir.

Commissioner Lago: First off, I'd like to thank you for taking the time to fly down from Atlanta. I know you have family here, and your wife is here, but I just want to say thank you for putting yourself out there. We know this is very difficult. I had a very enjoyable interview with you, and we discussed a lot of issues, one of them was transparency, good government; making sure that the policies that are put forth by this Commission are followed and you run the City as -- if you are our future City Manager. My question to you is one that I posed to two of the other candidates; I'm going to pose to you, because I think it's more geared toward your financial background, which is something which is going to be, if you are chosen as our City Manager, something that will be put to the test. In reference to our pensions, as you well aware, we discussed, we have about \$240 million unfunded liability. We -- as our part of our \$160 million budget, we're spending around \$26 million a year in regards to having to make payments into that pension. What would you do to find alternate options, A, a bond, refinancing debt, negotiating with unions? What would you think is the best direction that our City should head in and what advice or expertise would you bring to dealing with the pensions?

Mr. Beard: So in Atlanta, we've addressed that problem as well. You've thrown out a bunch of tools in the toolbox. My answer to you is yes, you have to use all the tools. There is no one magic bullet when it comes to dealing with pensions, pension reform, and the unfunded liability. You need a combination of -- employees have to help more, the City has to be a good fiscal steward. Pension obligation bonds are one strategy that's been used, but it has some issues, so there are some risks with going the route of pension obligation bonds, because basically, what you're doing is you're borrowing today hoping that, in the future, your rate of return will be above that, that you're paying on the underlying debt. So maybe you would use them sparingly. I think that the answer to the question is going to lie in using each one of the techniques judiciously. One of the things that you didn't mention is possibly looking at a - what a -- a hybrid plan. A combination of a defined benefit plan, as well as a defined contribution plan. That will give the employee the security he needs. It'll give him a partial -- parts of his money that he can control and get an investment return on, as well as the defined benefit plan that's in place. I think the other piece that you have to be careful of and look at carefully is your rate of return. What are the underlying assets that you're investing in? And making sure you're being good stewards of the underlying principal. Pension -- the pension crisis came from what I would consider a quasi-perfect storm. We had good times, which meant that unions came to Councils and Commissions such as yours and asked for benefits. Times were good; we gave those benefits, then we got hit with two different things that happened at the same time. We had the real estate crash of bubble and then you had pension returns go down. So this is a conversation that you're hearing all over the country. Atlanta was one of the first to do it. We did use all of the leaders, pension reform, in the sense of asking our employees to contribute more, City contributing, going with a hybrid plan with some defined benefit and some defined contribution, and we're starting to bend the curve. It's a long, slow process to dig out of that. We've planned that out over a 30-year period. We're three, four years into that, and so far we're hitting the marks; investment returns have been good over the last two years. So we've been making some progress on that.

Commissioner Lago: Let me just interject just for one second, because this is the first time that I've been on this dais for a year and three months, and I've had the privilege to serve this community, and you made a statement that resonated with me, and that's why I interrupted you. You put an actual date for the plan. I've never -- we've never dealt with that. You said something

about 30 years, Atlanta is doing something that they're hope hoping to see their way out of, whatever fog that they're in; ours is \$250 million unfunded liability, which they're on 50 percent and change of our total pension obligation, and you know, we've never -- at least I have never seen an actual date in reference to -- we're trying to hit marks at 15 and 20 and 25 or 30, so that, to me, is something that I would see as one of the major priorities of this Commission or at least my policies.

Mr. Beard: So, yes, it's -- what you have there is basically an unfunded liability. Consider it like a mortgage. There are ways to -- if you paid interest only, guess what? You never pay down the principal. What the City of Atlanta did is tried to go with closed amortization. That means we pay off that unfunded liability over a 30-year period. We didn't think it was fair just to kick the can and let the next group of people worry about it, so what we've done is, just as we said, we've decided to close the amortization over 30 years, so we've plot out what does it take for us to put into the pension plan. What is our ARC, annual required contribution, and what do we project it to be, given a certain assumption about investment returns? And we plotted that out, and we know what it's going to look like over a 30-year period. In the initial periods is painful, but then as you have more money in the market working for you, the pain starts to go away, so that's how you would manage through that, and it's basically an actuarial calculation. But if you plot it out, you can see how it works and bends to curve down.

Commissioner Lago: Thank you.

Mayor Cason: Now, let me use my prerogative to ask a follow-up question, since we're on this topic. Five, six years ago, the City had would have a hundred -- would have had something like \$157,000 reserve, so there was a big focus after the crisis and after the kind of things you describe where there was a lot of money -- a lot of benefits being given and things that the -- you know, we went from 105 percent funded to 47 percent, and we're starting to go the other direction now. So the focus was building up reserves -- we're around 29.8 or \$30 million right now. There's been some suggestion that now's the time to start adding more than our 26 million obligations our current -- you know, start paying down the assumptions. It's a trade off, because we're a hurricane area.

Mr. Beard: Yeah. That's --

Mayor Cason: Hurricanes cost millions, so how would you approach the dual dilemma of building up reserves?--because we're about 19.8 percent -- people say it should be 25, 30 percent. I mean, Doral is at 30 percent, as an example. How would you deal with that dilemma?

Commissioner Lago: If I could add also something there. I mean, another caveat there would be -- a twist would be also spending more on infrastructure. Like you would want to see sidewalks fixed, so you have multiple issues. You have infrastructure, you have, like the Mayor said, reserves, or do you pay the unfunded? What do you think is the -- you know, the key thing to attack first?

Mr. Beard: So you're asking me a policy decision, but I'll give you my thoughts on it. As far as what should the reserve policy look like? I would tell you minimum 20. You're looking at 25; 30 is better. You've stated the reason yourself: Hurricanes. Here in -- the other City I worked -- the other County I worked at in the state, we got hit by two back to back. It happens. Now, you'll get reimbursed for it. FEMA comes along and they'll take care of it. But it's a time ride.

Mayor Cason: Sometimes you get double reimbursed.

Mr. Beard: It's a time ride, so you're having to balance. I think the answer also is your rate of increase in the fund balance. So in the initial years, you're crunching down; you'll put large chunks of money away. As you get to a certain point, you'll want to decrease that. What we've done in Atlanta is we've put a fund balance policy and it that kind of grows. We say our fund balance should be 25 percent of spin, so now as spin goes up, as revenues go up, you raise the fund balance policy. Then if revenues fall off, guess what? Your fund balance target goes down. You take that extra to use to basically absorb the shock. So it's moving both levers to get to the right place. Now, to your point, once you get to 25 percent, 30 percent, it becomes a call from the constituents for services because they see the fund balance. They can read. They understand the financial statements. So now you have to make the hard policy decision as do we stop? I would

tell you 30 percent is probably a hard stop at the top end. If you get too much more in fund balance, the citizens kind of have a case to make that you should be deploying that capital. Now, the third question is, where do you go with it? Do you go to streets and sidewalks, infrastructure, or do you go to fund -- put extra money in the pension? That's a policy decision, and it's totally on to your discretion. The money is fungible at that point. I think addressing your pension issues helps your employees, but our job here -- we -- is homeowners. We -- this is the City of Coral Gables, so we have to address -- my personal feeling is, I work for the citizens of the City, not the employees. I represent the employees as the senior management person, but my job is to give you policy that -- for the City of Coral Gables. So my recommendation would be a little of both. Start to invest in those sidewalks, potholes. Potholes are everyday, so you have to kind of invest in those as we go along, but also, a little for the employees. Kind of -- it's always a balancing act. I hope I answered your question.

Commissioner Lago: Oh, you did. Yes, sir.

Mr. Beard: Thanks.

Mayor Cason: Very good. Bill.

Vice Mayor Kerdyk: Yes. I have -- how long have you been the Chief Financial Officer in Atlanta?

Mr. Beard: Three years, sir. Before that, I ran the Water Department for basically a year.

Vice Mayor Kerdyk: A year or so, right?

Mr. Beard: Yes.

Vice Mayor Kerdyk: OK. And is that a political appointment, the -- is that a political appoint --?

Mr. Beard: The CFO, yes.

Vice Mayor Kerdyk: Yeah.

Mr. Beard: So the CFO in the City of Atlanta is one of two dual report people: the legal counsel for the City and the CFO, so I'm a dual report. I report to the City Council as a body --

Vice Mayor Kerdyk: Right.

Mr. Beard: -- which is 15 --

Vice Mayor Kerdyk: Right.

Mr. Beard: -- Councilmembers.

Vice Mayor Kerdyk: Right.

Mr. Beard: -- the Council president, and then the Mayor. The Mayor appoints; they confirm. And so I serve at their pleasure.

Vice Mayor Kerdyk: So basically, the Mayor appoints; they confirm, and you serve until the next Mayor takes office, correct?

Mr. Beard: Traditionally, I could go on beyond mayors, but it would be required to go through....

Vice Mayor Kerdyk: OK. I mean, it's insignificant. I was just trying to establish something. OK. Basically, I acknowledge you have a very good financial background. There's no doubt about it.

Mr. Beard: Thank you, sir.

Vice Mayor Kerdyk: There's no question, you know, but you have not been the City Manager and

you have not be an assistant City Manager, so how can you convince me or us that you have the total skill set to direct this community, not just the financial background, not knowing just about the pension, but the total skill set? And we can go through the total skill set, but I think you probably pretty much have an idea what I'm talking about so --

Mr. Beard: Yes, sir. So the first thing is leadership part of it. As I said before, I've ran the water department for roughly a year and some change prior to that. The Mayor thought that was important, so I demonstrated to the entire organization that I had those skills. I understand all of the components, and I work hand-in-hand with the Chief of Staff, the City Attorney, the Chief Operating Officer as the CFO, so we all work together. I don't look at it as lanes. We're all the four senior-level people. We sit together and discuss issues. We've kind of worked very hard to break down silos, so there's not my lane and your lane; it's our lane and how do we solve problems for the citizens. The citizens don't care whether they text Jim Beard, the CFO, about a pothole or a sink hole or a broken fire hydrant. They want it fixed. That's what this is about. In my phone, I carry the names and the phone numbers for every director for every department, not just finance. So I've worked hand-in-hand with all these departments to solve their critical issues, to make sure they're funded, and to make sure they're operationally efficient. One of the initiatives I talk about is Six Sigma. We've used Six Sigma practices to kind of streamline and help all of departments get to a place where they're providing services to the citizens in a cost-effective manner. People would think that -- is that a operations issue? Is it a finance issue? My answer is it's both. Operations and finance have to work hand-in-hand. And in an environment such as Atlanta, large budgets, things get lost if you don't do that. So from airport issues to watershed issues to Public Works issues to police to fire, across the board, I'm at the table working with developers who want to come into the City, redeploying assets, i.e., unused or under used properties, negotiating with major league franchises. All of that falls within the purview of the team. So as I said before, you have to lead the team, but you have to be in the front of team to do -- to lead, and I'm the person who's in front of team representing not only the finance issues, but the whims and the requests of the Mayor and the Council in all of these issues.

Vice Mayor Kerdyk: OK. I'll come back. Go ahead, Pat.

Mayor Cason: Pat.

Commissioner Keon: Yes. When we were sitting here, there was a member in the audience that was -- who asked me -- or made a comment, and I hadn't really given a lot of thought, so I'll ask you. He -- it was -- he was talking about attracting and bringing multinationals to downtown, the big companies. We have a lot of, you know, small businesses, but it's bringing in those larger, bigger businesses into our City. Does the location and just the cache of a community bring them or are there -- do you find that it requires incentives and what is -- do you have any experience from Atlanta and -- as to what they did to bring those businesses into their downtown?

Mr. Beard: So in my experience, I was in a team that brought in Pulte homes. Pulte homes is a -- I call it the 501 literally on the Fortune 500 list to Atlanta. When you talk to them and ask them why they came to Atlanta, they -- the first thing they said was they -- the location. I think -- so that uses our unique strategic advantage. I think Coral Gables has a different unique strategic advantage and it's an aspirational City for the community. Incentives came into play in that particular deal, but incentives aren't the only thing. What people ask for -- the first questions that come out of their mouths when they come in and talk about moving is schools and public safety. Those things make or break communities. They make or break the deals. So those are the two things. Now, public schools, they want to know about those, but they also want to know the availability of private education, and then the second thing is police. That's why you see an emphasis in the City of Atlanta on going from 1,800 to 2,000 police officers, crime being down, and a myopic focus on driving crime down. We start every Monday morning with a meeting, and the first agenda item on that meeting is crime statistics. We talk about not only statistically, but exactly where it's happening, what are the trends. We can talk about crime in greater detail later, but to answer your specific question, it's a package deal. It's not one thing, and it's strategic advantage. Many of the companies that come to Atlanta are coming there because of the airport. The airport drives a lot of things. You have MIA (Miami International Airport) right up the street. It's not in your City, but this is the -- it's the City Beautiful. It's the aspirational City for many, so you'll get a lot of those people who want to move here, and the airport's right around the corner.

Commissioner Keon: And you have some experience in working with to bring large firms or

businesses into the Atlanta area?

Mr. Beard: Yes, ma'am. We --

Commissioner Keon: You have -- do you have that experience?

Mr. Beard. So it's a team effort. We all sit at the table and work with the individual -- we'll call them potential people to come into town. One of the other things you've seen and may have heard Porsche Cars North America. They moved their headquarters from outside of the City into the City. They're right outside of the airport. You ask them why? They said we wanted to have access to the airport. They built a nice track and those sort of things. That's something that's coming out of the ground. They're very nice people. I met them all. Hard negotiations, because they're business people. They're concerned with return on investment, return on their dollar. But I'm equally concerned with those things for the return to the citizens. So, yes, ma'am, I'm involved in all those things.

Commissioner Keon: Thank you.

Mayor Cason: Commissioner Quesada.

Commissioner Quesada: Before I get to my question for you, I want to point out to you, Commissioner Keon, and I think Murray was where you got that from.

Commissioner Keon: No.

Commissioner Quesada: Oh, no. (UNINTELLIGIBLE) Marshall maybe

Commissioner Keon: No, the other gentleman.

Commissioner Quesada: We had -- did you know we have 10.7 million square feet of rentable office space in Coral Gables compared to 7.9 million in Brickell? I don't know if you knew that or

not.

Commissioner Keon: You know, I think the issue sometimes becomes like Blue Lagoon and some of those places as opposed to, you know -- I think our bigger competitor is Blue Lagoon. I've seen -- with the City of Coral Gables.

Mr. Beard: Because they could see the airport. They can see the airport.

Commissioner Keon: Because of the airport. So that's why I'm asking. What -- you know, and I think there's a great advantage to us to have those multinationals here in our City, so --

Mr. Beard: You just got to -- you have to convince them -- you have to give -- make a competitive business case. Remember, you're dealing with business people, so they want to know the bits and pieces of how it's all going to work. They want to know did it make sense for them in their senior executive teams to be in a community, and then at the end -- I look at incentives as a sweetener. I wouldn't tell you to lead with that. I think that your -- then you start to chase deals, and it doesn't do anybody good to move deals around Dade County. If you're not moving deals in from out of Florida or at least out of the region, you're kind of fight against each other. Moving a company from Brickell to Coral Gables now that doesn't really get you anywhere. Where the real value is bringing a multinational company -- the regional headquarters up from Latin America somewhere or bringing their corporate headquarters down from somewhere else. We'll be fighting Atlanta sometimes I guess.

Commissioner Keon: Thank you.

Commissioner Quesada: Because you have an extensive financial background, I'm not asking going to ask you about finances.

Mr. Beard: OK, sir.

Commissioner Quesada: Downtown. We have a number of projects coming to downtown Coral

Gables. We have an RFP (Request for Proposals) for the parking garages just south of our main thoroughfare, Miracle Mile. We have a Publix that -- been discussions and the developers in the process of potentially building that up and going 16 stories up there. We have hotel come in right across the street from there. We have just a number of different projects in the downtown core. Do you have any experience managing those types of infrastructure or real estate-related projects either in Atlanta or anywhere else?

Mr. Beard: So -- yes. The answer to your question is yes. So if you'll go on online and look at the streets of Buckhead, you'll see that that was a project that came from -- it was basically a Phoenix. It rose from the ashes. It was a project that had been abandoned by another developer. It sat vacant. The Mayor decided that was an eyesore; wasn't going to stand. So Arthur McMillan came in, came to the City; how can we put together a package and get them going? But theirs wasn't so much financial incentives. They wanted to make sure they wouldn't get held up in the process. They -- that we could get permits moving for them. So that was really what they asked for. Then you look at the development -- redevelopment and development around what's now called the Georgia Dome. I think it's going to be call -- continue to be called the Georgia Dome. But we're redeveloping an entire area of the City as we played in one stadium and build another stadium.

Commissioner Quesada: And what was your involvement in that? Were you part of the team or --?

Mr. Beard: Negotiate with the Falcons on a lot of the deal points that go on to that. So at the end of the day, what the City did was we used basically \$200 million of hotel/motel taxes, a source allowable by the state, and leveraged that against a -- basically a billion dollars of Falcon, NFL (National Football League) and private money to put a \$1.2 billion stadium that basically belongs to the people after it's over. They can't move the stadium. So \$200 million investment, \$1.2 billion stadium; we thought that was a good return on investment.

Commissioner Quesada: Were you involved in any way whatsoever as far as the City planning aspect of it, as well?-as far as what the impact on traffic or the impact on residents in the

neighborhood. The businesses?

Mr. Beard: So we do charrettes and things of that nature. I'm part of that team as well, so we'll go out and talk about what we expect to have happen. What are the investments in the surrounding community look like? Because it's great to build a stadium, but if you have the stadium and you don't do anything else around it, that's where the citizens get upset. They want to know, okay, you're going to build a stadium. What are you going to do about the surrounding neighborhoods? There's a plan around that, a neighborhood investment -- basically, a neighborhood investment group was put together to put money out. I sit in all of those and work through all of those details.

Commissioner Quesada: And are you involved in the communications with the community?

Mr. Beard: I'm at the meeting, so I --

Commissioner Quesada: OK.

Mr. Beard: -- go to -- so I don't know how it is here and whether this City Manager does it, but there's always somebody from the senior leadership team that goes to -- we call them NPU meetings, neighborhood planning unit meetings. I'm -- that's just part of -- that's the expectation that somebody's going to be there to talk about where we're going as a City. So I may talk about, for example, we're in the process of doing a \$250 million infrastructure, infrastructure bond. Well, Public Works helps put the project together. They'll tell you what the project list is, but then somebody like me or another member of the senior leadership team has to be able to stand in front of the community and tell them what they're getting. That's routine. That's how we do business in Atlanta and that's what's expected from anybody who's a major department head. Oh, yes, sir. I'm sorry.

Mayor Cason: That's all right. I just want to let you know we have five more minutes.

Commissioner Quesada: No. The reason I asked you the question -- detailed into that aspect is

-- you know, I see that more as a Managerial task rather than something that would normally attribute to a CFO handling. That's why I want to understand what your management experience is.

Mr. Beard: The public wants to see the senior faces of the City at these things, so sending staff is great, and if -- they generally sit in the room, but if they get in a -- and if I get in a bind about a detail, I can always turn around and ask senior staff. But the people from the community want to hear from the City Attorney, the CFO, the Chief Operating Officer, and alike. It's great to send staffers, and they can handle all the technical issues when it comes to moving a project along, but they want to see senior faces at the table. Director of Public Works comes to those, Police Chief comes. The senior leadership team is out involved in the community.

Vice Mayor Kerdyk: I have another question.

Mayor Cason: Go ahead.

Vice Mayor Kerdyk: No. I just wanted to know if you're selected for the job, would you move into the City of Coral Gables?

Mr. Beard: I believe that's a requirement and that would be my expectation. When I took the job in the City of Atlanta, that was a requirement. The City Council gave me six months to move into the City. I was there in three weeks. I started out in a corporate rental unit. I moved on to regular rental unit, and I then purchased a townhouse within the City. I would expect the same transition. I think part of the give and take in this, and if you're going to be the senior person, is you have to be vested and invested. That investment, while rental is great and rental gets -- the real -- "the rubber meets the road" when you're a homeowner and you get a tax bill just like everyone else, and that's what I would expect to do.

Mayor Cason: He's a realtor.

Vice Mayor Kerdyk: I want to make sure it goes on record that my firm will not do the... I will

assure you of that.

Commissioner Lago: You want to give a spot --

Vice Mayor Kerdyk: I'm sure. I'm sure you're not. That will never happen.

Commissioner Lago: Kerdyk Real Estate located at --

Mayor Cason: Closing remarks, closing remarks.

Commissioner Quesada: No. Actually, I have one more question for you. I'm sorry to keep everyone (UNINTELLIGIBLE).

Vice Mayor Kerdyk: No, that's okay. I might have one more too.

Commissioner Quesada: You're the only finalist who doesn't live in South Florida currently.

Mr. Beard: OK.

Commissioner Quesada: So it's important for us -- I mean, the character of Coral Gables is very important to all of us. We see ourselves as an oasis in this -- in my Miami-Dade County.

Vice Mayor Kerdyk: We're going to leave that blank.

Commissioner Quesada: So how would you define -- from what you know of our City, how would you define the character of Coral Gables?

Mr. Beard: Unique and special. As I said earlier, it's an aspirational City. People want to live here. That's what it's about.

Commissioner Quesada: Why do you think people want to live here?

Mr. Beard: If you drive through, where else to do you see fountains in the turnabouts, where else do you see --? I mean, Merrick -- Mr. Merrick did a great thing when he built this City. It is incredible and phenomenal. I don't think there's anywhere else in the country that I've seen that's built like this. I think that the efforts that this board and previous boards are gone to to protect it is just invaluable, and I think it's reflected in the property values that the City's experienced. This is just a wonderful place. You said that I'm not from here. I want to point out that in the 20 years before I went to Atlanta -- so I've been to Atlanta 4 years -- I lived in the South Florida area. I've lived in all three counties in the past -- in the 20 previous years, in Broward, Dade and Palm Beach County, and this is one of the great cities of South Florida, bar none.

Vice Mayor Kerdyk: Yeah. I do want to say one more thing, because I have an issue with his -- situation is background, which is bankruptcy, and that's public record. I think they discussed it before. I will tell you that I vetted it with him because that's very important issue to me, and we discussed it. And you know, I was satisfied with the answer, and the answer basically was that, you know, it was a business issue. And the most important part of it was that -- you know, I'd say it on the record, so in case it's wrong, this is on the record -- but that you paid back your obligations after.

Mr. Beard. Sur.

Vice Mayor Kerdyk: So they're hundred percent paid back.

Commissioner Quesada: Yeah.

Mr. Beard: Of course.

Vice Mayor Kerdyk: So that was a -- that was important to me, very important.

Mayor Cason: Closing.

Mr. Beard: I appreciate the opportunity. I hopefully will be successful candidate, as I promise to lead the City in a transparent, open manner. I think I'm worthy of your trust and confidence, and I look forward to your decision. Thank you very much.

Mayor Cason: Thank you very much.

Commissioner Quesada: Thank you.

Mr. Beard: I really appreciate it.

Commissioner Lago: Thank you, sir.

Commissioner Keon: Thank you.

Mayor Cason: OK, some thoughts moving forward. I think we have -- by now, have we noticed the meeting for Tuesday at 9 in the morning?

City Clerk Foeman: Yes, Mr. Mayor.

Mayor Cason: OK. We've had a good process where we've seen a lot of documents. We've been able to go through all of them over an extensive period of time. We've gotten new information that was very helpful. I think the staff has had a chance to meet. That was -- good part of the process to meet and hear from the candidates and also to educate them about the City so they could be prepared for some of our questions and get a feel for the candidates. The event last night was a good way for the citizens at large to interact and give us their thoughts, and after that, we had the private meetings, and then these public meetings were our way for the people that were not able to be in any of those other ones to listen to the candidates --

Commissioner Lago: And also -- -- excuse me, Mayor. Don't forget about the ad hoc committee that we also had.

Mayor Cason: And the ad hoc committee did a wonderful job. I was really pleased with the quality of candidates. I mean, I wasn't sure in the beginning, but after having a chance to listen to them all, any one of them could do the job. Our difficulty is going to be, we have to pick one. And what I was thinking to do is, rather than doing anymore today, if -- Tuesday morning we have a chance for people that have watched, residents, staff to contact us with any of their views, so they -- so I want to make sure that there's full public participation and thoughts to us. We're all tired. Meet on Tuesday.

Commissioner Quesada: Can I ask one question?

Mayor Cason: Yeah, go ahead.

Commissioner Quesada: General question. The Commission, I feel like we have a Manager in that group. Does anyone feel like we don't have a Manager in this group?

Mayor Cason: I don't, no.

Commissioner Keon: I think we do.

Mayor Cason: I think we do. We do.

Commissioner Lago: We do.

Vice Mayor Kerdyk: I mean, I think they're capable.

Mayor Cason: OK.

Commissioner Quesada: OK.

Vice Mayor Kerdyk: I mean, it's not exactly the -- never mind. They're capable, yes.

Mayor Cason: OK. So what I thought -- I mean, there's various ways to do it, but on Tuesday morning, maybe the way that we can speed up the process -- have a chance to think about it over the weekend and hear Monday -- would be to do, more or less, a little bit in reverse of what we did at the Citizens Advisory Committee. Have -- we could take a ballot in the beginning of -- the top two that we think deserves the focus. That way we can see if maybe the first vote will be 5-0, maybe it'll be a 4-1, but then we can -- we don't have to, this way, talk about the candidates that were the least desirable. We focus in on the top two. If we get a 5-0, that may not be it, because it may have been 5-0 for their second candidate, so we could have a discussion, have two candidates, and then focus our discussion and all the reasons we have and try to reach a consensus. The ideal thing would be to try get a 5 and 0. If we can't, well, we'll thrash it out and maybe have a second chance to come back and --

Commissioner Quesada: Did we agree that it had to be a super majority for the selection of the Manager?

Mayor Cason: No. I think we looked at it --

City Attorney Leen: Legally, it does not have to be a super majority.

Commissioner Lago: How do you want to do it? That's -- can we discuss that? Do you want to have a --

Mayor Cason: Yes.

Commissioner Lago: -- super majority?

Commissioner Lago: Or do you just want to obviously go with what Craig says the Code -- the Charter says?

Vice Mayor Kerdyk: I mean, I think, ultimately, whether it's a 3-2 vote, 4-1 vote --

Commissioner Keon: 5-0.

Vice Mayor Kerdyk: -- we should all make it 5-0 at the end of the process.

Mayor Cason: We should.

Commissioner Quesada: I mean, so --

Commissioner Quesada: I'm sure it depends. We don't --

Vice Mayor Kerdyk: You know, one way or another, you'll just (UNINTELLIGIBLE).

Mayor Cason: I think you're exactly right. What we don't want is to have somebody coming in --

Vice Mayor Kerdyk: I mean, we're all (UNINTELLIGIBLE).

Mayor Cason: -- that -- and somebody said, I can -- I cannot work with you. We've had that -- we've had those sorts of things before. So we'll have our discussion on the top two. We'll just have a vote, put an "X", and then we'll look at it, and work -- que sera, sera, and then focus our discussion on those; thank the others for being part of the process. Hopefully, we'll have a consensus on who is the best person, whether it's 5-0, 4-1, then we could also call for unanimity over whoever comes out ahead.

Vice Mayor Kerdyk: Well, I think what you do is you do the first vote, you talk about it, then you have another vote.

Mayor Cason: Right.

Vice Mayor Kerdyk: You know, you're talking about ballot.

Mayor Cason: Right.

Vice Mayor Kerdyk: You give it a ballot, then we'll see who the winner is, and then --

Mayor Cason: Yeah.

Vice Mayor Kerdyk: -- everybody votes 5 nothing for it. If there's a split in the (UNINTELLIGIBLE) consensus.

Commissioner Keon: But do you --

Commissioner Quesada: What (UNINTELLIGIBLE) ballot (UNINTELLIGIBLE). We fill out on a piece of paper --

Vice Mayor Kerdyk: I think it's what (UNINTELLIGIBLE) before.

Mayor Cason: (UNINTELLIGIBLE) have the names and you put "X" next to your top two choices, (UNINTELLIGIBLE) which one.

Vice Mayor Kerdyk: You had the City Clerk --

Commissioner Keon: Right.

Mayor Cason: The first or second. At least top two.

Commissioner Quesada: Yes.

Vice Mayor Kerdyk: Yes.

Mayor Cason: That way you're not saying -- so if your number one didn't make it finally, you voted against him. That's why we have the top two.

Vice Mayor Kerdyk: Right.

Mayor Cason: We see how it comes out. We discuss. We don't get into anything about why we didn't pick the other three. We've heard them all. They're all -- we think they're -- the Citizens Advisory Committee told us any of these five, in their view, could make it and would be a great Manager. And then we try to, you know, get unanimity. And even if we don't all agree, I think it would be nice to try to reach a consensus so that we go forward with -- y'all agree?

Vice Mayor Kerdyk: I think so.

Commissioner Quesada: Sure.

Commissioner Keon: Yeah. So you don't want preferential voting; you want just two?

Commissioner Quesada: On the first round.

Mayor Cason: First round.

Commissioner Keon: On the first round, okay.

Vice Mayor Kerdyk: Yeah, first round.

Mayor Cason: And then we'll hand it over to the City Attorney; the Clerk will look at it, tell us, you know, if -- it should be very -- hopefully, we'll get two people that are the top for sure, and then we -- that's where we focus our discussion.

Vice Mayor Kerdyk: OK.

Mayor Cason: And -- does that sound good?

Mayor Cason: OK. Well, thanks everybody. Thank the audience. Thank all of you for keeping your cell phones off in the audience.

Commissioner Keon: No. I -- you know, in looking at the group, I mean, there is -- there are probably three people that I would consider going forward. And you know, usually when you do preferential voting, it's -- you know, when you do rank them like first and second and third, it gives a different weight to candidates than just two at the same level, because it becomes the way you count them. In preferential voting, it's a little different, but it's not important. I mean, that's fine.

Mayor Cason: I think when we get the first vote --

Commissioner Keon: OK.

Mayor Cason: -- we might find, you know, one gets five and one gets -- I mean, who knows. But we'll see what comes out. We don't focus -- I mean, the other way to do it would have been to take the three that we didn't want and vote on them, but then some of those may have made it in the top. You know what I mean?

Commissioner Keon: Yes.

Mayor Cason: So -- And we don't want to talk negative about anybody because we have a great --

Commissioner Keon: No, no, no.

Mayor Cason: -- group of candidates. Yes.

Mr. Leen: Mr. Mayor, two things. First, I would continue this to Tuesday at 9 a.m. I would --

Mayor Cason: Continue till Tuesday at 9.

Mr. Leen: (UNINTELLIGIBLE) for the record. And then second, any vote that you do take

ultimately, even though unanimous one that you're contemplating, it should be conditioned on obviously a full background check and also negotiation of a contract, which has been traditionally done by the Mayor, but on behalf of the Commission, and you know, you'll have to talk about that, though, as to how you want that done.

Mayor Cason: OK.

Mr. Leen: There needs to -- both of those things have to be conditioned.

Mayor Cason: Once we pick -- once we make a choice, then we can have that discussion.

Commissioner Keon: Did each of you, by chance, speak to -- I'm not going to ask you what the results of your discussion was, but did you ask about a compensation as to what they are anticipate?

Mayor Cason: Yes.

Commissioner Keon: Did everybody ask that?

Commissioner Lago: I asked that question.

Vice Mayor Kerdyk: I didn't ask that question.

Commissioner Lago: I asked that question.

Commissioner Keon: You didn't ask that?

Commissioner Lago: My question was, if you look at the last page in this docu -- in this folder --

Commissioner Keon: Yes.

Commissioner Lago: -- it stipulates what they're currently earning. Some of the individuals were making a little bit more than what the City has --

Commissioner Keon: Right.

Commissioner Lago: -- has been --

Commissioner Keon: -- I want to make sure that --

Commissioner Lago: -- accustomed to paying --

Commissioner Keon: Right.

Commissioner Lago: -- for a City Manager.

Commissioner Keon: I want to make sure that everyone's expectation is within the range of what we anticipate.

Mayor Cason: So I think --

Mr. Baenziger: Yes, you should talk about it with the Mayor in a public session to some extent, obviously. If there's going to be a negotiation, you may not want to say everything. It comes back to you, because the Mayor can't act as a delegate. All he can do is be there, usually with the City Attorney, we work out something, and then it's brought back to you. I can talk to each of you individually as well. That's --

Vice Mayor Kerdyk: I think it might be prudent if you have any questions about what the compensation packages are for municipalities, to touch base with Colin, 'cause I think that you have a study of what compensation is and not to discuss it up here so much as far as the dollar amount because --

Commissioner Keon: No, but what -- Right.

Vice Mayor Kerdyk: But it might be --

Mayor Cason: Other things too.

Vice Mayor Kerdyk: -- prudent for us to have that individual conversation with you.

Mayor Cason: Yeah.

Mr. Baenziger: Yeah. And I did send a copy of the study we did kind of nationwide, pick some top-end communities and just --

Vice Mayor Kerdyk: OK.

Mr. Baenziger: Asked what their Managers were making.

Mr. Leen: I think that will be -- I may be providing to each of you individually.

Vice Mayor Kerdyk: Awesome.

Mr. Leen: Take a look at it.

Mr. Baenziger: I sent it to Craig this morning so.

Mr. Leen: I recommend that you provide guidance on that directly to Colin and myself --

Vice Mayor Kerdyk: Right.

Mr. Leen: -- and also to Elsa, and we will talk to you individually about it.

Vice Mayor Kerdyk: And Colin, everybody has your cell phone number, correct, to get in contact with you? You can pass it through just to make sure -- not -- you know --

Mr. Baenziger: I think so, but --

Vice Mayor Kerdyk: I know I have it.

Mr. Baenziger: If anybody needs it --

Commissioner Keon: Yeah, we have it.

Mr. Baenziger: -- I'd be happy to give it to you.

Vice Mayor Kerdyk: OK, okay.

Mr. Leen: Oh, Mr. Mayor, one other thing. Murray Greenberg, the former County Attorney, he's available for any of you call as well. He has a lot of experience working with different County Managers. Please feel free to use him. He was the advisor to the selection committee -- the citizens committee.

Mayor Cason: OK. And thank you for service to the Advisory Committee. I mean, that was important. And again, long day. Enjoy your weekend. We'll see you on Tuesday at 9 o'clock.

Commissioner Lago: Thank you, sir.

September 16, 2014 Special Commission Meeting

Mayor Cason: Good morning, everyone. Welcome to the special City Commission meeting of September 16, 2014, which is solely for the purpose of selecting a new City Manager. We've had a very long and detailed and very, very transparent process to get to where we are today. As you'll recall, we started back in April; we came up with the job description, which we all had a chance to

look at. It was sent out by Colin Baenziger and his team. We got 105 applicants as a result of that. We decided to appoint a Citizens Advisory Committee, very prominent people who did a wonderful job, and they sat down and went through the -- I think it was 16 recommended candidates and whittled it down to 5. And we've had a chance for the five candidates to meet with the staff, then a chance to meet with the residents, and then we had private interviews for -- seems like for eternity on Saturdays in the morning, and then public meetings and questions in the afternoon as well. So we're now at the point where I think we've all been lobbying one way or another and had a chance to hear from residents by e-mail, in person, phone. So as we agreed the last meeting, what we're going to do here today is have -- to start off, choose the top two that we think, based on whatever your criteria are, and then we will have a discussion of which of those two persons will be chosen as the City Manager.

Vice Mayor Kerdyk: Can I say something before we go through this, because I want to clarify the ballot, too, but before I do this. And I -- this is not going to surprise you, the conversation I'm going to have up here, because I've had this before with you, but I feel that, you know, I've gone through this three times as a Commissioner, and I recognize how important it is to the City, and as you very well know, I'm not an outlying personality. I don't try to bring up things that I don't think are very, very important, but I recognize this as the most important decision we're going to make as a City Commission, and I think we have some capable individuals there. I think Commissioner Quesada asked me at the end of last meeting, and I said we have capable individuals. I'm just not sure they have the skill set and experience level that we need to be the City of Coral Gables City Manager, and I say that from the standpoint when I talked to the politicians throughout the County, the number-one thing they say is that the City of Coral Gables is the best job in Dade County, City Manager job. And having said that, I'm just not sure this is it. And I think that we should consider delaying this process to go out and possibly solicit other candidates to fill this position, and I feel strongly about it. And I got to tell you, I talked to my appointment, Chip Withers, who had 20 years of experience here, and he reiterates my concern. And this is such an important decision that -- you know, that's how I feel. I think basically, it's our fault -- or my fault or our fault. I think there -- it's hard to recruit people. We found out it's hard to recruit people when it's in the Sunshine. I think maybe we'll do things a little bit differently. Maybe we could put a salary range that was a little higher in there to attract different candidates. I

just feel that we've been through the process. We've done everything, and I will participate. I will 100 percent participate in the process. But I feel that it's important that I say this, because I've said it before, and I want to say it now and see if I could answer any questions or if there's any thoughts.

Commissioner Lago: I have a question for you --

Vice Mayor Kerdyk: Sure.

Commissioner Lago: -- Vice Mayor. First off, I respect your opinion, and I confer with you. I also had a conversation with Commissioner Withers for probably about an hour, and he was very clear in regards to his feelings, and I have a lot of respect for that gentleman. He's done a lot for this community. And I agree with what you're saying, to a certain extent. When we spoke about this, I think it was two Commission meetings ago. I think we had a brief discussion at the last end and you requested some time.

Vice Mayor Kerdyk: Right.

Commissioner Lago: -- to potentially discuss with some candidates that may have an interest but were turned off by having their careers exposed or their potential interest. Were you able -- I'm not going to ask for names, but I'm saying, were you able to flush that out and maybe speak to anyone and they gave you some assurances that they may be interested in the going through the process if we had done something different?

Vice Mayor Kerdyk: You know, thank you very much for mentioning that. If you'll recall, that was sort of a heated conversation up here. And actually, I think we had a vote that was 3-2 to go ahead and do that, but actually, I did not feel comfortable with two people dissenting, as strongly as they dissented at that point to go out and reach out to somebody, and then possibly proffer a -- you know, an opportunity to participate in the process, because it was -- you know, out of respect for my colleagues up here, even though I did have the vote, majority wise, to go do that, I felt that it was just not fair to the Mayor or Commissioners to do that when they felt so strongly about it.

And I only bring it up today because we're at the point that there's no backing down at this point. I mean, once we make the decision, I'm going forward, I'm supporting whoever is the City Manager, if we go forward a hundred percent. I want to make sure it's a 5 nothing vote if we go in that direction, but the fact is that I feel very, very strongly on this or I would not be bringing it up to your attention now.

Mayor Cason: I think one point to mention is that, you know, when we started this process, there was a -- sort of a debate. Are we going to -- we were going to go just for proven City Managers, and we decided to open it up to private sector, the military, the people with mixed-use experience. Remember, that was a decision we made, and we've ended up with three people in that category, so I think the result is, in part, because this is what we asked our -- asked the search firm to go for, even though they normally do only City Managers. So I think that may be the reason why if you feel that we don't have somebody that has all of the elements that we would like to see in a City Manager, I think we agreed last time that there was a City Manager here that we could go with. I think people learn on the job. I think we have some great candidates. I don't know. I want to hear from Frank. What do you --?

Commissioner Quesada: I was actually very impressed by all the candidates, so it's -- it -- I guess it -- I don't want to say confuses me, but it does a little bit when you say that. I was actually -- I was -- in my mind -- you know, I'm sure all of you have had the same thing. You have your own internal ranking from the papers to the interviews, and everything got shuffled around in the interviews in a positive way. And actually, what I realize, it's a much more difficult discussion than I thought, because I felt we had so many well-qualified candidates, and they all have their strengths in different areas. And obviously, you know, when I look at -- I have my decision. I look at -- obviously, I look at our budget. I look -- I think about who could handle our budget, who can handle our pension situation, and who could handle, you know, the future of our City, both on the commercial side and the residential side. I mean, we have so many projects coming and it's very transformational, our downtown, and I think they all -- all the candidates showed elements of being able to carry it out. So Bill, I know you and I -- I typically see eye to eye. I tend to disagree with you on this one, but you've been through this. This is your third time going through it.

Vice Mayor Kerdyk: No, but you mentioned -- you show elements. We want the total package. And we have good people here, but we owe the very best to our residents of the community and -- because we're the very best community in Dade County. So that's where I'm coming from. Elements are good and maybe they become the whole package; I don't know. I can't predict that, and I'm willing to support what every -- anybody -- what everybody wants to do up here, but the fact is, I do have a strong feeling about it, and that's why I'm bringing it up at this point.

Commissioner Quesada: Vice Mayor, question for you. I'm sorry to cut you off, Mr. Mayor. I'm -- I tend to disagree with you that this point, but if we were to decide to go your route, what are you suggesting? You're suggesting that we increase the salary on whatever is being advertised, and I think the reason our advertisement doesn't say a salary range --

Vice Mayor Kerdyk: I don't think we say a salary.

Commissioner Quesada: Actually the candidates can probably tell us whether it says it or not.

Vice Mayor Kerdyk: But the people that have -- I've had people talk to me and --

Commissioner Quesada: Yeah.

Vice Mayor Kerdyk: -- they've said, "Listen, I'm not going to apply because Pat Salerno was making \$190,000. It's too low."

Mayor Cason: But you know, interesting is we have at least two of the candidates that are making way over that, so obviously, they've done some homework and know what --

Commissioner Lago: Yeah, but they also -- excuse me, Mayor. They also -- and I've had the conversation when I interviewed -- when we all interviewed them on Saturday. I had a conversation with all of them, and the issue was that they were very, very aware of the benefit package that came with the salary, the additional 401K, how much the City was contributing.

You know, so there is a significant benefit package that brings that \$190,000 salary close to the \$300,000 figure. So -- I mean, I -- again, I agree with what the Commissioner -- what the Vice Mayor's saying, but I think that we need to make a decision, and I'll tell you why we need to make a decision. We need to make a decision because the City is in dire need of someone to come in and change the culture of what's going on in the City currently. I have faith in all five candidates that came forth that we have vetted, that we have reviewed. Would I like to have another three months or four months to potentially look at further candidates? I would. I would. But I think at the current moment, what we have is five qualified individuals who have put themselves on the line to come out here and potentially be able to be the next City Manager of City of Coral Gables, and I think we owe it to not only to the residents of this City, but to this Commission that we have someone who can lead this City for the next, you know -- I don't know -- how long it could be, 10 years, 15 years, but I just don't know that we, as a City, can go another three or four months without having a City Manager, not an interim City Manager. We need to have a City Manager. I don't know what you think about that. You think we could go another three or four months in that process?

Vice Mayor Kerdyk: Let me answer that. I'm thinking one or two months. And I think one or two months in 10 years is not a big deal. I mean, because once you make the decision, if you make a bad decision, you're back here in a year or two, you know, rectifying the decision. I've made some good decisions up here and I've made some bad decisions up here, and I just been trying -- not that any of this is bad. It's -- no way -- I just think that there is some other possible candidates out there that could bring this City into the future and that has the total tool set that we need.

Commissioner Lago: Let me ask you a quick question.

Vice Mayor Kerdyk: OK.

Commissioner Lago: If we vote again and we take another vote and we go 3-2 -- don't forget; I was a swing vote on that -- you make me a promise that this time you will actually move forward with the 3-2 vote and not worry about what other of our colleagues -- ?

Vice Mayor Kerdyk: (UNINTELLIGIBLE).

Commissioner Lago: I know. It's not -- we're not talking about respect. That's a completely different -- respect and worry are two completely -- I have respect for everyone on this dais, and I know you do and everyone here does. But there comes a point where if you feel so strongly about this -- which again, I -- how many times do I defer to you on this dais and I say, defer to the Vice Mayor, defer to the Vice Mayor? If you feel so strongly about this, I'm going to respect what you have to say and I'm willing to bend in that direction, as I voted the last time. But I need to have an assurance from you that if we do this, we are going to -- you know, we're going to take advantage of this possible additional time.

Mayor Cason: You know, the other thing is that the candidates, they all know about Sunshine, and we had a lot of people from Florida that were willing to go out there knowing that their bosses are now going to realize that they are looking for another job or willing to take this great job in the City of Coral Gables. I just don't know why other people didn't apply. I don't think it was money, because we haven't discussed it, and a lot of people that applied earn a lot more than 190,000. So I just not sure there are other candidates out there that have the courage to say, all right -- and also we've gone through all this process, and then are they going to then slip in? How are they going to get into the pot now? The others -- we've had a lot of people that we've eliminated, that have been eliminated by our citizen's committee. So I don't know. Pat, what's your view?

Commissioner Keon: I don't -- I mean, I think all of you were aware that I wasn't -- I wasn't as happy I would have like to have been with the slate of candidates that Colin Baenziger provided to us, but there is a number of issues here. I think in the very beginning -- because of Colin Baenziger, the way that they go about recruiting, I wasn't -- that wouldn't have been -- if it had been my pick alone. I think you all remember that that was not my pick. It was not my choice, because they seem to go more to an application process. I asked Bud Parks to come here and speak to us as to how recruiters and head hunters for CEOs and those prime jobs usually go about it. He gave you a very different picture and a very different story, but that isn't the choice that this

Commission made, so I'm not prepared to go back out with the same -- if we were to go back out, I'm not prepared to go back out with the same group and the same firm and do the same thing we did. Now, I have told all of you that I have sat on the City Manager -- as a panelist or as a citizen when David Brown was actually picked, and he was not the recommendation of that panel, so -- but you know, all good things toward those Commissioners -- that Commissioner that's had, you know, lots and lots of years of experience. You know, if -- the last two choices are somewhat questionable. So, you know, they weren't the best choices in the world either for a City Manager, so I'm not concerned -- I'm really not concerned about what, you know, anybody has to say. I also do think -- and I was told by Colin Baenziger that he was given some additional names. He did go -- he did -- was given some additional names. He did seek out -- you know, it did ask those people. They were not interested in the position. You know, the regulations with regard to the Sunshine make this a very different sort of process than in the private sector. It makes it a very different process. You have to put yourself out there. Now, whether-- even if any of these people -- and I don't think we've said that we were opposed to anybody else. What I know I've said and I know the Mayor supported it -- I don't know remember how anybody else felt -- was if we were going to bring forth any additional names, that was fine; just make them go through the same process. Don't put everybody else through this one process and then, you know, go find somebody else that didn't happen to want to, you know, put their name out there. They didn't want to have to be vetted publicly. They didn't want to have to do all that. And then have them arrive at the last moment to, you know, come in and do that, and I didn't have any problem with that at all. I had no problem with additional names, as long as they went -- and if you had to reconvene the citizens' panel, you reconvene it. They would all be very happy to spend a day. I mean, they were very generous with their time. It was a very, very good group of citizens that sat on that panel. You know, they would -- I can't believe that they would not have come back and met. And nobody else came forward. Now, I will tell you, I don't know, depending on the recruiter and how those offers are made and how they're spoken to, whether that would have made a difference, but you know, you chose -- or we chose the recruiter that we had, and he's been paid, you know, a comfortable sum or a good sum to do what he's done. I'm a little surprised that we didn't get any -- you know, the only experienced Manager that we got a résumé from was Alex Rey, the only one, who was a -- you know, who was a -- has been a Manager and has run --

Commissioner Quesada: And Yvonne.

Commissioner Keon: And Yvonne. I'm sorry. And Yvonne. I mean, there were the only two people that came forward that have -- you know, that have Managerial, you know, experience, and -- you know, I know that each of you -- I think --

Commissioner Quesada: Well --

Commissioner Keon: -- in a -- you know, my background, having worked for a -- an elected official, my experience now as being an elected official, you know, we have department heads and we have people that I think can deal with the development that is going forward. We have enough people on staff here and we have some very good staff that can deal with all of those issues. We are -- this City, in essence, is a corporation, with a CEO that has to know how to take all of these various and sundry departments that we have and have them be able to look at them, be able to evaluate them, be able to evaluate the -- you know, I -- there is -- I know myself, I think that we are, administratively, a little top-heavy. You know, there is a little -- it's a lot of vertical structure in a lot of our departments where I do think it should be a little more horizontal. But you know, that's what we need. We need someone who can come in. They can look at departments. They know what these departments are going to do. They know how to structure, you know, the administration of these departments, and they understand what the function of each one of these departments is, and they can bring all of these people together and empower these people to do their jobs. Now, I think there is a couple of people on that list that can do that. You know, no, they're not the per -- you know, they -- there wouldn't be -- you know, if I could reach out and pick, it wouldn't be hard to pick. But you know, a lot of the people I might pick wouldn't go through this process. They wouldn't go through this public process. We are bound by the Sunshine Laws and, you know, as difficult as it may make this process, you know, it also prevents two or three people in any given government to get together and put people into office, you know, that may be in somebody's best interest, but not in the best interest of the public, and we know that. We have seen the level of corruption that exists around our State, and as much as we don't like -- you know, we know we're burdened by those rules. You know, in the long run and in the end, they do protect the public and they do make us -- they hold us very accountable for what we do. So you

know, that's just -- that is what it is. So it's going to be -- that is the process. I -- you know, to do it again -- if you want to go back out again and you feel that strongly about it, I don't have a problem, but I would do it with a different search firm. I would have listened to what Bud Parks had to say a little more closely.

Commissioner Lago: Can I interject in regards to that?

Commissioner Keon: And whatever.

Commissioner Lago: I mean, I had --

Commissioner Keon: Or else. You know what?

Commissioner Lago: -- a few conversations --

Commissioner Keon: Go for it, and you deal with -- you know, you deal with what we have now.

Commissioner Lago: I had a few conversations with Mr. Parks and --

Commissioner Keon: Oh, did you?

Commissioner Lago: -- you know, I -- especially when we didn't follow his instructions. He was rather adamant about the fact that, you know, we had basically put ourselves in a very tough situation and that he was under a different impression when we brought him here in regards to what he was going to be assisting us as a Commission. So I mean, I think that we owe Mr. Parks a thank you, and I think that he's correct in the sense that we didn't follow --

Commissioner Keon: His wisdom.

Commissioner Lago: -- his prescription, his prescription. And in regards to what you had stated, Commissioner Keon, I think we had close to, what, 125 individuals?

Mayor Cason: Hundred and five.

Vice Mayor Kerdyk: Hundred and five.

Commissioner Lago: A hundred and five individuals applied for this incredible position, and I think we had a few of them that were sitting or previously City Managers. The only issue was they weren't local.

Mayor Cason: Yeah, some dropped -- at least three dropped out of the --

Commissioner Keon: Three dropped out. I mean, they were picked --

Commissioner Lago: Some received --

Commissioner Keon: Yeah. They received other offers and took them in the process. So we don't know.

Mayor Cason: You know, maybe one of the things --

Commissioner Keon: We don't know what we may have lost.

Commissioner Lago: And also -- again, just to close this off on my end. You know, you mentioned several individuals who I think are more than qualified to lead this City that did not apply and there is a reason why they didn't apply. They could be extremely happy at their current employment.

Mayor Cason: Yeah.

Commissioner Lago: You know, that happens.

Commissioner Keon: Yeah.

Mayor Cason: Why don't we ask Colin Baenziger a question, your organization. My question is, are there -- if we had more time, are there people out there you think will come flocking to want to apply for this job given the Sunshine? We've been at it for five months. People have known we've been looking for candidates. We got what we got. Is there -- what are your thoughts?

Colin Baenziger: I would imagine there may be a few Managers with -- experienced Managers that had an upset in their own operation and may be looking that weren't looking when we started this process; that often happens, but beside that, I can't imagine that the Managers who scan for new jobs because they are interested haven't already had an opportunity to make a decision, whether they applied here or not. We did have Managers from other areas, and I have to say, I went through all 105 of them, and I was surprised that there weren't more Managers that were very experienced. We had several. Several of them had problems on their records with incidents that we felt made them not capable of being recommended for the job. And I think the other thing I have to say is that -- and I worked in a government that was -- considered itself the finest county in the United States, Montgomery County, Maryland, but there were people who didn't think we were the finest county in the United States, and when it came to applying for a job, frankly, there were reasons they didn't apply. And I have to say once again, I was surprised that some major names in the profession didn't apply, but they didn't. And if you ask if they're going to apply next time, I'd say slight chance, but I think your best chance would be somebody in the local community who didn't apply, who then realized the doors were being opened for them to have a chance at it.

Mayor Cason: Was money ever -- the salary an issue --

Mr. Baenziger: No.

Mayor Cason: -- that somebody said I --

Mr. Baenziger: I don't know think so. It may have been for people who were casual reviewers of the position announcement, but for those who were serious enough to start the process, they were

all told that this community could match what anybody's salary needs were within any kind of reason, and the numbers were probably lower than we need it to be.

Mayor Cason: Since you gave us 105 names, has anybody else come forward that didn't make it into the --?

Mr. Baenziger: No. We added names right up to the very, very end.

Commissioner Lago: So basically, what you're saying -- I mean, you were very -- you were implicitly clear in regards to the fact that we'll be competitive in regards to salaries.

Mr. Baenziger: Yes, we were.

Commissioner Lago: So the only way to attract potential individuals who would be interested in being our City Manager would be to go outside the Sunshine.

Commissioner Keon: Well, you can't go outside the Sunshine.

Commissioner Lago: I know. That's what I'm saying. That's my point. That's my point. I mean, the only way to do this is to go outside the Sunshine, because then you would ensure that candidate the ability that they would not be, you know --

Commissioner Lago: -- exposed, repercussions, whatever their concerns may be.

Commissioner Keon: Well, I think there is a difference between -- you know, when you -- you put out ads and you advertise in different periodicals and magazines, as opposed to someone that actually, you know, goes out, identifies people -- goes out and identifies, you know, communities or cities, municipalities around the country that have a similar demographic and who are very well respected and they contact them, they recruit them. It's the same thing as if you are -- you know, most -- for any, you know, major company, if you hire a head hunter to go search for a new CEO, they look at the existing CEOs for good companies and they try and attract them and bring them to

you. That's the same thing that a head hunter or someone does --

Mayor Cason: All do that.

Commissioner Keon: -- in a municipality.

Mr. Baenziger: No, and I have to explain why.

Commissioner Keon: They don't do that. And --

Mr. Baenziger: And there is a very good reason why. We want to maintain the trust of the Manager profession that we do not have a cadre of people that we approach. And as one who's been recruited many times, I can tell you, that really puts you off if you're a professional Manager and you think, well, I didn't get the job because Joe Blow got it because Joe's always on the list of favorite candidates by this consultant, so we go out of our way to make sure that there isn't any sign of that going on in our operation.

Commissioner Keon: But -- and they told us that. I mean, they were very clear about that in the very beginning, which was one of the differences between the different ways that you recruit and that's the way you chose.

Craig Leen: Mr. Mayor, the issue ultimately is the public records law. That's the concern. Because once they submit anything in writing, it becomes a public record. There is no way around that, unless you do it entirely verbally.

Commissioner Keon: Right. And I mean, I -- there are other firms that would go out and they would seek out people. They would have a conversation with them. They would do it verbally. When they narrowed it down to whatever number of people they thought were appropriate, they would then ask them to submit in writing, and then you deal with it as a public records law, but, again, that's not what we chose.

Mayor Cason: So anybody want to make a motion as to how to proceed?

Commissioner Keon: So -- I mean, I don't -- I mean, I -- unless you really feel that, you know, there is no one candidate on this list that is capable of stepping in and being, you know, our Manager, I don't -- you know, you should move on. But if you think that there is, you know, somebody here that can come in and manage the City, I -- you know, I think we should go forward. The thing that -- the only thing that concerns me is -- you know, we all -- yes, we all believe that this is a wonderful City. It's a wonderful City. There is lots of really nice cities around this country. All of us travel. There is like the really, really nice cities all over the country, but you know, we are not -- we're not a huge City as far as administratively in the Manager's office or whatever. You know, it's not like going to the County where you have a Manager and you have, you know, 10, 15, you know, Assistant Managers where they all have the opportunity, you know, to grow in their jobs, to be mentored and to then move on to become -- and go outside and become a Manager. You know, the Manager is going to sit at the top of our administrative chain here and -- although, you will expect that that individual will learn, you know, the local culture, will become familiar with how things are done here, whatever else -- you know, this isn't an internship project. This is -- you know, this is somebody that comes in and needs to be ready to manage this City. I mean, we have a Procurement Code that really needs a very hard look at it, you know, and we -- you know, our IT (Information Technology) is -- you know, it's been outdated for a very long time. We really need to... You know, we need to be able to have electronic records that we just -- you know, we really don't have. There are a lot of municipal issues here that really need to take care of, and you need to ensure that whoever we hire not only has the ability to manage up with the outside and developers and whatever else, but you're going to need to have somebody that can also manage down, because you have a large cadre of employees. And we looked at our budget of \$160 million budget and just over 100 million of that budget is people. So there is just a -- you know, a very, very large people component to this government that will require that -- and departments that need to be managed and led, you know, by somebody that has both experience managing up and managing down. You know, I'm comfortable that there are a couple of people, you know, I could support for Manager, you know, based on those things. Whether they're the best that we could ever get, I don't really know, but it is what we have. And you know, they did a search and they did what we asked them to do. You know, the issue is, do you want to ask another

question. Do you want to do it differently? Then maybe you go forward, if you want to do it differently, but --

Commissioner Lago: Let me tell you, one thing that gives me a lot of comfort is the fact that I had a multitude of conversations out in the County or other municipalities where I do business, and everybody knew that we had a search going on, every executive, even private sector executives, public sector executives, City Managers, Assistant City Managers, people at the County. The -- you know, there was several rumors that there was potentially a few people from the County were supposed to become involved in this search that did not because they took jobs --

Commissioner Keon: They took jobs elsewhere.

Commissioner Lago: -- elsewhere. The options were there. I've been lobbied very, very hard by a lot of people, so trust me, the PR marketing campaign, whoever put it together, you know, deserves a thumbs up, a raise, because everybody knew in this county that there was a City Manager search -- excuse me -- going on at the City of Coral Gables. Well, guys, we live in a very competitive marketplace. Everything is not about money. But there are outliers out there, like Commissioner Keon stated. You know some people may not want to come in and deal with some of our issues. Some people may feel comfortable dealing business -- doing business in the private sector. They might not want to step into these shoes. You see a lot of people from the public sector has been there 20 years now transitioning into the private sector. That's what happened to some candidates that were potentially interested in becoming the City of Coral Gables. I mean, again, if you want to keep the discussion going, I don't have a problem discussing it, but I think we should -- I think we need to make a move. Either we vote this up or down, move forward with the ballot, because I think we need to make sure that the next person -- if we're going to vote this today, the next person that is in this room that's going to be our next City Manager, they need to have a vote of confidence in this Commission and know that we support them 110 percent and what we expect from them, because I said it before and I say it again, this City needs leadership. This City needs a Manager to come in here and say, rally the troops, get the rank and file. Show them the way that things are done correctly. Because I think we have shown for a long time the way things are done incorrectly in regards to morale, in regards to a few things. We

do things a lot -- we do things very well, but there is a few things that we need to do that we could implement here to make our City even better. So if you want to keep the discussion going, I'll keep it going. I don't if you want to --

Vice Mayor Kerdyk: I'd like to say something else. First of all, we will support -- if we move forward, we will support 100 percent whoever is the City Manager. That is no doubt; 100 percent. I agree with Commissioner Keon. If we are to delay this a couple months, the search has to change tremendously. It has to be -- go out and seek and try to find a City Manager, not redevelop the same methodology that we used already. I've spoken my thoughts on the situation. You know, I respect everybody on the dais. You know, we all make decisions for the betterment of the City of Coral Gables. I know how long the impact hiring a City Manager is to this community and to the organization. That's why I bring this up. That's why I brought it up last Commission meeting. And this is not something that you could not have predicted that I was going to say today. So that is -- I feel strongly, but I will -- like I always do, I will listen to the Commission here and the majority -- I'll do what the majority is, and I am lock step as far as that goes. But I will tell you that, as you said, that we would like somebody that can hit the road running, meaning that they've already managed a City; managed, meaning that they have the background to take this community to another level, because we're at a point, that Commissioner Lago says, that we need some leadership, but another two months is not going to hurt anything. Anyway, that's it.

Commissioner Keon: Well, I don't even know if we need to take it to another level. I think we need to restore confidence in our government, in -- you know, and I think that we -- because we have -- we're so close to this government, we know the issues of employees, we know the issues with our departments. We know these things. I'll tell you that the vast majority of our residents think that this -- that -- you know, they're living in -- they live in a great City. Again, they'd like to see more police on the street patrolling their neighborhoods, but they're happy. Their garbage is being picked up. Their trash is being picked up. You know, the public sector -- the public areas are being maintained. You know, we need to move forward. You know, our public buildings, which are not in great shape, and do things like that. But you know, I think the vast majority of our residents are not complaining about these issues. It's those of us that are here, that are on the inside, and that see it on a day-to-day basis. And we see, you know, our employees and we know

that, you know, there's been a little scorched earth left after, you know, the last Manager that we had here that needs to be -- you know, needs to be -- and so -- it needs to be restored. The people need to -- you know, they need to be empowered to think. They need to be empowered to act. They need to be empowered to move forward. You know, the biggest thing for me in wanting to see a Manager in place is I don't know see the City administered from the dais. I don't want to see it administered from here. I don't, you know. We have a Manager form of government. We need to pick someone that can manage the day-to-day operations of the City and we again assume the role of policymakers.

Mayor Cason: Exactly.

Commissioner Keon: You know, we're here to represent the residents. We're the residents' face to this body of employees. And you know, we sit over that Manager and that Manager manages this City. He doesn't manage it well, then we remove him. But you know, we need to just return to -- I mean, I want to see somebody in place because I want to see our government function as it should and function appropriate. And I -- really, I congratulate -- I applaud the people that have filled in in the interim, you know, but it's very hard to do that job as effectively as a permanent Manager because they're kind of influx too.

Mayor Cason: Yeah. Well, I think at the end of the last meeting on Thursday, I think you asked -- did you ask the question, "Do we think we have a Manager among the group of five?"

Commissioner Quesada: Yeah.

Mayor Cason: And we said, yes. So I suggest -- I can't make a motion, but I suggest --

Commissioner Quesada: Let me just say one -- let me just say one quick thing.

Mayor Cason: I suggest that we move forward.

Commissioner Quesada: Let me just say one quick thing, and then I want to reiterate this. I

think -- again, I was very impressed by all the candidates.

Mayor Cason: Yeah.

Commissioner Quesada: I like -- I really liked all of them. I felt like I was more confused coming out at a Saturday than I thought I would be. I thought it would be very clear-cut for me.

Vice Mayor Kerdyk: Very good.

Commissioner Quesada: But one thing I did come out with was the confidence that we had five capable people ready to lead this City from an administrative perspective. I mean, I realize that might not be the opinion of everyone up here, but going back to the applications and who applied and who didn't, look, they all took a risk. All the applicants today took an enormous risk. You got to think about that as well.

Commissioner Keon: Right.

Commissioner Quesada: So I think, my thing is we have --

Commissioner Keon: You may tell the next group that applies. When they go through all this process and say, oh, no, we're going to do it again, so --

Commissioner Quesada: And I will say --

Commissioner Keon: We need to move forward.

Commissioner Quesada: -- at the end of last meeting, I made a motion to open it up to -- you know, to give any suggestions to call them. At that time, even though I didn't think I was to give -- I gave him three names to call, the follow up, three or four names. I forget right now. And they called, and those people weren't interested. I'm not going to say the names because that was the point of keeping of quiet. And remember, if you recall my motion, if he felt that they were

interested and they raised to the level, it was still going to have to go before the second that --

Commissioner Keon: That's right.

Commissioner Quesada: -- the Citizens Committee

Mayor Cason: Citizens Committee.

Commissioner Keon: So I think we did that. I mean, I --

Commissioner Quesada: Yeah. I think we did what we could. Now -- so I'm ready.

Mayor Cason: OK. All right, let's do this then. As we said last meeting, we're going to pick the top two. We're not ranking them for first round and then we will have a discussion of the pros and cons of those would two and hopefully make a decision today. So please sign your name on the ballot, pick the two that you feel are the best out of a group of very excellent candidates, I agree, and then we will tally them and see where we are. OK?

Commissioner Quesada: Can you tell me who you're voting for before I mark mine?

Mayor Cason: Sorry? OK.

Commissioner Quesada: Kidding.

Commissioner Keon: You want to show it to me before you mark it up?

Mayor Cason: So mark you ballots and we'll give them to Craig Leen, who will give them to the City Clerk to count, and then we will go from there. And before we tally them, I just want to again thank the three that won't be selected in this first round for -- in spite of the Sunshine, coming forward, going through the process. I've learned a lot from talking to all five candidates, and I think you all are all excellent and thank you again for applying.

City Attorney Leen: Mr. Mayor, the votes have been tabulated. I'm going to turn it over to the Clerk, who will read the numbers.

City Clerk Foeman: Mr. Mayor, members of the Commission, we have five votes for James Beard and three for Arthur Noriega and two for Alex Rey.

Mayor Cason: And two what?

City Clerk Foeman: for Alex Rey.

Mayor Cason: OK. OK, then the top two are Beard and Noriega. All right, so now we can open it up for a discussion on them. We don't know that -- we can't assume that the five votes were for first or second, so we have to have a discussion, because you could have voted -- your second choice could have been --

Commissioner Keon: Right, but it -- yeah, that's why if you do preference voting, it's --

Mayor Cason: Yeah.

Commissioner Keon: -- you get a different result. I think --

Commissioner Quesada: Yeah, let me --

Commissioner Keon: I think --

Commissioner Quesada: If I can jump in here. So -- you know, I voted for Mr. Beard and Mr. Noriega on that round. I was very impressed when it came to Mr. Noriega related to the fact they took from defined benefit to defined contribution. I was very impressed by that. That was something that came up in the group meeting. I'm sorry; the group interview that we had at the end of the day Saturday. Also considering his experience with infrastructure projects and moving

forward, you know, with considering all the different projects that we have coming in downtown Coral Gables and also his experience in dealing with residents in a number of different projects over 14 years. So that's why he got my vote. And James Beard, you know, the financial acumen, I think, since we all voted for him, we gave him a vote to second round. I think we all agree in a financial acumen. So I think the question in my mind is who is a -- between the two of them, how much experience does James Beard have dealing with infrastructure projects and dealing with residents? I know he's got a 15-person Commission and a Mayor that he deals with, so I'm comfortable with his relationship dealings with, you know, with elected body. I know Mr. Noriega has -- he has board that he -- he also deals with the City of Miami Commission, so I'm confident that he's got that experience as well to be able to deal with us in that experience. It really comes to down to, for me, is, you know, does James Beard have the experience dealing with capital projects and infrastructure projects? And does Mr. Noriega have the experience dealing with the financial aspects of the job? So it's a very close call for me.

Commissioner Keon: What infrastructure projects are you talking about? What infrastructure projects that we have coming on?

Commissioner Quesada: That we have coming up now? Well, we have the --

Commissioner Keon: Infrastructure.

Commissioner Quesada: Well, we have the Streetscape project, which is --

Commissioner Keon: OK.

Commissioner Quesada: -- going to incorporate Miracle Mile, which is going to incorporate, I think, Andalusia for -- to a certain extent. Our downtown is changing with --

Commissioner Keon: Right.

Commissioner Quesada: -- the garages. We have the Agave project, which --

Commissioner Keon: Right. That's not infrastructure, though; that is development.

Commissioner Quesada: Well, okay, development, and other -- and capital projects.

Commissioner Keon: That's a different --

Commissioner Quesada: We have the --

Commissioner Keon: Yeah, that's a different story. Yeah.

Commissioner Quesada: OK.

Commissioner Keon: OK.

Commissioner Quesada: All right. If you want to get technical, we have the park: Palm Circle Park, Fred B. Hartnett Park. We have \$22 million that we've set aside for the neighborhood renaissance project. That only -- a portion of those has been completed that has not all been carried through. So those are the infrastructure projects that I'm discussing. We also had Giralda. We also have -- of course, always improving downtown. I'm sorry; the residential aspects of Coral Gables. I'm just telling you where my mind is at right now.

Commissioner Keon: Right. But --

Mayor Cason: Let's make the first round of observations, and then I think we can get into the --

Commissioner Keon: All right.

Mayor Cason: Is that all right with you guys?

Commissioner Quesada: Yeah, that's fine.

Mayor Cason: Do you want to go Vince?

Commissioner Lago: No. I mean, in regards to Mr. Beard, I think, if my mind -- I mean, I'm a little -- it's enough -- I think Saturday took a lot out of me. But from what I remember, I think Mr. Beard had stated that he's doing -- that he's handling close to \$200 million in infrastructure projects right now in Atlanta, or has handled that in the past. Few years -- I mean, that was -- that's pretty significant. I mean, our City is not going to see \$200 million of infrastructure in the next 15 years, so -- I mean, I don't know he's handling it, obviously, on the finance side. If he's -- I don't think he's out there with a hard hat dealing with it on a day-to-day basis. But I think that's a pretty significant when you talk about a financing and, you know, the cost of doing business when you're talking about those type of projects of that magnitude. I think it was 200 million or 250 million. His financial acumen, like Commissioner Quesada said, it was something that incredibly impressed me. I looked up a little more information, and I spoke to the City Attorney last night, close to 10:30 at night, discussing other issues in regards to the candidates, and you know, I can't speak enough in regards to his ability in regards to the finances. I know this may not be important to many, but I think it was important to me. I think that he has a presence of leadership. I think he's a very soft-spoken individual, but I think that -- you know, don't confuse his soft-spokenness for his inability to take action. That's something that I was about to ascertain with -- you know, the 45 minutes that I spent with him on a one-on-one basis. In regards to Mr. Noriega, which was -- I also voted for Mr. Noriega. I mean, if you look at the MPA and the MPA's history over the past 10 years since he's been involved, I mean, it's grown by leaps and bounds. He has -- he's made a commitment to sustainability through his LEED (Leadership in Energy and Environmental Design) projects. They've really transformed what the MPA's going through right now. I had a conversation with him, which is pretty interesting because we talked about certain things the City could do better. The vision, which is something that City Manager has to have outside of all the other attributes. That's something that really interest me when you talk about a vision, when you talk about what our City could do better not only financially, but to really make sure that the public sector is perceived in a good light, and I think that's something that we lack currently sometimes in the City. Those are the main points that really, to me, that -- to me were essential and why I chose these two individuals to make it through the first round.

Mayor Cason: Bill.

Vice Mayor Kerdyk: No. I -- I mean, I can support either one of those two. I think they -- I've researched both of them. They both come out very good, and I think the City would be great with either one of the two.

Mayor Cason: Pat.

Commissioner Keon: I could support either one. I mean, I did vote for Alex Rey because of his experience in actually managing the City. You know, I think all the development and all of those things are great, but that's what you hire outside expertise for. I don't expect anybody that comes in as the Manager. I expect that they would have knowledge of that. They would understand that process. But I think that's when you hire outside expertise on a number of those issues. I'm really concerned with someone that can run the day-to-day operations of this City and can manage the employees a hundred and -- what are we -- 191 are we now?

Mayor Cason: Police officers.

Commissioner Keon: I'm sorry. How -- what's -- 801?

Commissioner Lago: Eight hundred and one.

Commissioner Keon: Eight hundred and one now. We were at 800 and now it's 801. We have 801 employees here that are all answerable to our City Manager. So you know, that experience, I think, is really important. So -- but you know, saying that, you know, that wasn't what, you know, the majority saw, so it's fine. I'm ready to move on, and I can support another candidate so.

Commissioner Lago: I mean, another policy which I took away --

Mayor Cason: I'm sorry; did you say you would support another candidate? What did you say?

Commissioner Keon: I could support either one of the candidates that have the majority of the votes; either one.

Commissioner Lago: If you look at the two files that we're talking about right now, they both manage close to 200 employees. From my understanding, Mr. Beard manages, I think, 160 in the Finance Department and Mr. Noriega close to 170, 180 or so -- 160, so I mean, you're talking a pretty significant --

Commissioner Keon: I'm talking about -- right -- employees that work under them.

Commissioner Lago: No, no. I understand.

Commissioner Keon: That there is a difference.

Mayor Cason: Well, let me --

Commissioner Keon: OK. It's all right. You know, I could support either one. If you want to move ahead and vote --

Commissioner Lago: Well, those employees --

Commissioner Keon: -- I'm ready to vote.

Commissioner Lago: -- those employees -- from my understanding, those employees under -- that we're talking about, Mr. Beard, they do report directly to him.

Commissioner Keon: Yes.

Commissioner Lago: My understanding.

Mayor Cason: Let me make my observations. I thought -- going into this, I wasn't sure, from the written record, whether -- you know, how good the candidates would be. I thought they were really, really good, and I think -- I really do think any of them could have stepped in. If they didn't have the whole package, they would have learned. We were looking for really good leaders and people that have managed as well, so I voted for Mr. Beard and Alex Rey in the first round.

Commissioner Keon: You and I. I did vote for Alex Rey.

Commissioner Keon: But I -- looking forward for this City, I think the financial side is extremely important, as we've all discussed. A lot of us ran our campaigns on pension reform, the need to build up our reserves. We have a -- we are the third most indebted per capita in Florida for our actuarial accrued pension liabilities. That is the big elephant in the room that we haven't gotten around to discussing. I think we need somebody with really sharp financial skills to start addressing that problem if we're ever -- it's going to be very difficult to get out from it. There's no easy solutions. We need somebody who's really, really versed in finances and public/private partnerships to help us build up our reserves. We're still not where they should be. So I'm put -- I put more focus on the finances. He also ran -- he does have a lot of employees. He ran also the Watershed program in Atlanta. He reports to not only -- he's on the cabinet of the Manager -- of the Mayor, as well as reports to the Commission. So he deals with -- he dealt with the constituents a lot. He did a lot of negotiations with stadiums and other things that he mentioned. I thought he was extremely articulate, very poised, very polished, very well educated, so that's why I chose Mr. Beard.

Commissioner Keon: I also -- I want to just add that I know that there were a number of questions over the Watershed, because I think that there was -- there were a number of articles in the Atlanta Constitution over all those issues. And I have to tell you, I think probably no candidate has been more well vetted than Mr. Beard. So I think that there is not one thing that we will -- you know, that will ever come up that we can't say we knew --

Mayor Cason: Right.

Commissioner Keon: -- about any candidate. So, you know, I think we are -- we have done our due diligence in that, and the person, whoever is chosen, you know, will also have a thorough background check so.

Mayor Cason: And I think we all agree that however this next round comes out, we will go for a consensus. We will do everything we can to support that person --

Commissioner Keon: OK.

Vice Mayor Kerdyk: Hundred percent.

Mayor Cason: -- and try to help them --

Commissioner Keon: Yeah.

Mayor Cason: -- be a success. It's -- that is -- this is the most important thing we're going to do.

Commissioner Keon: OK.

Mayor Cason: So I would suggest now we do round two and --

Commissioner Keon: OK.

Mayor Cason: -- whoever gets the most is it.

Commissioner Quesada: Did you say anything, Bill? Do you want to say anything?

Vice Mayor Kerdyk: I'm fine. I'm fine.

Mayor Cason: You said you --

Mayor Cason: Any other discussion? OK, so round two.

Commissioner Quesada: Whoever gets three.

Mayor Cason: Whoever gets three is it, OK.

Commissioner Keon: OK.

Mayor Cason: Right. Afterwards, will probably have to go through a background check and then we have to negotiate.

Vice Mayor Kerdyk: Negotiate, yeah.

Mayor Cason: Yeah. OK.

Commissioner Quesada: Who'd you vote for?

Vice Mayor Kerdyk: Just go 'head and --

Mayor Cason: Please sign your --

Commissioner Quesada: Bill, you can vote for yourself.

City Attorney Leen: Mr. Mayor, the votes have been tabulated, and I would turn it over to the Clerk, if that's okay?

Mayor Cason: City Clerk.

City Clerk Foeman: Mayor, members of the Commission, we have three votes for James Beard and two votes for Art Noriega.

Mayor Cason: OK.

Commissioner Keon: Should we vote a third round?

Mayor Cason: I want to thank you all for participating.

Commissioner Keon: We haven't -- Oh, I'm sorry. Will we have the opportunity to all vote a third time?

Mayor Cason: Yes.

Vice Mayor Kerdyk: Yes. I think we should. I'd like -- yeah. I think --

Mayor Cason: You want to make a motion?

Vice Mayor Kerdyk: Yeah, I'd like to make a motion to hire James Beard as our next City Manager of the City of Coral Gables.

Mayor Cason: Have a second?

Commissioner Keon: I'll second it.

City Attorney Leen: Mr. Mayor, would it be okay -- Mr. Vice Mayor, if that motion, of course, is contingent on a background check --

Commissioner Keon: Yes.

City Attorney Leen: -- and the negotiations --

Vice Mayor Kerdyk: Of course.

City Attorney Leen: -- of the contract with the Mayor?

Mayor Cason: Right.

City Attorney Leen: Thank you.

Mayor Cason: OK. So we have a motion made by the Vice Mayor, seconded by Commissioner Keon. City Clerk.

Commissioner Keon: Yes.

Vice Mayor Kerdyk: Yes.

Commissioner Lago: Yes.

Commissioner Quesada: Yes.

Mayor Cason: Yes. OK.

Commissioner Quesada: I want to bring one thing up real quick. First of all, thank you to the candidates. You know, I know it was -- again, I really strongly believe everyone did a great job. I was impressed by all of them. I think -- I want to do something that wasn't discussed. I want to put it in the back of your minds. We've -- since Pat Salerno first came in, there's always been an opening for second City Manager -- Assistant City Manager position. Obviously -- soon Carmen's going to go back into that role of the assistant City Manager. Cindy is going to go back to Economic Sustainability, and I confirmed that again with her now. So, again, remember, some of the issues that we've had in the past is almost City Manager's Office feel a little bit overwhelmed with so much work; and even when Carmen became the assistant City Manager, they've been overwhelmed. So I don't know if -- I guess the deference would be to -- I'm throwing it out there. We got some great candidates. We really got to know some of these people. Since Art Noriega was second on that list, if he would have any interest -- if we had in our budget, if we want to move forward to make him assistant City Manager. I don't think he'd want to did that, considering what he's making now, compared to what it is now, but I will tell you, I think -- the one I thought that had a little bit less experience than everyone else, who I was very impressed by, was Pieter Bockweg to -- maybe we consider it and we discuss it another Commission meeting. I mean, Chip Withers

spoke very highly of him. I spoke to him in the citizens panel. I saw that interview. You know, they're impressed with all of them, but I think he's a little bit earlier in his career than the others, and I think it's something that -- it could -- again, if he would be interested in it, I think it's a great way for us to improve the City. I think we all know him well. I don't know if it's proper to make the motion now since --

Commissioner Keon: I would hope not.

Commissioner Quesada: OK. So I will not --

Commissioner Keon: I really think that whoever you bring in as your CEO has a right to put their team together. They have the right to come in to look at the organization, to assess its strengths, its weaknesses, and to be able to pick someone that they can work with. I think that, that is a right. I think he certainly can provide them with all of this information, all this background. You can certainly share that you are -- you know, that you are impressed by an individual because of -- for whatever reasons, but I -- I wouldn't want to put anybody in charge and then tell them who has to work, who their team is, especially when you have an opening; I'd like them to be able to have that opportunity to put their team together, because they're going to be held responsible for it and accountable for it. And if it doesn't work out, I don't want to hear that you made me. I want to hear that, you know, you had enough faith in the person that you have hired to put a team together to work to --

Mayor Cason: I agree with Commissioner Keon. We could -- maybe you could modify it that if the new City Manager feels that he needs an assistant, that we would be willing to support it, but I think we need to -- let him come in, take a look at the organization, tell us what he needs, if anything else, and then if he says I really do need an Assistant Manager, then we can look at it, but --

Commissioner Keon: Right. And I think he should have that opportunity --

Mayor Cason: Again, having worked in an awful lot of big organizations, you're exactly right,

that the Manager's responsible for the team, that person is accountable, and we're going to hold him accountable, so I'd let -- now we should let him pick the staff and, you know, obviously consult with us as -- considered necessary, but I don't think we should push somebody in on somebody we just chose two minutes ago.

Commissioner Keon: I think some of the success that Miami Beach has enjoyed is the ability of the Manager there to be able to put together a team that he really can work with. I mean, there were a couple of those people on his team I would have liked to have seen applied and would have been interested, other than they really didn't want to leave that team.

Vice Mayor Kerdyk: Yeah.

Commissioner Keon: They liked where they were -- what they were doing. They liked where they were going. They -- you know, they liked -- whatever. I hope we can achieve that same thing. I hope it becomes, you know, such a good team that they want to stay here, so I hope...

Commissioner Quesada: Do we need to vote on compensation right now?

Commissioner Keon: No. Don't they negotiate with the Mayor?

Mayor Cason: Yeah. I'll negotiate with him with -- and with Craig and come back to the Commission with a -- hopefully something we've worked out that's acceptable and then you guys will ratify it.

City Attorney Leen: What I suggest is each of you speak with me, and then I will meet with Mr. Beard with the Mayor. He will be -- he will not have delegated authority from you, so that must -- it must come back to you, but he will just be your representative in those negotiations. Then it will come back for a vote of the Commission. I believe Mr. Beard had told me that he would be able to be here by the end of the week, so we will try to have something in place by next Tuesday, if possible.

Commissioner Keon: When did he tell us -- I thought he couldn't start for two or three weeks.

Mr. Leen: He had indicated to me at the beginning of next month, potentially, but he's going to text me in about an hour with that information; I'll let each of you know.

Commissioner Keon: OK.

Mayor Cason: OK. Any other discussion?

Vice Mayor Kerdyk: No.

Commissioner Keon: No.

Mayor Cason: Thank you very much. It's been a long but I think very fruitful discussion. Thank you.

Commissioner Keon: Thank you.

Mayor Cason: Meeting adjourned.