

**CITY OF CORAL GABLES
BUDGET/AUDIT ADVISORY BOARD
Meeting Minutes: Thursday, May 25, 2017**

Conference Room First Floor , City Hall, 405 Biltmore Way, Coral Gables

MEMBERS	J	J	A	S	O	N	D	J	F	M	A	M
	16	16	16	16	16	16	16	17	17	17	17	17
Tony A. Rivas							-	-	P	P	-	P
Erin Knight	-	E	-	P	P	P	-	-	P	E	-	P
Alex Menendez	-	P	-	P	O	E	-	-	P	E	-	A
John Holian	-	P	-	P	P	A	-	-	P	P	-	P
Cheryl Goldstein	-	E	-	P	P	P	-	-	A	P	-	P

(Dash indicates no meeting; blank space indicate member not yet serving.)

Staff:

Diana Gomez, Finance Director

Keith Kleiman, Assistant Finance Director for Management & Budget

Sally Ola Ola, Assistant Finance Director for Reporting & Operations

Minutes Preparation and Recording Secretary: Estela Valle, Bailey & Sanchez Court Reporting, Inc.

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CITY OF CORAL GABLES
BUDGET/AUDIT ADVISORY BOARD MEETING

THURSDAY, MAY 25, 2017, 8:01 a.m.

FIRST FLOOR, CITY HALL
405 BILTMORE WAY, CORAL GABLES, FLORIDA

MEMBERS PRESENT:

- CHERYL GOLDSTEIN
- JOHN HOLIAN
- ERIN KNIGHT
- TONY A. RIVAS

CITY STAFF PRESENT:

- DIANA GOMEZ, FINANCE DIRECTOR
- KEITH KLEIMAN, ASSISTANT FINANCE DIRECTOR for MANAGEMENT and BUDGET
- ELSY FUENTES, INTERNAL AUDIT and GRANT COORDINATOR

ALSO PARTICIPATING:

- FRANK FERNANDEZ

1 THEREUPON:

2 (The following proceedings were held.)

3 MS. GOLDSTEIN: I guess I'll call the meeting to
4 order. Is it me?

5 MR. HOLIAN: Yes.

6 MS. GOLDSTEIN: I'm the Vice Chair, okay.

7 Calling the meeting to order, and it is 8:01.

8 We're all present except for Alex. Can I have a motion
9 to approve the minutes from the last meeting?

10 MR. HOLIAN: Motion to accept the minutes as
11 presented.

12 MR. RIVAS: I second.

13 MS. GOLDSTEIN: All in favor?

14 MS. KNIGHT: Aye.

15 MR. HOLIAN: Aye.

16 MR. RIVAS: Aye.

17 MS. GOLDSTEIN: Next, we have the Quarterly
18 Overtime Report. Keith.

19 MR. KLEIMAN: Okay. I have Elsy in here just now
20 for the IT audit update, then she can actually head back
21 to work.

22 So just to let you know that we reviewed a draft.
23 We met with the City Manager and the Assistant City
24 Manager, and we had actually a big meeting in this
25 office. They found a number of things. Now, because

1 it's IT-- and actually Elsy is just so good she gives me
2 the names of these notes-- so the report is for the
3 External Penetration and Network Security Assessments.
4 So one thing we have to know, we're not going to publish
5 the findings, because it basically puts us at risk. So
6 we're not even going to tell anybody what they found.
7 They did find one or two things that were fairly high
8 risk, moderate and low. We're assessing all of them.

9 IT has now responded with their management
10 response to the findings. We got a draft final
11 yesterday, which I have not reviewed yet, because I just
12 got back today. So for your next meeting, we'll be able
13 to present the document to you, but then we're going to
14 ask for it back, okay.

15 MS. GOMEZ: So we need to check with that, because
16 I don't know-- because since this is a public meeting, I
17 don't know if we can do that.

18 MR. KLEIMAN: Oh, okay.

19 MS. GOMEZ: So we would have to double-check with
20 that, if it's proper protocol for sensitive-type
21 information in a public meeting.

22 MR. KLEIMAN: Well, the document itself is listed
23 on there, that it is not public information, because of
24 the nature of it. So at that point, we'll check with
25 Legal that we may be off record when we're going over

1 that, if that's the case. If that's proper protocol,
2 we'll find that out, but the document does show that it
3 is not for public information.

4 MR. HOLIAN: I have a question on that. That IT,
5 did they talk about the Ransomware? Was that involved
6 in that, because there were several municipalities that
7 actually-- does anyone know what I'm talking about--
8 there were several municipalities that got hit by that,
9 where they actually just shut down the City.

10 MR. KLEIMAN: No, because the report came to us--
11 the event just happened?

12 MR. HOLIAN: Right.

13 MR. KLEIMAN: The report came to us on May 5th,
14 that's when we had the-- now, we can go--

15 MR. HOLIAN: I mean, if it's ongoing, it may just
16 be something that you ask.

17 MR. KLEIMAN: Typically it's not, but we can ask
18 them, and see if they want to revise it for that. We
19 can say, based on their findings, would we have been
20 susceptible to that?

21 MR. HOLIAN: Yeah. Good to know.

22 MR. KLEIMAN: Because there were emails that did
23 come in to the City. We don't know if it was because of
24 that. They gave us a warning ahead of time, and
25 basically they got that under control.

1 MR. HOLIAN: Well, the recommendation now is to
2 pay the ransom. The recommendation is to pay the
3 ransom, because the IT cost to actually try to recover
4 your information far exceeds-- they may drop the ransom
5 price from "X" to one-tenth of "X," and it's like it
6 will cost you \$50,000 in IT costs to repair it, so
7 you're better off paying the \$25,000.

8 MR. RIVAS: I've heard that you shouldn't pay the
9 ransom. It actually was on CBS or one of the morning
10 programs, that those Ransomware-- because you don't know
11 who the person that's actually asking for the money, and
12 you're not guaranteed that you can get your information
13 back.

14 Basically, I guess the question is, are we backed
15 up on like a Cloud internet base, where-- is the whole
16 system backed up?

17 MR. KLEIMAN: It is. The system is backed up,
18 but, again, I don't know whether when they lock you out,
19 are they locking you out from that, as well?

20 MR. HOLIAN: They encrypt you.

21 MR. RIVAS: They encrypt you, but your last-- for
22 your last backup. So if we backup nightly-- I don't
23 know what the backup system is.

24 MR. KLEIMAN: I believe our backup is actually
25 duplicated in several areas.

1 MR. RIVAS: Right. So as long as you have that
2 Ransomware-- but that's what they tell you-- the
3 measure-- that's like the biggest risk for 2017. They
4 were talking about small businesses, but, yeah, it's the
5 Ransomware problem.

6 MR. KLEIMAN: Right. So for the next meeting, we
7 will make sure that we can talk about it, okay. And, if
8 we can, we'll show it to you, but we will ask for it
9 back. If we cannot talk about it, then we'll let you
10 know that, as well. Okay.

11 MS. GOMEZ: Do you want to talk about any other
12 audits you're working on?

13 MR. KLEIMAN: Yes, unless you want--

14 MR. GOMEZ: No, no, because Director Fernandez is
15 not here.

16 MR. KLEIMAN: If he comes in, we can always stop.

17 So now the next thing that they're working on is
18 cash management. Now, cash management was supposed to
19 be later on, but now what we did was, because of the--
20 you know that there were two incidents in the City with
21 theft, so we actually pulled out the cash management and
22 all revenue from every single audit that was in the risk
23 assessment, and they moved it into one audit right now,
24 which just started on May 15.

25 MS. GOLDSTEIN: So let's not assume that we all

1 know, so if you can review what the two incidents were.

2 MR. KLEIMAN: The incidents have been reported.

3 MS. GOMEZ: I don't know that one of them has been
4 reported.

5 MR. HOLIAN: I don't know about it, so--

6 MS. GOMEZ: I don't know that one of them has been
7 reported, but anyway--

8 MR. KLEIMAN: Oh, okay. That, I didn't know.

9 MS. GOMEZ: Okay. So there was-- in the Finance
10 Department, there was an employee who was-- who quit
11 abruptly. We didn't know necessarily why, but we had
12 found out that a check that was for a lien-- release of
13 a lien came back. We tried to deposit it, and it came
14 back that it had already been deposited. We had no idea
15 whatsoever. We investigated it, and the bank had come
16 back to tell us that it was mobile deposited into an
17 account.

18 For whatever reason, maybe because of the abrupt
19 leaving, my Assistant Director and the Treasurer, they
20 were talking, and they said, "Well, let's check this
21 person's record of accounts that they have on file," and
22 it turned out that the account it was mobile deposited
23 into was a previous payroll direct deposit account of
24 that employee. So then we went to Internal Affairs in
25 the Police Department. They did an investigation, and

1 it turns out that over the past three years that
2 employee had been mobile depositing checks-- about 300
3 some odd checks, and about \$85,000.

4 The reason that it went undetected was because
5 that employee-- as are all employees here, they're a
6 clerk, they're held on some level of trust that they're
7 doing their job correctly-- was not following the proper
8 procedures for adjustments. They were just doing
9 adjustments. So when the check came in, they would
10 adjust the account to zero, so there's no record of a
11 payment, and there's no other bill. It comes off of the
12 receivable listing completely, and they were mobile
13 depositing it into their account.

14 The checks were payable to the City of Coral
15 Gables. So, obviously, we're going after the bank, too.
16 They should not have been depositing checks payable to
17 the City of Coral Gables to an individual's account.
18 And so what happened, I guess either they were sloppy
19 and left the check laying around, and one day when they
20 weren't here, somebody else deposited it. They didn't
21 realize they had mobile deposited that check, and it
22 went into the regular deposit of the City, but there
23 were two right around the same time. I don't know if it
24 was just that they didn't come in, it was on their desk
25 or in their files, and somebody else deposited it. That

1 person has since been arrested and is awaiting-- is out
2 on bond and bail, and it's going to-- awaiting trial.
3 So we are going after-- we have insurance that will
4 cover in the meantime, less a \$25,000 deductible, I
5 believe, and there's-- but we're going after the bank,
6 as well, for-- and we will go after the employee.

7 MR. HOLIAN: Did the audit uncover that?

8 MS. GOMEZ: No. No.

9 MR. RIVAS: I have a question.

10 MS. GOMEZ: Go ahead.

11 MR. RIVAS: When you say the account was adjusted
12 down, typically when you take it out of receivables and
13 you adjust it down, it's got to go against some wash
14 account or some bad debt account or-- I mean--

15 MS. GOMEZ: No. It's just like as if I-- they
16 made it-- you know, when the account was entered, it was
17 like it was just deleted, like there was an error, like
18 we should never have been--

19 MR. RIVAS: So in our accounting system, you have
20 the ability to just delete invoices?

21 MS. GOMEZ: Yes, or adjust it, rather. Adjust it
22 to zero, like it's corrected to zero. So the proper
23 procedure for adjustments was that they all have to go
24 through the supervisor, but it was a very manual
25 process, so--

1 MR. RIVAS: Are there administrative controls
2 within the system?

3 MS. GOMEZ: Now we have worked with IT to get-- to
4 make it-- so, the function that this individual was
5 mostly over was Alarms; however, it wasn't just alarms
6 in the area that the checks-- because everybody kind of
7 shares responsibilities when people are out, and when
8 there's processing, sometimes it-- depending on the
9 staff that's available at the time, would depend on
10 who's handling what type of transactions. So posting
11 payments in the past-- we get a lot of checks-- we used
12 to get a lot of checks in the office all of the time.
13 We have since gone to lock box for 90 percent of all of
14 our bill payments, so we don't even get them here, but
15 people still mail their checks here. It just so
16 happens.

17 MR. HOLIAN: They've been doing it for 20 years,
18 they're going to continue doing it. That's the way it
19 is.

20 MS. GOMEZ: Right, instead of mailing it with the
21 coupon to the lock box, so it doesn't get processed
22 here. So in our system-- so the alarms, which is one
23 piece of it, was in an old system that had no kind of
24 ability to do anything, right. So it was very old,
25 antiquated, and just didn't have any kind of approval

1 queues or anything. In the newer system, and we just
2 moved that functionality to the newer system in the
3 beginning of 2016, and so now in the current-- I mean,
4 and so what we didn't have the approval queues set up
5 for adjustments in all of the different areas, but we
6 have since added it, so that you cannot post an
7 adjustment without it going through levels of review.
8 So it's something that could have been done earlier,
9 just it was never-- again, we had had the same-- we had
10 the longstanding practice of how we were processing
11 transactions, never had an issue or never knew that we
12 had an issue, and so, obviously, we now-- we've done
13 certain things to make sure that we've separated the
14 duties. A lot of-- so, since then, we've done a lot of
15 new processes that we're kind of separating in order to
16 mitigate the possibility of this or any other kind could
17 happen.

18 So, for instance, people are not handling checks
19 anymore, the checks go to the cashier. They only
20 handle-- they post the transaction off of copies, so the
21 cashier doesn't have access to the system to adjust the
22 customer accounts. There's supervisory reviews or
23 additional supervisor reviews. There's approval queues
24 in the system that postings can't happen without that
25 additional level of review.

1 There was another point that I wanted to make. So
2 we have since separated the functionality. We have
3 included additional supervisory reviews, and we use the
4 system more to allow for it. But, yes, in the past you
5 can adjust the account as if it was an error made.
6 You're just adjusting, and you adjust it to zero, and so
7 then that bill will never-- another bill will never go
8 out for that customer. Nothing will happen. And so
9 since it's not only one shot, one large number, you
10 don't notice it when you have-- when you're constantly
11 turning over receivables, and sending out new bills, the
12 little bits at a time, because each check was-- some of
13 them were a couple hundred dollars. I think the highest
14 check was \$1,300 or something like that.

15 MS. GOLDSTEIN: When was this discovered?

16 MS. GOMEZ: She left in July of '16, so-- right,
17 around July, August is when she left? At the end of
18 July or early August. I can't remember right now. So
19 it was within a week of the time that she left. I would
20 think-- and it's just my own thought-- is that we had--
21 that check had been returned as already deposited, she
22 was still here, maybe she overheard everybody kind of
23 looking to see-- they're saying it was already
24 deposited, what information do we have on this or
25 whatever, and then by the next week, she had already

1 sent--

2 MS. GOLDSTEIN: And the second incident?

3 MS. GOMEZ: The second incident is-- I don't know
4 if I can talk about it, and it's--

5 MR. KLEIMAN: And it's my bad, I thought this was
6 discussed already.

7 Ms. GOMEZ: I don't think so. I mean--

8 MS. GOLDSTEIN: So this is--

9 MS. GOMEZ: And the second incident is for 300
10 some odd dollars. Not that it matters, but it's a
11 smaller-- much smaller scale.

12 MR. KLEIMAN: It's not within Finance.

13 MS. GOMEZ: Right. And it's not within Finance,
14 so--

15 MS. KNIGHT: How long between the time that she
16 was doing it or she was doing the depositing, before it
17 was uncovered?

18 MS. GOMEZ: About two years, because she was-- it
19 was from about-- 2014 is when the first one that the
20 police-- because they subpoenaed all of the records of
21 her accounts and everything, and so in-- it was 2014.

22 MS. KNIGHT: I think you're going to have trouble
23 with the bank.

24 MS. GOMEZ: Maybe. I mean, we'll obtain main
25 restitution from her, right, because the City is

1 intending--

2 MR. KLEIMAN: And we have insurance.

3 MS. GOMEZ: We have insurance, and we'll--
4 obviously, we're going to prosecute her, and hopefully
5 there's no-- the State Attorney's Office is involved in
6 it. Hopefully they don't plea down or anything like
7 that. That's what we're hoping for. So that's an
8 ongoing situation, but she was arrested, I don't know, a
9 month-and-a-half ago, two months ago.

10 MS. GOLDSTEIN: So--

11 MR. HOLIAN: It's the most exciting thing that's
12 happened to Budget and Audit. This is like Cold Case.
13 Sorry.

14 MS. GOLDSTEIN: I have, I guess, one comment, and
15 that is that I think in this meeting, we should be made
16 aware of these types of things as they are procedural.

17 MS. GOMEZ: Once it's allowed to be discussed.

18 MS. GOLDSTEIN: Yes. So I found out about the
19 first incident that you talked about from my
20 Commissioner, and I had no idea, and I think she
21 expected me to know. So I think we need to, as a
22 Committee--

23 MR. HOLIAN: That's a very good point.

24 MS. GOLDSTEIN: --If you could figure out a
25 procedure for and when we should be advised.

1 MS. GOMEZ: Right. Well, I know we are not
2 allowed to say anything until Internal Affairs finishes.

3 MS. GOLDSTEIN: That's understandable.

4 MS. GOMEZ: So until the arrest, we weren't
5 allowed to say anything.

6 MR. HOLIAN: Yeah, but that was 2016.

7 MS. GOMEZ: No. No. The arrest was two months, a
8 month-and-a-half ago. So I don't know if it was just
9 that there was no other meeting in between. I could
10 have sworn that we already discussed this here.

11 MR. KLEIMAN: I thought we did.

12 MR. RIVAS: No.

13 MS. GOLDSTEIN: No.

14 MS. GOMEZ: No? We don't--

15 MR. HOLIAN: This is the most exciting thing I
16 have heard in this room, next to the--

17 (Thereupon, there was simultaneous speaking.)

18 MS. GOMEZ: The arrest happened only about a
19 month-and-a-half ago, so there wasn't a lot of time that
20 we could have talked about it, but-- and so with
21 Internal Affairs, there's a standing policy that we are
22 not at liberty to discuss anything. Obviously, it
23 compromises the case or whatever.

24 MR. HOLIAN: Yeah, but it's almost embarrassing if
25 the Commissioner calls you up, and you're on the Audit

1 Committee, and you don't know. What? Really? Exactly
2 what are you doing?

3 MS. GOMEZ: Right. And so then the internal audit
4 had nothing to do with this. It was not discovered by
5 internal audit.

6 MS. GOLDSTEIN: But they--

7 MS. GOMEZ: I know, but I'm saying there was no
8 internal audit involvement until just recently that
9 they're now doing a cash management audit, and so we're
10 advising you that they're doing a cash management audit.

11 MR. KLEIMAN: Right.

12 MS. GOMEZ: So I understand, and I will
13 definitely, as soon as I can, and the next available
14 meeting, we'll discuss it, but it was more of a police
15 investigation. It had nothing to do with--

16 MR. RIVAS: It was criminal.

17 MS. GOMEZ: Right, it was criminal. It had
18 nothing to do with Budget putting together-- the Budget
19 had nothing to do with the internal audit yet. So that
20 might have been the reason why maybe at the last meeting
21 it wasn't mentioned.

22 MR. RIVAS: I have a question just from a
23 procedural standpoint. You have this problem with
24 checks. Now, is there any situation where you commingle
25 your checks with actual cash, where-- I'm talking from

1 experience. We had a ton of money taken from my
2 business when I came on and started auditing, where
3 people that were handling both cash and checks would
4 take cash and essentially delete that transaction, and
5 say it was a \$1,300 check. You know, they would swap
6 one with the other, and then delete transactions. So
7 the fact that you have created that on the check side,
8 if you're still commingling cash in there, you can still
9 run into that problem.

10 MS. GOMEZ: Right, so-- at least in the Finance
11 Department, we have fairly decentralized-- all of the
12 cash acceptance facilities of the City have their own
13 processes and policies. They don't have all of the same
14 systems. We're trying to kind of get to a point where,
15 you know, all of the systems talk to each other and
16 everything.

17 You can come in. Two more minutes on this topic,
18 I think.

19 So the cashier who was the individual who handles
20 all of the cash transactions, and all of the check
21 transactions. They don't have access to the system to
22 manipulate customer accounts.

23 MR. RIVAS: Perfect.

24 MS. GOMEZ: They just don't have that access, so-

25 MR. RIVAS: They would have to collude with

1 somebody.

2 MS. GOMEZ: Exactly. And so then you're never
3 going to stop that.

4 MR. RIVAS: Right.

5 MS. GOMEZ: And so that's really what-- so that's
6 how we-- and now we've made sure-- in the past,
7 individual which received checks would never receive
8 cash, but they would receive checks. Now everything
9 goes to the cashier and the clerks work off of copies.
10 And so, again, 90 percent of all of the checks are going
11 to lock box. It's just for the ones that come here.

12 MR. HOLIAN: Mobile check cashing is the highest
13 rate of fraud.

14 MS. GOMEZ: Is it?

15 MR. HOLIAN: Yeah. We just had someone duplicate
16 our account, my wife's signature, check and the whole
17 thing.

18 MS. GOMEZ: Oh, wow.

19 MR. HOLIAN: It's crazy.

20 MS. GOLDSTEIN: Well, thank you for the update.

21 MS. GOMEZ: Sure. Director Fernandez.

22 MS. GOLDSTEIN: We're going to skip that Overtime
23 Report, and go to Director Fernandez. Thank you so much
24 for coming in and giving us an update. We have a new
25 member, and I think we all hear out in-- your area is

1 always a topic for discussion on, are we fully manned,
2 what are the issues, how are the retirements coming,
3 when are they coming, are we prepared? And, you know,
4 you're always the best person to give us exactly what's
5 going on with that.

6 MR. FERNANDEZ: Straight forward and to the point.
7 I'll give you facts. They may not be nice to hear, but
8 you're going to hear the facts.

9 So I think the best way to do it is for you to ask
10 me questions. So what questions do you have? That way
11 I don't take up your time with my speech.

12 MR. HOLIAN: I think it needs to be explained that
13 the vacancies aren't putting the citizens of Coral
14 Gables at risk. I think it's used, in the political
15 standpoint, we need to fill these vacancies, so on so
16 forth. We hear it all of the time. And, also, the
17 balance of vacancies and overtime, the fallacies, if we
18 hired everyone today, are we going to be more safe
19 than-- theoretically, than we were yesterday? I mean,
20 from what I understood from the police department,
21 that's not the case.

22 MR. FERNANDEZ: Let me explain. If I say
23 something that you may not understand, please stop me,
24 and I will explain it in detail, because some of it is a
25 little bit complicated.

1 So, do we have sufficient amount of officers
2 today, and are we complicating things, or putting
3 citizens in jeopardy? Absolutely not. And we have
4 sufficient officers. How do we prove that?

5 So departments around the country use a staffing
6 matrix. A staffing matrix goes by way of the number of
7 officers per thousand residents. I think I explained
8 that here before when I came the last time. So
9 typically in an urban city like this, an urban county,
10 it's 2.5 per thousand residents, right. So here, in
11 Coral Gables, can anybody guess where we're at, right
12 now, with vacancies?

13 MR. HOLIAN: I'm getting mid 4s.

14 MR. FERNANDEZ: Pretty close, but we're actually
15 at 3.5 per thousand. With 18 vacancies, 3.5 per
16 thousand. At full staffing, we had 3.8 per thousand.

17 I'll give you some comparisons. Miami-Dade
18 County, 1.9 per thousand; City of Miami, where I came
19 from, 2.5 per thousand; Hollywood, where I just recently
20 came from as Chief there, we're about 2.5 per thousand.
21 We're at 3.8 full staffing here. Having full staffing,
22 is that going to stop the overtime? No, because those
23 vacancies are not creating overtime. The 18 vacancies
24 are not creating overtime. Those 18 vacancies today are
25 in positions such as four investigative positions. So

1 does that create overtime? There's always going to be
2 overtime, because detectives are always working cases.
3 As they pick up a leads, they're not going to stop.
4 They're going to say, "I need to go." That's going to
5 continue going as a lead continually. They can't stop,
6 come back, and then the lead will go stale.

7 The other vacancies are in the Motors Unit,
8 additional four vacancies in the Motors Unit. So in
9 Patrol, which is the direct service we get, we have zero
10 vacancies, no vacancies. So that's your direct service.
11 Today, in patrol, we have the highest number of police
12 officers, ever, in the history of the Coral Gables
13 Police Department, ever. I have proof of this.

14 Now, every elected official that goes out and
15 hears information like that-- I'm not going to say
16 politics, I'm not a politician. I'm an apolitical
17 person. I don't get involved. I deal with facts. So
18 that's where I come from. I have presented all of this
19 information to them, and I've asked them, where do you
20 think we're going wrong? And I have yet to hear
21 anything back. I've done it in the City Commission.
22 We've done video presentations. Why do we have 18
23 vacancies? Well, we fill the vacancies. We just can't
24 keep up the attrition. And why can't we keep up with
25 the attrition? Attrition being, people that retire,

1 people that leave abruptly because they decided to
2 change career-- and, by the way, this happens.

3 I was just talking to a new person that's coming
4 on board now, just came out of the academy, a police
5 officer, and this was an academy of 30. I asked that
6 female candidate, how many do you think, out of that 30,
7 is going to make it to retirement? How many do you
8 think? Out of a class of 30 officers, how many do you
9 think make it to retirement? Any guess?

10 MR. HOLIAN: Fourteen.

11 MR. FERNANDEZ: Single digits.

12 MS. KNIGHT: Five.

13 MR. HOLIAN: Five.

14 MR. FERNANDEZ: Single digits.

15 MR. HOLIAN: Wow.

16 MR. FERNANDEZ: Single digits make it to
17 retirement. It's a blessing. It's not an easy job.

18 MR. RIVAS: I have a question, we keep having
19 these back and forth about vacancies. Readjusting the
20 amount down so that there's not vacancies, is that just
21 politically--

22 MS. FERNANDEZ: Yeah, it's a very sensitive topic,
23 because, look, I told you, facts. If do you that, and
24 something happens--

25 MR. RIVAS: Then it's because--

1 MR. FERNANDEZ: "--Oh, it's because they were
2 interested in money and only money." And, by the way,
3 never-- the City Manager and the Commission have put a
4 lot of money into Public Safety. I mean, we've enhanced
5 security like never before. Go down Miracle Mile. We
6 have hidden cameras on every street that we're deploying
7 now. We have license plate readers all the way down the
8 City.

9 We were making apprehensions today that this
10 Department has never made before. Never. We
11 apprehended an armed carjacking, robbery subject from
12 Miami-Dade County that just happened to come by US-1,
13 and hit one of our license plate readers. If not for
14 that license plate reader--

15 MR. RIVAS: I saw that.

16 MR. FERNANDEZ: --They would have gone to Miami
17 and Miami-Dade County, because it wasn't going to stop
18 here.

19 MR. HOLIAN: How does that work?

20 MR. FERNANDEZ: They're somewhat covert right now.
21 You don't see them much.

22 MR. HOLIAN: No. I mean, once you get the license
23 plate.

24 (Thereupon, there was simultaneous speaking.)

25 MR. FERNANDEZ: You don't see it much, but they're

1 placed in places that it doesn't affect the City. So
2 it's not like it's hidden by trees, but they're black
3 poles, they have little cameras, and at night you'll see
4 red little dots.

5 MR. HOLIAN: No, once you capture the license
6 plate?

7 MR. FERNANDEZ: Right. So your car goes by, hits
8 your plate, captures the plate, within seconds, it goes
9 through a registered list of cars that are stolen, used
10 in a crime, felony.

11 MR. RIVAS: It's kind of like with the tolls, like
12 a Sun Pass.

13 (Thereupon, there was simultaneous speaking.)

14 MR. FERNANDEZ: Exactly, just like that. That's
15 all it does. So now we've enhanced that technology so
16 that it pictures the tag. On the other end, it gives me
17 a photograph of the driver. So this way, if the car is
18 used in a burglary, even a partial tag, if I have a red
19 vehicle with only one letter in that tag, I can go into
20 that system to give me every red car with one letter
21 "A".

22 MS. GOLDSTEIN: Okay. So let me ask you a
23 question, getting back to the numbers of staff. So, in
24 my mind, because we budget for full staff 12 months a
25 year, that I think that that brings up the question in

1 people's minds that don't understand that that's what we
2 do for budgeting purposes, and that we plan on the
3 overtime, and that the overtime is not necessarily a bad
4 thing, and that we're not-- we're not seeing attrition
5 because people are not happy that they're working too
6 much and they have too much overtime. Would you say
7 that that's--

8 MR. FERNANDEZ: Let me make sure I understand your
9 question. Are we seeing people that are-- repeat it
10 again. I'm not sure I understand.

11 MS. GOLDSTEIN: In other words, do you feel that
12 you get questioned on the staffing level, because we
13 budget at full staff 12 months a year?

14 MR. FERNANDEZ: No. I don't think so. That may be
15 a question for Ms. Gomez, but what I can tell you is
16 that this is typical of every city. You budget for the
17 full staffing year. The salary savings, we may come
18 back and say, "Hey, I need to apply salary savings for
19 additional details, we have a burglary task force,"
20 whatever that may be, we take that salary savings and we
21 utilize that, or we utilize it to offset the overtime
22 for unpredictable circumstances.

23 Let me go back about those vacancies. I want make
24 to make sure I make myself clear. We do have two
25 vacancies also in downtown, the Bike Unit. So that's

1 where those vacancies come from. So why do we have 18?
2 I want to explain it a little more clearly, because this
3 is a point of issue. The 18 vacancies we'll be able to
4 keep up. I think the lowest is 9. So it goes 9, 10,
5 11, 12, 18. Today I'm at 18, by the end of the week,
6 I'll probably be at 12, probably because we're going
7 through interviews now, last phase. Today we're doing
8 the final phase of a review. We may end up probably
9 with 13 vacancies, and then a month from now, we may end
10 up with 9. Then three people leave, and I go back up.
11 It goes up and down. So that fluctuation is the
12 constant in every department.

13 You know, we say that in police work you reach 100
14 percent of your vacancies a day, maybe an hour. I know
15 I did it in Hollywood. I got 100 percent full staffing
16 for one day. The next day, some cop says to me, "Hey,
17 listen, I'm going to go to BSO." Here I go, I'm one
18 down again.

19 So I'll tell you what we're doing to address that
20 issue, and try to keep up with it, but the issue of
21 vacancies is a nationwide problem. I have explained
22 this in great detail to the Commission. I've explained
23 it in public. Google it, you're going to find from LA
24 to Connecticut, from Seattle to Miami, it is a ramped
25 problem with police departments. Why? Because look

1 what's going on around the world with terrorism. Who
2 wants to be a cop now, where you can walk into a place,
3 something blows up, and you just-- you know, you give up
4 your life for a job? So, it has to be great passion; or
5 you're an officer, and just because you're protecting a
6 protest, a sniper takes out five officers like they did
7 in Dallas, Texas; or two officers that just happen to
8 pull over a car, very angry individual, hatred toward
9 police, shoots and kills both cops; or in Louisiana
10 where an officer comes out of a grocery store after
11 getting a drink, and a subject waiting for him, runs him
12 over with a car and kills him. So those type of news
13 outlets are making it very difficult for people to say,
14 "I want to be a police officer." Think about it. Would
15 you tell your son or daughter, "Hey, go be a cop today?"
16 It's quite different.

17 The military, by the way, has the same type of
18 challenges. So those are the challenges that we're
19 facing with hiring police officers, but we're hiring
20 them, just trying to keep up. The extension of the DROP
21 and the contract is now going to help us, because now
22 I've slowed down that output, people leaving. It may be
23 a little bit, but that little bit helped me to catch up.
24 When we catch up, we will do what we're doing in the
25 Fire Department, which is a succession plan. It may

1 mean we look out four to six months from the vacancy.
2 Anyone in that DROP, that has to leave, then about two
3 or three months in advance we're hiring that position.

4 Now, that succession planning makes it very easy
5 for Fire, because I have an eight-week turnaround.
6 Hired, they're certified within eight weeks of being in
7 the academy. They're on the floor and they're counted.

8 A police officer, it takes me a year-and-a-half
9 from application. Totally different, year-and-a-half.
10 From the time they apply, do the background check, go to
11 the academy, and they're off on their own, it's about a
12 year and four months. Let's just call it a
13 year-and-half, before I can say, "You're off on your
14 own. Now you count as an officer." Before you go out
15 on a zone or detective position, that's what it takes.
16 So it's quite complicated to hire cops.

17 Lesson learned for budgets, how we do things.
18 Three cities now that I've been at, I would tell you
19 that I tell every City Manager whenever you get into a
20 budget crunch, don't stop hiring. Hire the attrition.
21 You can stop and say, "Let's stop the bleeding, in terms
22 of, we can't hire anymore above the budget constraints,"
23 but what you can do is hire whoever leaves. So if you
24 are at 16 vacancies, you can maintain those 16
25 vacancies, but don't go below that. Wherever you're at,

1 you stop, you keep hiring that attrition, because, if
2 not, think about it, it's going to make you that much
3 longer to hire those back. You just can't recoup from a
4 freeze. You can't recoup back from those hiring
5 positions.

6 Keep in mind that out of the 18, eight of those
7 positions have never been filled, never been filled in
8 Coral Gables.

9 MR. KLEIMAN: That's true.

10 MR. FERNANDEZ: Do you know where I'm coming from?
11 Those are new budget positions put into the budget, I
12 don't know why, I'm just studying history, but I believe
13 it was a crisis in the community where people were
14 getting burglarized. It's my understanding. I could be
15 wrong. People were getting their homes burglarized, and
16 in reaction by the Commission to address the problem,
17 it's a simple solution, put more people. See a problem,
18 throw more people at it. Typically it's the wrong
19 solution, throw people at problems. You throw plans at
20 a problem. You can throw a process, strategy, but you
21 don't throw people. So those eight positions are part
22 of the 18. So, really, we have been at zero for quite
23 some time if you discount those eight. Those eight have
24 never been put to use in that police department. Those
25 eight positions come by way of a Tactical Unit that we

1 don't use. Those eight, that's it.

2 MS. GOLDSTEIN: Can you talk a little bit about
3 our ability to hire or rehire other police officers from
4 the surrounding areas, and the trend as it relates to
5 that?

6 MR. FERNANDEZ: Certainly. Officers move around.
7 They move around from here to Miami-Dade, Miami-Dade
8 they come here. It's not-- it's easy because they're
9 trained, so they come over, and they go through a three
10 to four month transition, sometimes even sooner,
11 depending on how quickly they pick up the procedures
12 here. So that's an easy solution for us, if we hire
13 certified police officers.

14 Typically you're going to find the lows that are
15 between one and eight, seven to eight years in their
16 career. The ones that get to seven or eight years,
17 they're thinking of vesting in that agency, so typically
18 they won't leave.

19 Now, hiring police officers, you have to be
20 careful where you're hiring from, because they typically
21 have a lot of stuff in their closet.

22 MS. GOLDSTEIN: If you don't mind me just
23 redefining my question. So I've been-- I've been-- it's
24 been communicated to me that because of internal, say,
25 drama, that we, Coral Gables, might not be the most

1 attractive place to come to. So I'm just kind of
2 looking for, I don't know whether that's like direct or
3 whatever--

4 MS. KNIGHT: Is there truth to that?

5 MS. GOLDSTEIN: Yes. Is there truth to that, and
6 what are our numbers from where we've taken people in
7 from around here, and are more people leaving to go to
8 other police jobs around here versus coming in? Like,
9 where does that balance lie?

10 MR. FERNANDEZ: So we have very few that are
11 leaving to go to other outside agencies. We had two
12 that left recently. They went to Miami-Dade. Why?
13 Their father works there. So they want to go be with
14 their father. One of them left, had to pay back the
15 City somewhat in excess of \$2,000 for the academy and
16 everything else, because they sign a contract. Why did
17 they do it? They did it because their father's there,
18 so there's an understanding.

19 The issue of the drama inside of the department,
20 these officers coming here from those other agencies,
21 they don't know what's going on. I don't know what the
22 drama is. I hear the rumors and the conflicts, but I
23 don't live those rumors, and I don't see the conflicts.
24 I focus in on the operation, and I think the results are
25 proof, 18 percent reduction or 15 the first year, six

1 percent reduction in crime this time last year. We put
2 out a public safety bulletin. It's out in the hallway
3 if you want to see it. That tells you everything we've
4 done in terms of strategies. I don't see officers not
5 coming here. I've never heard that. The applicants
6 that do come, come eager to work here. It's a nice
7 place to work. It's pleasant to see. It doesn't have
8 any challenging neighborhoods. You know, I came from
9 Miami, so Miami has a lot of challenging neighborhoods.
10 You really have to want to work there, and do police
11 work.

12 MR. HOLIAN: And it could be very dangerous.

13 MR. FERNANDEZ: Police work is dangerous anywhere.
14 It's unpredictable, but certainly there's a higher level
15 of risk--

16 MR. RIVAS: The environment.

17 MR. FERNANDEZ: --In the environment and working
18 in other places. Hollywood is one of those high-risk
19 areas. Here, it's not. So coming here, it's a nice
20 place to work. Our salaries right now-- starting salary
21 with the bonus, we're number one in the entire South
22 Florida region. Our starting salary, number one. So
23 it's not a salary issue. It used to be. We're seeing
24 more people applying now. So if the drama was drawing
25 them away, these last two months or three months, when

1 we have deployed our new revised hiring strategy, we're
2 bringing in three times the number of applications than
3 ever in the history of Coral Gables, three times the
4 number.

5 MR. RIVAS: I guess I'm looking at this from the
6 other perspective, which is if we are reducing our
7 crime, even with those 18 vacancies, it's more cost
8 effective to run with vacancies and overtime, than it is
9 to be fully staffed, and there's crime reduction. I
10 mean, I think we're heading in the right direction. So
11 to sit here and look at overtime numbers, and, you know,
12 and say, "Well, we're up in overtime," and the
13 vacancies, as you have explained it, it's a fluid thing.

14 We're above the average when it comes to the
15 officers per thousand people. You know, crime is being
16 reduced, and so it's almost better not to be fully--

17 MR. HOLIAN: There's a false narrative out there
18 that we need more police officers, and we're unsafe.
19 That's what they talk about.

20 (Thereupon, there was simultaneous speaking.)

21 MR. FERNANDEZ: My question would be, then, where
22 is it that you're unsafe? Tell me where, and I'll--

23 MR. HOLIAN: I agree.

24 MR. FERNANDEZ: Those vacancies in Patrol, what
25 you see, the cop going by your neighborhood, there isn't

1 a single vacancy. It's staffed higher than ever before.

2 MR. HOLIAN: This conversation is completely the
3 opposite of when people get up and grandstand in public
4 places, especially--

5 MR. RIVAS: If you ever played basketball, you
6 can't put seven people on the court, because the game
7 plan--

8 (Thereupon, there was simultaneous speaking.)

9 MR. FERNANDEZ: But I will say this, in terms of
10 vacancies, you're always going to have vacancies in a
11 police department. You're never going to be at full
12 staff. I'm telling you, that's not going to happen.
13 Someone's going to leave. Even when you get the full
14 staffing in process, the succession plan that we have in
15 Fire, that's going to be a challenge, too, because we're
16 going to hire them, but all we're going to do is cut
17 short a little bit the year-and-a-half. So, maybe,
18 instead of a year-and-a-half, maybe it's a year and a
19 month, a year and two months. It's a little bit more,
20 but it's a challenge to hire cops.

21 Now, why is it challenging? Say that many of the
22 people don't pass the background check. They just
23 don't. You know, I like to say that you can be a
24 lawyer, an engineer, a doctor, all of those great
25 professional careers, you just may not be able to be a

1 cop. I mentioned that to the Commissioners. If you
2 have a really bad driving record, you can't be a cop.
3 If you use marijuana in excess of certain amounts that
4 we have in our policy, then you just can't be a cop.
5 and if you use Schedule 1 drugs, you just can't be a
6 cop. If you've been arrested, and you're a convicted
7 felon, you just can't be a cop. You know, that's the
8 expectation of our country.

9 We have to remember that our military protects our
10 way of life and our constitutional rights 70 miles
11 outside of our border. That's their job, to go 70 miles
12 outside of our waterways, and protect us from anything
13 that threatens our constitutional rights and our way of
14 life. 70 miles in, 800,000 plus police officer across
15 this country protect our rights. And to protect that
16 right, you have to protect a citizen. Who has that
17 authority? I'm telling you, 32 years into this, I've
18 arrested a lot of cops. Some people that get that
19 badge, abuse it. And you have to make sure that you
20 give that badge to the right person, who's going to
21 exercise that authority with a lot of respect, dignity,
22 honor, and a lot of reservations. That's giving you an
23 enormous amount of power.

24 I started when I was 19. You can imagine a
25 19-year-old or 20-year-old with a gun and a badge being

1 thrown into Liberty City, not knowing the history.
2 Today, years later, I've learned a tremendous amount.
3 That makes me have great respect for what happens there,
4 but I will tell you, there's a lot that don't, and they
5 abuse it. So you have to be careful who you give that
6 authority to. Having looked back on history, what
7 happens when we hire the wrong cop? Your budget process
8 is going to take a little bit of a spin because your
9 liability is going to go up significantly. You're going
10 to get sued left and right. And then they ask the
11 question, "Why did we hire that cop?"

12 "Oh, because they were hiring mass numbers,"
13 because the politicians, the community at the time were
14 saying, "Hire. Hire. Hire." And, believe me, it's on
15 my shoulders, and I get that. You know, everything is
16 pointing to me. I got hired here, seems like everything
17 was, throw it to Mikey. Mikey will try everything.
18 Remember that commercial? Give it to Mikey, you know.

19 So I take it on. Here's the dilemma for me,
20 either I waver on the standards and say, "Hey,
21 short-term solution. Forget about this guy. So what if
22 he's got, you know, several suspension on his license,
23 just get him through, because I need to fill these
24 numbers so they get off my back." And then long-term
25 consequences, a year or two years or five down the line,

1 even if I'm not here, people are going to say, "Blame
2 Frank Fernandez, who was here at the time," or if I'm
3 here, "Because it was his fault, he didn't have a good
4 hiring process."

5 So the dilemma for me is, do I waver for a
6 short-term solution or do I stand firm for long-term
7 ethical cops. I submit to you that I'm going to stand,
8 regardless of what pressure anyone puts on me, they can
9 fire me, I will not waver on that, you know. And so I
10 have put forward every standard known to man, here you
11 go. I've told everyone, if you don't like it, tell me
12 where to change it. And nobody comes forward to say,
13 "Yeah. Yeah. Yeah, lower this standard." So it's
14 quite difficult to find the cops, and we get that.
15 We're finding them. We're finding good ones. We're
16 making sure when they knock on your door, it's a person
17 of respect, honor, dignity, and has that reservation to
18 know when to use the authority and when not to use it.

19 Your son or daughter could be driving, and they
20 get stopped by the wrong cop, it could ruin their life.
21 I had a Miami-Dade officer call me a while back, not
22 involving Coral Gables, his daughter is headed to FIU,
23 twelve o'clock in the afternoon, Tuesday, 12:00 in the
24 afternoon on a Tuesday. Officer, I'm not going to name
25 the agency, it wasn't Coral Gables, pulls the daughter

1 over, never been arrested, FIU student, and arrests her
2 for DUI. No alcohol on her breath, no road sides,
3 nothing. Yeah, they drop the charges, but guess what
4 happens to that young lady when she goes to apply for a
5 job now? For the rest of her life she's going to have
6 to explain how did you get arrested for DUI. "Oh, let
7 me explain. I was arrested, but they dropped the
8 charges." That never goes away. You have to make sure
9 those cops know what they're doing, and so it's our
10 responsibility to choose the right one, to make sure
11 that they meet those ethical standards.

12 I think a lot of what you're going to hear-- I'm
13 being very transparent with you-- is that there are
14 certain people that didn't make it, and they're
15 associated with others in the City. They get angry and
16 say, "How come my son, daughter, friend or family didn't
17 get in?" Oh, it's Frank Fernandez that has these
18 incredible high standards that nobody can get through.
19 Well, that's not true. That's not factual. That is
20 their interpretation, because it's going to stand for,
21 you know, their side of the house. But, unfortunately,
22 I just can't.

23 MS. GOLDSTEIN: But thank you for all you do,
24 because you do do a lot. And it's very helpful for us
25 on the budgeting side and the audit side to have that

1 rereview of where we are, and I'm assuming you're doing
2 some good reeducation to our new Commissioner and
3 reeducating our new Mayor on where we are.

4 I was with one last night, who-- so I was trying
5 to explain to him from our Budget and Audit Committee
6 standpoint where we are on that.

7 MR. FERNANDEZ: They're all very supportive.

8 MS. GOLDSTEIN: They are very supportive.

9 MR. FERNANDEZ: I've explained it to them in great
10 detail and they understand it, even the new
11 Commissioner, the new Mayor. They all seem to be--
12 again, when you're outside, it's kind of like all of the
13 Presidents, you know, Obama or Trump, they have all of
14 these great plans, but when they get in, what happens?

15 MR. RIVAS: Reality.

16 MR. FERNANDEZ: Reality hits. So this is reality.
17 That's what it is.

18 Any other questions that I may have missed or
19 anything you heard out there, that I should answer or I
20 could answer?

21 MR. HOLIAN: Every interaction our family has had
22 with the police department has been terrific.

23 MR. FERNANDEZ: It's good to hear. That's
24 awesome.

25 (Thereupon, there was simultaneous speaking.)

1 MR. FERNANDEZ: I'm not even going there.

2 Any other questions or rumors or anything that I
3 can help out with or Budget?

4 I will tell you that Diana Gomez does-- and Keith
5 does a great job with the budget. We're always on top
6 of it. You know, we're very cognizant of the
7 consequences. We're managing and assessing it all of
8 the time. I get budget reports at my level from every
9 one in my department on a weekly basis. So we inquire,
10 we dig deep.

11 MR. GOLDSTEIN: You're not here because we saw an
12 issue.

13 MR. FERNANDEZ: Okay.

14 MS. GOLDSTEIN: It's true, no.

15 MR. HOLIAN: That was a previous conversation.

16 MS. GOLDSTEIN: So thank you very much.

17 MR. HOLIAN: Thank you for your time. We
18 appreciate it.

19 MR. FERNANDEZ: Absolutely.

20 MS. GOMEZ: We can talk about overtime for both
21 Police and Fire.

22 MS. GOLDSTEIN: I think we already did.

23 MS. GOMEZ: Okay. So you're good.

24 MS. GOLDSTEIN: I think we're basically-- this
25 Committee has this Overtime Report from like back when--

1 MR. HOLIAN: Forever.

2 MS. GOLDSTEIN: --Five years ago, ten years ago,
3 when there were issues.

4 MR. HOLIAN: Four million bucks or something like
5 that.

6 MS. GOLDSTEIN: And so it's just been every
7 meeting we look at it, look at it, look at it, but I
8 think we're all in sync on where we are, and are in
9 agreement with it, so--

10 MR. HOLIAN: I think we should share that
11 conversation when we talk outside of this room with the
12 people who say something about the police department,
13 you know, because you need to say that, because it's not
14 the perception that the people have. And it is very
15 safe.

16 MR. RIVAS: That vacancy creates this bad
17 perception, which is completely false, and it plays into
18 politics.

19 MR. HOLIAN: That's right.

20 MR. FERNANDEZ: You know, yesterday, we do what
21 call a problem solving initiative meeting. It's a think
22 tank operation where all of the Directors are there, the
23 Police and Fire, we look at crime. So we have a lot of
24 data analytics that we put into this to identify,
25 forecast potential crime patterns. So I want you to

1 understand that analysts say the numbers are so low,
2 that we have to go six months out to create a database
3 to be able to forecast. So that tells you a lot about
4 where we're at.

5 MR. HOLIAN: Are the policemen bored?

6 MR. FERNANDEZ: Well, you know, there was a saying
7 that says, I don't mind the devil's work.

8 MR. HOLIAN: I'm telling you, I think it would be
9 boring as heck to be a policeman in Coral Gables. I
10 mean--

11 MR. FERNANDEZ: We keep them busy.

12 I just have one question for the Board, if I may.
13 I'll take one minute, if you don't mind. In terms of
14 the hiring, I know that you've asked that question
15 before, I've explained it to you today again. Is there
16 anything you think that we can do better or still
17 questions you may have in terms of our standards, hiring
18 practices, vacancies? Like, what do you think we're
19 missing something here?

20 MR. HOLIAN: I think your conversation should be a
21 conversation that should be louder than just here. I
22 know you have told it to us. And the reason I asked the
23 question is because I knew what the answer was, but it's
24 ridiculous that the perception of Coral Gables doesn't
25 understand this, in my opinion. And I don't know who it

1 needs to come from. It may need to come from the
2 Commissioners or whoever, but it's a ridiculous
3 narrative that exists.

4 MS. KNIGHT: Should those eight be removed if
5 you're not going to hire them?

6 MR. FERNANDEZ: No, I don't think so, because it's
7 going to add value later on, when we get them on board,
8 to provide some tactical operational-- you know, add
9 valuable units.

10 MS. KNIGHT: Should it be four?

11 MR. FERNANDEZ: We're also looking at those eight
12 to help us--

13 MR. HOLIAN: Should we reclassify what we call it?
14 Instead of vacancy, if it's called something else?

15 MR. RIVAS: Like reserve positions that don't--

16 MR. HOLIAN: I'm just saying.

17 MR. FERNANDEZ: You can change the title, but then
18 they'll say they're just trying to hide it.

19 MS. GOMEZ: And there is talk about annexations in
20 the future, so, you know, that-- at some point-- there
21 may really be a need for them at some point in the
22 future, so-- I mean, I don't want to, but--

23 MR. FERNANDEZ: We have a whole display-- it's a
24 huge display on the hiring process, the standards, and
25 the outlook on how long it's going to take us to get to

1 those full vacancies. I spent an hour-and-a-half
2 explaining it to new Commissioner Mena this past week.
3 At the end, he didn't have any questions in terms of
4 what we're doing. He said he wanted to understand it
5 better, and he'll come back, but I think he was pretty
6 convinced that we've done a thorough job of doing what
7 we can to fill those vacancies. And our plan-- I'll
8 submit to you that I will challenge anyone. I've had
9 Directors from Dade and Broward come in to look at it.
10 Tell me what we can do better. Spent three hours
11 looking at it, three hours looking at this. They came
12 back and said, can we have copies of it? We want to
13 apply it. It was an auditor in Doral. They want to
14 apply it there.

15 It's going to take a while to catch up, but we're
16 going to get there, and our recruitment rate right now
17 is much higher than ever before. So we're exceeding
18 110, 120 applicants a month, when they're about 20, 30
19 on average in history. So we're getting our numbers up
20 high. So that's where we're at. I hope that my
21 presentation, my information, was helpful to you.

22 MS. GOLDSTEIN: Thank you so much.

23 MR. HOLIAN: Very good.

24 MR. FERNANDEZ: By the way, I'm open. Call me at
25 my cell phone, my office. If you have anyone that wants

1 to talk to me, and I can explain it, I'll be more than
2 happy to explain it to them.

3 MS. GOMEZ: I know you have to go.

4 MR. FERNANDEZ: Thank you very much.

5 MS. KNIGHT: Thank you.

6 MS. GOLDSTEIN: Thanks.

7 MS. GOMEZ: I don't know if there's anything else?
8 Did you want to adjourn the meeting or did you want to
9 continue? I know Cheryl had to leave.

10 MR. HOLIAN: Do we have anything else that's
11 pending?

12 MS. GOMEZ: Scheduling the next meeting. We can
13 do the standard timeframe the same way we've done it. I
14 don't know if there's anything else you would like to
15 see at the next meeting. I don't know if there will be
16 an audit report at that point. There may be some
17 information on the audit that they're working on.

18 MS. GOLDSTEIN: No. I would just like to request
19 that if there are new members coming to the Committee,
20 that you schedule an orientation with them prior to our
21 first meeting.

22 MS. GOMEZ: And what type of information for
23 orientation?

24 MS. GOLDSTEIN: A sit down with Keith on the
25 budget and a walk through on the process in your own

1 words about--

2 MS. GOMEZ: I get the idea. So kind of like bring
3 them up to speed a little bit as to--

4 MR. HOLIAN: You may want to give them the minutes
5 from the last three meetings or something like that.

6 MS. GOLDSTEIN: And I'd like to officially thank
7 Erin for her service, and--

8 MS. KNIGHT: You're welcome.

9 MS. GOLDSTEIN: Maybe you'll get appointed by--

10 MS. KNIGHT: Somebody else?

11 MS. GOLDSTEIN: --Somebody else.

12 MR. KLEIMAN: That does happen.

13 MS. GOMEZ: It actually does happen.

14 MR. HOLIAN: I've been appointed by two different
15 Commissioners. As scary as it sounds, this isn't a high
16 profile Committee.

17 (Thereupon, there was simultaneous speaking.)

18 Mr. KLEIMAN: We can recommend it.

19 MS. GOMEZ: Yes, we can tell Cathy.

20 MR. HOLIAN: Although, it's very important.

21 Thanks for everything.

22 MS. GOMEZ: Do you want to adjourn the meeting?

23 MS. GOLDSTEIN: So at this point, I'd like to
24 adjourn the meeting.

25 (Thereupon, the meeting was adjourned at 8:50 a.m)

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CERTIFICATE

STATE OF FLORIDA)
)
COUNTY OF MIAMI-DADE)

I, ESTELA L. VALLE, Shorthand Reporter and Notary Public
for the State of Florida, do hereby certify that I was
authorized to and did stenographically report the foregoing
proceedings, and that the transcript is a true and complete
record of my stenographic notes.

DATED this 26th of May, 2017.

Estela L. Valle
Shorthand Reporter and Notary Public