

**City of Coral Gables and University of Miami Joint Meeting
Development Agreement
December 10, 2015
1300 Campo Sano Avenue, Coral Gables, FL**

City Commission

**Mayor Jim Cason
Commissioner Pat Keon
Commissioner Vince Lago
Vice Mayor Frank Quesada
Commissioner Jeannett Slesnick**

City Staff

**City Manager, Cathy Swanson-Rivenbark
City Attorney, Craig E. Leen
City Clerk, Walter J. Foeman
Finance Director, Diana M. Gomez
Marketing and Events Specialist, Belkys Perez
Historic Preservation Officer, Dona Spain
Planning and Zoning Director, Ramon Trias
Assistant City Manager/Director of Public Safety, Frank Fernandez
Economic Development Director, Javier Betancourt
Public Works Director, Glenn Kephart
Government Affairs Manager, Naomi Levi
Police Chief, Edward Hudak
Fire Chief, Mark Stolzenberg
Development Services Assistant Director, Charles Wu
Building Director, William Miner
Assistant City Manager, Carmen Olazabal**

Public Speaker(s)

**Julio Frenk, President, University of Miami
Joe Natoli, Senior VP of Business and Finance, University of Miami
Arva Moore Parks, Trustee, University of Miami
Jose Bared, Trustee, University of Miami
Aileen Ugalde, General Counsel, University of Miami
Ben Williamson, Trustee, University of Miami**

Richard Fain, Vice Chair, University of Miami
Stuart Miller, Chair, University of Miami
Caroline Otero, Campus Planning, University of Miami
Margot Winick, Communications, University of Miami
Jackie Menendez, Vice President of Communications, University of Miami
Rudy Fernandez, Chief of Staff to the President, University of Miami
Sarah Artecona, Government and Community Relations, University of Miami
Janet Gavarrete, Assistant Vice President, Planning and Development, University of Miami
Larry Marbert, Vice President of Real Estate and Facilities, University of Miami
Brianna Hathaway, Student Government President, University of Miami
Marc Weinroth, Assistant General Counsel, University of Miami
Jeff Bass, Special Outside Counsel, University of Miami
Leslie Dellinger Aceituno, Assistant Secretary, University of Miami
Mindy Herris, Government and Community Relations, University of Miami
David Rivero, Chief of Police, University of Miami
Juan Carlos del Valle, Government and Community Relations, University of Miami
Ric Hall, Dean of Student Affairs
Kiernan King, Gables Fellow
Jim Carlyss, Gables Fellow
Lance Dixon, Miami Herald

Development Agreement [9:39:13 a.m.]

President Frenk: I want to welcome Mayor Cason and the Commissioners and City Manager and all our guests today. I'll have a chance to welcome you more formally. But before we get started, for purposes of public recording of the meeting, I just would like to ask everyone to state their name. I'm Julio Frenk, president of the University of Miami.

Joe Natoli: Joe Natoli, the University Senior VP of Business and Finance.

Arva Moore Parks: I'm Arva Parks. I'm a trustee for UM.

Jose Bared: Jose Bared, trustee.

Aileen Ugalde: Aileen Ugalde. I'm general counsel for the University of Miami.

City Clerk Foeman: Walter Foeman, City Clerk.

Commissioner Slesnick: Jeannett Slesnick, Commissioner.

City Manager Swanson-Rivenbark: Cathy Swanson-Rivenbark, City Manager.

Mayor Cason: Jim Cason, Mayor.

Vice Mayor Quesada: Frank Quesada, Vice Mayor.

Commissioner Lago: Vince Lago, Commissioner.

Commissioner Keon: Patricia Keon, Commissioner.

City Attorney Leen: Craig Leen, City Attorney.

Ben Williamson: Ben Williamson, trustee.

Richard Fain: Richard Fain, Vice Chair of the University.

Stuart Miller: Stuart Miller, Chair of the Board.

Caroline Otero: Caroline Otero, Campus Planning.

Belkys Perez: Belkys Perez, Economic Development for the City.

Margaret (UNKNOWN): Margaret (UNKNOWN), University Communications.

Jackie Menendez: Jackie Menendez, Vice President of Communications, University of Miami.

Rudy Fernandez: Rudy Fernandez, Chief of Staff to the President, University of Miami.

Sarah Artecona: Sara Artecona, Government and Community Relations.

Larry Marbert: Janet Gavarrete, Assistant Vice President, Planning and Development.

(TALKING ALL AT ONCE AND LAUGHTER)

Ms. Marbert: I just got over a cold, but I'm a little better. And Larry Marbert, Vice President of Real Estate and Facilities.

Lance Dixon: Lance Dixon, Miami Herald.

Brianna Hathaway: Brianna Hathaway, Student Government President.

Marc Weinroth: Marc Weinroth, assistant general counsel.

Jeff Bass: Jeff Bass, special outside counsel.

Leslie Dellinger Aceituno: Leslie Dellinger Aceituno, Assistant Secretary, University.

Mindy Herris: Mindy Herris, Government and Community Relations.

Historic Preservation Officer Spain: Dona Spain, Historical Resources and Cultural Arts Director for the City of Coral Gables.

Kurnan King: Kurnan King (phonetic), Gables Fellow.

Jim Carlyss: Jim Carlyss (phonetic), Gables Fellow.

Planning and Zoning Director Trias: Ramon Trias, director of Planning and Zoning for the City.

Assistant City Manager Fernandez: Good morning. Frank Fernandez, Assistant City Manager, Director of Public Safety.

Economic Development Director Betancourt: Good morning. Javier Betancourt, director of Economic Development for the City of Coral Gables.

Public Works Director Kephart: Good morning. Glenn Kephart, Public Works Director.

Government Affairs Manager Levi: Good morning. Naomi Levi, Government Affairs Manager.

Finance Director Gomez: Good morning. Diana Gomez, Finance Director, City of Coral Gables.

Police Chief Hudak: Good morning. Ed Hudak, Chief of Police, Coral Gables.

Fire Chief Stolzenberg: Mark Stolzenberg. I'm with the City of Coral Gables, Fire Chief.

Development Services Assistant Director Wu: Charles Wu, Development Services, Coral Gables.

Building Director Miner: Bill Miner, Building Department, with the City.

David Rivera: David Rivera, University of Miami Chief of Police.

Assistant City Manager Olazabal: Good morning. Carmen Olazabal, Assistant City Manager.

Juan Carlos del Valle: JC del Valle, University of Miami Government and Community Relations.

President Frenk: Thank you. Thank you all and welcome again. We're really delighted to host this fifth annual joint meeting of the City of Coral Gables and University of Miami Development Agreement. You know, we're holding this meeting in an historic building, and later on I'm going to ask our trustee, Arva Parks, to give us a little bit of the history of this building. But this building at 1300 Campo Sano was the original Administration building on this campus. And on March 18, 1947, the minutes of the City of Coral Gables Commission, your predecessors, record the University submission and recording of a flood plan showing a proposed location of four temporary wooden buildings. Of course, seven decades later, we can say that this is no longer that temporary. This is an example of temporary becoming permanent. But we felt this was a symbolism of the enormous resilience of both our University and our City that have gone through so much and the commitment to stay and serve our community. I've been now president for just a little bit under four months, and what's become abundantly clear to me in this short period of time is that the development agreement has accomplished a huge amount of good things in the past five years, of course, on the list of which is to bring together this group of committed individuals. I want to thank Mayor Cason. I met with him shortly after the announcement, when I was in my transition period. He's been a fantastic friend and supporter. I want to thank the City Manager for all your leadership and your partnership. And the development agreement also continues to receive the strong backing of our Board of Trustees and many of whom are actually citizens of Coral Gables. And they (INAUDIBLE) are Stuart Miller, the Chair of the Board, Richard Fain, the Vice Chair, Jose Bared. I think Ambassador Charles Cobb has not arrived yet. We have Arva Moore Parks and Ed Williamson. I also want to welcome all the members of the Administration and all the Commissioners, the Chiefs, and all the people who work for our City. We're also joined, as you just heard, by one of this year's Gables Fellows, Kurnan King (phonetic). Kurnan is originally from Texas. He received a Bachelor of Arts in Economics, with minors in Psychology and History from UM. We're increasingly having those very interesting combinations of majors and minors. He's currently pursuing a Master of Public Administration on an accelerated track, and we're hoping he'll

graduate in this coming May. And he begins his internship with the City this spring, and this, of course, is a great example of hands-on immersive education, and that's made possible by the development agreement. Both the City and the University, as we all know, share a common point of origin, which is our common founder, George Merrick. And what I find very inspirational now that I can read his biography, thanks to Arva, is to see how he had this clear vision of Coral Gables as an example of what a modern 20th century city should look like. And his clear vision that for this part of the world and just the edge of the Everglades to become a vibrant, inclusive and dynamic community, it had to have at its very core a university, and that's why the University of Miami, a university that was clearly conceived not just to be in the City, but be of the City, was born. And for 90 years, our University and the City of Coral Gables have really not just survived, but really thrived to fulfill this bold and ambitious vision by Mr. Merrick. I've been engaged in a 100-day listening exercise. I'm almost at the end of that (INAUDIBLE) a little bit of an outreach with our Chair Stuart Miller, going back to the constituencies that were consulted when the search process began. Both Stuart and Richard Fain, who was chairing the search committee, met with many, many groups. But I've met with literally now hundreds, in fact, thousands of students, faculty, staff, alumni, and of course, members of the community here in Coral Gables. I'm hoping to synthesize all of that exercise and express our collective aspirations, especially as the University moves forward the second century to its new century in my inaugural ceremony, which will be in January 29, and I hope to see you all there the 29th of January. And I want to thank all of you, the Commission, for making the daytime attendance exception for the ceremony that we will have at the Bank United Center. Now, it occurred to me that the development agreement is also a sort of roadmap, not just for the future of the University, but for our entire community. And I found great inspiration in this vision that's carried out by the current authorities of the City of how a great university has all these positive effects on the lives of our citizens. As you know, we've been enabled to promote a model of collaboration and with mutual respect and willingness to approach our needs as they evolve over time, obviously, with the ultimate goal of serving our constituencies. We're now celebrating jointly our 90th anniversaries, and I think we can look forward to our centuries and way beyond. Even with all of this, I don't think Mr. Merrick could have even started to imagine how far we've come. Today, we have students from all 50 states of the United States

and more than 120 countries, and I believe it's a very diverse student body. It also correlates with the diversity and the presence of multinational companies, of the representations here in Coral Gables. I think there's a mutual attraction between these employers and our talented graduates. I also wanted to underscore a number of initiatives that we have undertaken recently even as I'm still in the last parts of the listening exercise. Some changes have happened. I'm sure it has not passed unremarked by all of you that we have a new football coach. I did not imagine that I would be recruiting the two leaders of the two most visible parts of the University, the football coach and the health system, even before my first 100 days, but as it turns out, we've had a renewal of leadership. But we've also been very focused on initiatives to really make our university more inclusive and to promote even higher levels of diversity. We have a very diverse university and given all the developments in the country and around the world, we feel it's very important. I was fortunate to receive the reports of two task forces that were formed before my arrival; one on the concern of black students and one on LGBTQ students. And I've penned recently letters trying to address those concerns. We've established a standing committee on diversity inclusion to really ensure that we create an environment in the university where everyone feels they mutually belong in the university. So, in all of these things, I think we aspire to serve as a model for our community, for the nation, and for the world of the values and behaviors that actually should characterize not just the university but general interactions in our society. Let me close by quoting our founder, George Merrick. This is a very nice quote. "I am prouder of this University beginning than of everything else put together." And then he went on to say, and again, I quote, that "over the years, we would be limited only by our dreams." So today, this being my first meeting of this group, I want to pledge my commitment and support to pursuing our shared dream of greatness for the great City of Coral Gables and the great University of Miami. And I want to thank, once again, the Mayor and the Commission, and the City Manager and everyone who works for the City for all of their support. With that, let me ask Arva to give us a little bit of a historical flavor before turning the floor over to Mayor Cason.

Ms. Parks: Thank you. Well, I keep thinking about the Coral Gables ideal, which is what George Merrick talked about all the time. And I look around this room and I see the human form of the Coral Gables ideal. I think that the connection between UM and Coral Gables is like this.

And unfortunately, there was a brief period when it was like this, and I think now that's long passed. And I was just telling Joe that the City of Coral Gables, believe it or not, gave a direct appropriation every year to the University of Miami from its founding until the late '60s. That's how close and that's how much they believed in each other. One last thing about this -- and then I'll say one quick thing about this building.

President Frenk: You're not suggesting anything, right?

Ms. Parks: Yeah.

(LAUGHTER)

Mayor Cason: I've taken note of that. What she was going to say was that now it's time to give us (INAUDIBLE) -- to give back.

Ms. Parks: But when George mentioned this, three weeks after the first lots were sold in 1921, so we talk about 25 and 90; we really need to think about '21. That's when he sold the first lots. And he said it would be a great Pan American university. And I think that's what the dream I see coming true through all these years. And some of the very first students came from Cuba long before the arrival of the Cubans in Miami, so it's always had that connection. It's like location, location, location. That's what he would say. Here we are. They said that Florida was like the (INAUDIBLE) of Latin America, and that's what George said. But now this building, this is an amazing story. This building became -- this was the first Administration building when the campus left the Anastasia building, which was up by the Coral Gables Youth Center. It should have never have been torn down, but that's another story. And George gave the University of Miami to allow it to open three weeks after the '26 hurricane; check it out, three weeks after the '26 hurricane. And it was moved here, and Marion Manly, the first woman architect registered in Florida, redesigned it. And then it was about to get torn down, and thanks to Dona Spain was in on this from the City and I was in on this, obviously, got the University of Miami to realize this was their number one building, and what institution would tear down their

number one building. Well, Rich Heisenbottle did a magnificent job, and look at it. It is a wonderful monument really to the founding of the University of Miami. And it was Army barracks moved here from South Dade, that's how no money was anywhere.

Historic Preservation Officer Spain: And you know, Arva, it's won all kinds of design awards.

Ms. Parks: Yeah.

Historic Preservation Officer Spain: Florida AIA Emeritus (INAUDIBLE) Architect Award, Florida Trust Award, Dade Heritage Trust Award, City Beautiful Award from the University of Miami. I mean, I just can't thank the University enough as Preservation Officer, but also as a resident and employee of the City for saving this building. It really means a lot not only for the University, but to the City and it shows a real recognition of the importance of things.

Ms. Parks: It's a...

Historic Preservation Officer Spain: And I thank you, thank you, thank you (INAUDIBLE)...

Ms. Parks: And it's safe now, I think. I don't think we need to worry about it anymore because it is like a monument of the history of Coral Gables or you name it, all the good causes around here. Thank you.

President Frenk: Thank you, Arva. I want to welcome our trustee Arthur Hertz. Thank you for being here, Art. Mr. Mayor, open to you.

Mayor Cason: In the spirit of multiculturalism, I will start (COMMENTS IN SPANISH). Welcome, good morning, everybody, Mr. President. I'd like to thank you for hospitality, and again, commend UM on the beautiful restoration of this historic building, which is now two years old. And it's fitting that you selected this original Administration building for our fifth meeting, which is taking place on the 90th anniversary of both the University and the City. As

I'm sure you're aware, the University of Miami, which has played such an important role in the City's success, was founded by George Merrick in 1925. And he had the foresight to realize that an institution of higher learning was necessary for the global community which he envisioned. Shortly after the University was chartered, as you mentioned, he would say, "I am prouder of this University beginning than everything else put together," and if he only could see it today. And one of the other parts of Arva's book that I'll read to continue on that theme, he also said it would not only be a university for southern Florida and all of Florida as it grows into one of the most populous states of the Union, but particularly, a university of our own unique tropical America, and a university equipped by reason of climate and architecture and our peculiar contact and kinship with Cuba and Central and South America to supply that definite unfulfilled need of a cultural contact by a university facility with all of Latin America, and you've certainly become that. Our nationally ranked university continues to innovate and lead breakthroughs in many disciplines and is one of the biggest contributors to the County's economy. As home to the University's main campus, we couldn't be prouder. The University was fortunate to have taken root and flourished into what has become one of the world's greatest cities. Today, the City of Coral Gables is home to more than 150 multinationals, 8,000 businesses, and over 20 foreign consulates and trade offices. Due to the large demand of office space now in the City, the vacancy rates continue dropping and currently stand at 9.2 percent. And the retail vacancy rate is only 3.4 percent. We are immensely proud of our well-earned reputation as a center for business. But, ultimately, it is the incredible, almost poetic beauty of Coral Gables, and the unsurpassed quality of its citizens for which we are most grateful. It's no wonder that we are called The City Beautiful. On this historic year, the City of Coral Gables continues to build on our past as we plan for what lies ahead. We know that there is a clear connection between our actions and activities today and the quality of life that will be possible for the future and your students -- that your students represent. We're working on many exciting projects to take the City to a new next level, providing magnificent streetscape that will transform Miracle Mile and Giralda Avenue's restaurant row into a regional destination once again, to a mediterranean village, a game-changing development that will bridge the City's main shopping district and the Village of Merrick Park to the south. Several other projects in planning will tie our city and university closer together. Among them is the Underline, a trailblazing linear park and bike and

pedestrian path underneath the Metrorail line. It will connect major employment centers, shopping districts and civic locations, including the University. Our founder would have championed this visionary project. In fact, some of you may not know that in 1925, Merrick unveiled a similarly ambitious plan for a three-mile-long corridor on the same site in Coral Gables that he called the Grand University Concourse. He envisioned a magnificent, 300-foot-wide landscaped thoroughfare that would be the most imposing of its kind in the world. When completed, the Underline will complement a growing network of bike lanes in Coral Gables. As part of the City's bike master plan, we are adding 27 miles of new or improved bike lanes throughout the city. The plan prioritizes safe and easy access between the University and the City's Central Business District to major hubs for bicyclists and pedestrians. It also identifies opportunities for a combination of shared use sidewalks and bike paths along the campus perimeter. Whether you are walking or biking along US-1, safety has always been a top concern for our City and the University. And we're happy to report that construction has started on the long-awaited US-1 pedestrian overpass. We felt that a pedestrian pass over this busy thoroughfare was so important that we gave our public right-of-way to build it. Not only are we ensuring that our students and residents are safe walking and bicycling around Coral Gables, but the experience is a comfortable and enjoyable one. We're currently adding 3,000 shade trees to sidewalks and bike paths across the city, including on the perimeter of the university. All of this adds to our reputation as a Tree City USA -- I think it's over 30 years -- a designation we have earned from the National Arbor Foundation. Complementing the bicycle and pedestrian efforts is our precedent setting trolley system, a free and popular transit service that connects the City's downtown to the Metrorail system. The trolley will be expanded in the coming months and years to enhance its operations and connectivity. Together with the University's own Hurry'Cane shuttle, perhaps, Mr. President, we may one day find this beautiful campus connected to our rapidly growing downtown of transit. Let's find a way to make that happen once and for all. As the City continues to grow, we must ensure it does so in a way that is smart and sustainable, and that means planning for what lies ahead. There is a clear connection between our actions and activities today and the quality of life that will be possible for future generations. Once finalized early next year, the Sustainability Master Plan will serve as a roadmap to guide us over the next ten years. We must ensure that this city can remain resilient

without jeopardizing long-term resources. Coral Gables and this University have leveraged their relationship and partnered on several sustainability initiatives. Climate change and sea level rise are also pressing issues. Earlier this month, I attended the Southeast Florida Regional Climate Change Summit, which brought together experts from around the world to discuss this urgent topic. South Florida's geology and tomography make sea level rise a problem we must confront not in the future, but now, and we must do so together, and I ask for your partnership to make this happen. I brought a map today that we just had done which shows the University of Miami buildings and the height above sea level. For example, Bank United Center is 1.4 feet above sea level. The highest place of your university is 3.8 feet above sea level. If you look at the projected sea rise, it's going to be 51 inches in the next 50 years. So, I'll give you this map, which I think speaks to not only both our 90th anniversary, but are we going to have a second 90th anniversary. This is going to be one of the most important issues facing us, and our City is committed to planning, getting data, knowing where our vulnerabilities are. Obviously, key to our City's future is a vibrant University of Miami above water. So, these are some of the plans that will help pave the way for future generations, and our goal is to make the several years your students spend in Coral Gables ones they will always remember. And if we are successful, we will be fortunate if some of them choose to make the City Beautiful their permanent home or place of business. Thank you, Mr. President, and welcome, again, to Coral Gables.

President Frenk: Thank you very much, Mayor. In my listening exercise, the single topic that has come up more and most often by faculty and our researchers is rising sea levels, both as an existential threat for us and for all of the City and the County, the nation and the world, and also one where we're hoping to put together all of our expertise of the (INAUDIBLE), the College of Engineering, to the College of Arts and Sciences, to the College of Architecture, both in terms of prevention, measures to prevent, and then measures to mitigate and build up our levels of resilience. So this is very valuable information, and we look forward to a very strong partnership on this topic because it is something that I'm hoping we will galvanize our entire university working together to address this which is a major threat.

Mayor Cason: That's great, and I was going to suggest that we're going to need technology. We're going to need the best brains to think about this because I came back from a conference in New Hampshire of 40 mayors of cities along the coast by NOAA and the Union of Concerned Scientists and the Corps of Engineers. We have a unique problem in that our geology is limestone. You can't build a wall around our city because the water comes up from below, whereas you have the Carolinas and you can build dunes and berms. Where you have granite, you can build seawalls, but here we got to find -- the heat that's in the ocean is going to raise us 51 inches, so we've got to think of some kind of a solution. And so, the University is going to be critical as we work together in the future years, so thank you for that.

President Frenk: Thank you. I also want to welcome Ambassador Charles Cobb, one of our members of our Board of Trustees. Welcome.

Charles Cobb: Sorry I'm late, Mr. President. Good to see you, Commissioners.

President Frenk: And let me now turn over to our Senior Vice President and Chief Financial Officer Joe Natoli, who will give us a campus update.

Mr. Natoli: And welcome, everybody. It's a real pleasure and an honor to do this now for the fifth time. And I think what the University and the City have been able to accomplish together is something that I think everybody in this room has a right to be very proud of. And you know, I go back to six years or so ago when we first were negotiating a development agreement, and it could have been just that, a development agreement. But both sides really said, but what a wasted opportunity if that's what we really focus on, and we really should focus on the residents of Coral Gables and how we can come together in a way that will, on a sustainable basis, add value for the City, the University, the residents, the visitors and so forth. And you know, I think, as we sit here today, we could say that's the case and it's getting stronger every year. I'm going to go through the elements of the development agreement. And just as we prepared this -- and I thank the speechless Janet Gavarrete...

(LAUGHTER)

Mr. Natoli: In particular for pulling this together. The breadth of this agreement, the breadth of what we do is really impressive, I think. And in many cases, you know, the University is required to do two of these and four of these, and what we do is ten of them because it's good and because it's fun and it's ways for the University to add value to the community and to showcase the talent that we have and to more closely engage a very important constituency, which is our neighbors. I want to thank the UM staff who works very hard with the City of Coral Gables and others on a daily basis. I want to thank the Coral Gables staff, who is very responsive to us and always has the best interest of the City and the community at large. And in particular, I want to thank the Manager, who is extremely responsive. And so, you know, if I call her or she calls me or texts or email or whatever it is we do, we're both instantly responsive to one another. And if we can help while being, you know, protective of our responsibilities, we do, and that's exactly how this ought to work. I'm very appreciative of that and the support that she gets from the Commission. So, anyway, I'll run through many of the elements of the development agreement very quickly. You've got some slides up there. It was already mentioned of the Gables Fellows program, which I think is a wonderful program, and what an opportunity for students at the University who have an interest in public service and, you know, aspire to be a city manager, to get that kind of experience with a place like the City of Coral Gables. So, I'm, you know, really pleased to see pictures of Taylor Birnbaum (phonetic) and Alisa Langland (phonetic), who were our interns at the City for the fall and the spring term. We held several Meet the Docs programs, where we had folks like Dr. Mary Bunge, who is with the Miami Project to cure paralysis, who spoke on cell transplantation and the potential that we see there, and they're doing some extraordinary things at the Miami Project in an effort to cure paralysis. And you know, now in the months and years to come, we're working with Jackson Memorial Hospital on the construction of a state-of-the-art rehab facility that will be, you know, second to none in this nation and another very important collaboration between the University of Miami and our partners at the Jackson Health System. We had Edwin Black spoke on modern day eugenics, America's efforts to create a master race, which I didn't attend, but it had to be a hell of a session, I'm sure.

(LAUGHTER)

Mr. Natoli: We had the US Surgeon General give a talk as well on the performance and concert series and leveraging the incredibly talented folks that we have at the Frost School of Music and some of the other areas of the U. We had -- we're required to do two. We did ten different events with a wide variety, from the revolution is for the children, which is part of the Cuban-American heritage collection. The head of our library system, Charles Eckman, spoke about the library reimaged. It was a panel discussion amazingly on the 20th anniversary of the Guantanamo refugee litigation; 20th anniversary already, amazing. We had a presentation on Nelson Mandela and making a modern South Africa, Michelangelo and the Sistine Chapel 500 years later. I mean, the variety of the offerings is truly extraordinary. There was even a documentary on the Solomon Islands. I mean, it is -- you know, we're fortunate to have worldwide talent or talent that has worldwide backgrounds, so it's really extraordinary. Our community lecture series -- development agreement calls for four; we had ten there as well -- ranging in subject matter from places and spaces, the mapping science exhibit; 10 percent happier, the skeptical case for meditation. You hear more about mindfulness and, you know, potentially the benefit that that can have. Funderstanding, humor and information graphics. We had Congressman Tim Ryan held a lecture on quiet caucus gathering for lawmakers. We had a presentation on escape the heyday of Caribbean glamour, so it really runs, you know, the gamut.

Mr. Cobb: What did you talk about, Joe?

(LAUGHTER)

Mr. Natoli: I talked about the new U Health facility on the Coral Gables campus, and I'll talk a little more about that in a moment. There's a lot of excitement around UM Athletics right now. You know, both of our basketball teams are ranked in the top 25. The Florida game was really a lot of fun the other day. And you know, Mark Rick stepping on the court, I mean, there's great enthusiasm around the football program right now and we are 8-4, and there's really great

momentum. I loved his comment at his press conference when he was asked about the sensitivity regarding Georgia recruits today and, you know, how exactly would he deal with that. And he said something like, if a young man wants to attend the University of Miami, who am I to stand in his way?

(LAUGHTER)

Mr. Natoli: Which I thought was a great response. And so, you know, we make tickets available to the residents of Coral Gables to our various basketball games, the baseball games, the football games and so forth, and you know, that's great fun. You know, we have the delivery of a mobility plan each June in an annual report that we provided in August. We continue to do a lot of things at the University to try to help folks get to and leave and navigate the campus in smart - - in positively environmental ways. The mobility plan, over a number of years, has reduced the vehicular counts in the peak hours on the residential side of the campus by 37 percent. I mean, you know, in our discussions years ago, we talked about the obligation we had to be protective of the neighbors. Our campus happens to, you know, have a boundary that is in a very residential area and have another boundary that is on a commercial side of activity. And we really have an obligation to recognize the differences there and to be, you know, very responsible. And the way we've driven that is to do a lot of really smart strategic initiatives. Today, we have 4,150 students living on campus. There were days of the old days where UM was seen as a commuter campus, no longer so. Not only do we have more than 4,000 students living on campus, but there are several thousand who live very close by campus, Red Road Commons, right across the street, and then, you know, the various developments that have occurred within a very close proximity. The last increase in the beds on campus was in 2006, with the opening of University Village, which added 800 beds, and thereby reduced 1,600 trips in or out of our campus. We are in design today to add 1,100 new beds in two new facilities in our efforts to become yet a little more residential than we are today. That first phase of a dorm expansion and replacement project -- many of our dorms are quite old. I toured some of the dorms the other day. It looked remarkably similar to the dorms that I experienced or that many of you would have experienced more than a few years ago. The first project is set to open in 2018 or 19 and will again have

another beneficial impact on campus commuting and so forth. We've done a lot of things to create more life on campus so that if you live on campus you don't really need to leave as often. The Student Activity Center is a great example. I mean, it's just a spectacular addition. We have a really wise parking plan today, perhaps the single most impactful change we made in terms of reducing vehicular traffic on the residential street was essentially to assign you to a parking lot because there's adequate parking on campus. It's just like everything else. It's not exactly where you want it to be, and so there was a lot of wasted effort for people thinking that the spot that they really wanted was going to open up soon, and we don't do that any longer. Now we have a lottery system -- seniority and a lottery system that assigns you to a lot where there will be a space and you go directly to that space, and there's no need to have a lot of wasted effort. We will be constructing a new garage, the Pavia Twin on Merrick, that will have 860 spots. That's how we will add the capacity to support the U Health Clinic, so the U Health Clinic will be connected to the Ponce garage, which is about 1,000-car parking garage. It will be connected by a covered, air-conditioned walkway, and we will essentially move the folks who park there today more to the core of the campus, which is where they really want to be anyway. And we will use the Ponce garage to support Lennar. You know, we implemented a policy that took away the ability for freshmen to have cars, which was a good thing and a good safety thing, and that eliminated about 500 cars and trips and so forth as well. We incentivized our employees to use Metrorail. I think by how much money you make, we discount a Metrorail pass. There are 500,000 boardings of Metrorail at our station, the Coral Gables Station, and of course, there's the buses right there. Metrorail now connects to Tri-Rail, to the airport, the bus service, the trolley at the Douglas Station. We have 2,700 of our employees participate in our discounted Metrorail program. We have the Hurry'Canes shuttle on campus, which carries about 700,000 student riders during the course of the year, and about 50,000 that moves them from one campus to another to the main campus, for example. And we have 15 rent-a-vehicle on campus, you know, Zipcars and so forth, again, really smart ways of helping our students get around. We have the bike program. We give you a lock. We discount the bike. We've been building more pathways for bikes, and I commend the City for what you're doing to make a biker friendly community. I cycle only in advance of the Dolphin Cancer Challenge. (INAUDIBLE) probably does the same thing. So, like, you know, three months before the DCC, or increasingly, six

weeks before the DCC, I feel like I take my life in my hands and get on the bicycle and drive around. Every day when I'm done, I, you know, sort of say a prayer, thank God I made it again. This is not a biker friendly community, and I'm not only talking about Coral Gables. I'm talking about Miami-Dade in general. And so, the fact that you guys are really being proactive in that regard, I personally appreciate that and lots of other folks do as well, so thank you. I'm going to ask Ric Hall -- Pat Wiley (phonetic) was out of town today and was unable to join us, but Rick is her deputy, and I'm just going to ask Rick to jump in and talk about other activities on campus with the students, so Rick.

Ric Hall: Today's meeting, the date -- or the timing of the meeting is significant. Tuesday was the last day of classes for our regular students. Yesterday was reading day, and today is the first day of final exams. It is significant that we have Kiernan and Brianna here. I'm always impressed by our students and all that they do in addition to going to class, getting good grades, being resident assistants, having part-time jobs. They're absolutely committed to not just their alma mater, but the community as well. And I have some bullet points and some numbers that will show you that, that commitment. And Brianna -- and I look -- and I asked Brianna, I said, when is your first final, and she said, 2 o'clock today. And I'm looking at her. She's not cramming. She's fine-tuning some final details on that first final, I'm sure, but it does demonstrate our students' commitment to the community that she and Kiernan would be here this morning. So we've asked some of the departments within the divisions to put together some bullet points for you all. It's noble that the President's Higher Education Community Service Honor Award is an award that the University of Miami received in 2014. We were selected for both the categories of general community service and education. The Community Service Honor Roll recognizes institutions of higher education that support exemplary community service programs and raises the visibility of effective practices and campus community partnerships. We've applied again for a similar honor in 2015, and the information that we've forwarded on to those folks is our students have logged a total of 147,296 community service hours in 2015; 7,319 of our students are engaged in some form of community service. Again, we have 10,000 undergraduate students at the University, about 15,000 in total; 3,949 students are engaged in academic service learning; 11,268 students are engaged in community service of any kind, and

4,418 students are engaged in at least 20 hours of community service per academic term. And then, our students -- we also partner with 350 nonprofit agencies within the Miami-Dade community. That's just the community service that our students are doing. And then in addition to that, as you all know, there's a lot of programming on campus that's certainly open and available to our Coral Gables neighbors. Hurricane Productions is one of the primary programming arms of the University, and they sponsor over 200 events each year, and that draws thousands of students and community members. We have everything from food trucks and inflatables on campus on the greens, speakers, concerts. Hurricane Productions is at the core of that. We currently have more than 280 registered student organizations, and that doesn't include our social fraternities and sororities or organizations that are sponsored by the Law and Graduate or Medical School, so well over 300 student organizations are on campus. Homecoming, of course, drew thousands of students, faculty/staff/alumni to campus. Our Student Center Complex, and that, of course, is buoyed by the Shalala Center, has hosted 4,925 meetings or events during the 2014-2015 academic year. That's really significant, especially considering we didn't have the Shalala Center five years ago or four, three years ago. And now that we have it, we think how in the world did we make do without this facility as the centerpiece of our Student Center Complex. So far this year, there have been more than 2,000 meetings and events at the Student Center Complex. We survey our students as freshmen and as seniors and many times in between, but one of the things that we ask is what is your participation in cocurricular activities. Eighty-two percent of freshmen and eighty percent of seniors spent some time each week participating in cocurricular activities, and that includes organizations, campus publications, student government, fraternities and sororities, intercollegial or intramural sports. And what that number tells us, 82 percent of freshmen and 80 percent seniors, there's not one segment of our undergraduate student population that is heavily involved. It's all of our students and it continues on from their first year through their senior year. And there's plenty of data out there telling us that cocurricular involvement makes our students more attractive to employers. It makes them more invested in their community. It just makes them better and well-rounded individuals. So, we're proud of that for sure of our student involvement. And then, lastly, I'll give you some information on club sports. And you see some of our club sports manifest itself -- our club sports and our intramurals over on the intramural fields outside of the wellness center on

(INAUDIBLE). We have 47 club sports, ranging from competitive sports like lacrosse, rugby, soccer, ultimate Frisbee, dance and martial arts. The total for members this semester is more than 1,300 students are involved in club sports. At the end of last school year, we had more than 1,600 of our students that were involved in club sports. Largest clubs include our scuba club, rock climbing, boxing, tennis. And then this is always interesting to me when they give me this information. The clubs who competed in their national championship in 2014-2015, wrestling, we had two qualifiers; men's and women's volleyball, tennis, squash, triathlon, and basketball. We had three boxing national champions; one qualifier in equestrian; one, the Quittance World Cup.

(LAUGHTER)

Mr. Holt: And men and women's softball. Our students are very, very involved. And we know (INAUDIBLE) and collectively they understand and they appreciate that the University has a long-standing and what has to be a positive relationship with our neighbors and with Coral Gables. This is a positive relationship.

Mayor Cason: Tell them to come downtown and spend some of their money.

(LAUGHTER)

Mr. Natoli: Rick, thank you. Rick and Pat Whitely and others, they are the parents of a very large family. And they're very proud when their family does very, very well, and then, on occasion, they have to provide some discipline and they do. All right, I'm going to say a few more things, and then I'm going to wrap up. You know, we are engaged with the City on the resolution of the infamous internal road. We had a presentation last night at the Planning Board on the road and a few other requirements from the agreements of previous years, and I understand the Planning Board recommended going forward to the Commission by 6-0 votes. I'm grateful for that. There's some work to be done between now and the Commission meeting. I think the main goal of managing traffic on campus that there's a lot of good things that have

happened in that regard. And so, you know, we want to find the right solution in terms of what does that mean exactly to the road. What's it mean to the arboreum? And what's it mean to the neighbors, and how do we get the best results for all? And I have a lot of confidence that we'll be able to do that, and thank you for your help in that regard. In terms of campus projects, some recently completed, some in process today, the Philip and Patricia Frost north and south studio wings at the music school, the Dickinson Drive relocation, you know, just to the side of the Bank United Center to make room for the Lennar Foundation Medical Center, the expanded walkway around the lake. And if you haven't walked on that -- you know, this is the new bridge across the lake -- please take an opportunity to do it. I mean, it really is spectacular. And the view that you get from the middle of the lake looking back to the campus and to Shalala Center and so forth is really just wonderful. And you know, we had Cooper Robertson in helping us with campus planning a few years ago, and they said the lake really should be the centerpiece of the campus and a focal point. And the development around the lake, the widening of the sidewalks and now the building of this bridge really help us maximize the benefit there. The Lennar Foundation Medical Center, you see that as you drive by on US-1 or Ponce, well out of the ground, you know, will be opening in November or December of last year. I've been saying that to Stuart now for a year or two. I've never changed what I've said. I've always said November or December of last year. I'm still saying that.

(LAUGHTER)

Unidentified Speaker: Up 'til November or December.

Mr. Natoli: November or December. It's 206,000 square feet. If you go downtown today for your health care from the best physicians in the region, in most cases, you will not need to go downtown any longer. You'll be able to go to the Lennar Foundation. Maybe you'll park in the Ponce garage or you'll take Metrorail and so forth and you'll have easy access to really the best physicians in academic medicine here at the Lennar Foundation Medical Center. I mentioned earlier the Merrick garage that's really part of the overall campus parking plan. In permitting, we have the Hecht Athletic Center walkway, again, really just trying to help folks get from one

end of the campus to the other, and the Christine Schwartz Center for Nursing, where we're building a simulation hospital to help train our nurses on the latest technology. Our president was saying yesterday that simulation is used for when you have an activity that can have terrible results if you make mistakes, right, because, you know, as you're learning anything you're going to make mistakes. And there are certain things where the impact of those mistakes are more significant than others; health care would be a great example. He mentioned being an airplane pilot would be another one. And so, you know, we want to use the best technology possible to help train our students in nursing in other ways, and so that will be under construction very shortly, and that's it. And I'll just close again by saying I very much appreciate the partnership that we have. It's really wonderful. It's wonderful for the community. It's wonderful for the University, and I'm very grateful to each and every one of you for how responsive and how professional you are in how you work with the University of Miami, so thank you.

Mayor Cason: Thank you.

President Frenk: Thank you, Joe, and thank you, Rick. Now I would like to hear from the City Manager.

City Manager Swanson-Rivenbark: And it will be my pleasure. We're going to queue up -- we do have a couple of slides. Thank you, Commissioners, for allowing me to speak on your behalf on the good things going on in the City. You'll find that we have an amazing agenda. It is aggressive because our Commission has full commitment to the betterment of our community. And it is amazing also because we have such a great staff that they're implementing the dreams and wishes of the Commission, so I'm grateful for the staff that is here as well. Before I begin, I want you to know that the search committee -- and at the time, I believe you were not available and you were well represented by Mr. Miller. It was an extraordinary experience where you were out of town, but he promised he would take good notes.

Unidentified Speaker: He lorded it over me, too.

(LAUGHTER)

City Manager Swanson-Rivenbark: And he did take good notes, and our Commission shared their hopes and dreams of not only the University, but what they wanted and hoped for in your new leader, and I know he took good notes because everything they asked for and more is across the table from us, and we welcome President Frenk for your new leadership and we look forward to working with you. I also have to say to the Board, as well as to the President, you have an amazing staff. They give us their cell phones. They come to us in a drop of a hat. We work together on arguing through issues so that we have win-win solutions. They have a great deal of talent and a fierce commitment to the University and also to the community and we're grateful for that. I'm going to focus on a couple of quick areas of focus. You'll see that I'm going to touch on it in almost hurricane speed because of the time. But our Commission has made it very clear they want us to ensure financial stability, preserve the quality of life, enhance public safety, secure organizational betterment, introduce sustainable practices, and deliver exceptional services, and that's the focus of our work agenda moving forward. Before I do that, I have to say thank you. I have to say thank you on behalf of the City to the University. You have no idea how on a daily basis you are woven into our community. You offer training programs through the development agreement, but also because of your commitment to education for our City employees. You lecture at our adult activities center. You let our seniors present in your galleries their art. You give us access to experts, whether it is engineering when we want to figure out how to deal with the electric -- with FP&L's electric challenges, with Professor Nonni. You give us Professor (INAUDIBLE) when the Commission wants to focus on the seriousness of sea level rising. You give us business access when we want to look at how we can do better business practices and we are indeed better for it. We are a source of research for your people. The Business School realizes that we are an organization, 825 full-time employees, 150 part-time employees, and they're doing a very interesting study on the role of trust and management and how it impacts morale and performance. And we're excited to be the guinea pigs in that study. You provide the offerings to the residents, but we also realize you are our residents. The number of employees that live here is a really high percentage, so what you need, what we need, we realize we need it together.

Mayor Cason: And Cathy, I think one-third of our residents are UM alumni.

City Manager Swanson-Rivenbark: And I would think several of them are here in this room, and so they shared the view in our City meetings as well. We are semester projects. The Architecture School has studied our North Ponce and how to organize that better. We are a marketing project where we're looking at how we can promote recycling better, and the marketing team is developing that and we're going to be implementing that. We are in full coordination with your police, your emergency management. And I realize that our police chief, when you rip open his veins, he bleeds orange and green.

(LAUGHTER)

City Manager Swanson-Rivenbark: And I'm just happy that the City's colors are the same, so I don't have to...

(LAUGHTER)

City Manager Swanson-Rivenbark: You provide us interns. We also have James Harliss (phonetic) here who is graduating the end of this month. And when we honored our veterans that were veteran employees, we also honored him, US Navy, and he's done an amazing job with us.

Commissioner Slesnick: I have one, too.

City Manager Swanson-Rivenbark: I'm sorry?

Commissioner Slesnick: I have one, too.

City Manager Swanson-Rivenbark: Oh, good, good.

Commissioner Slesnick: From UM.

City Manager Swanson-Rivenbark: That's true, that's true. You do. Do you want to mention her name?

Commissioner Slesnick: She's just wonderful. Gabby Canal, C-A-N-A-L. She's fabulous.

City Manager Swanson-Rivenbark: So, it's all -- you're also on our boards and committees. Jackie Menendez is on our Pension Board. Your staff, but our Pension Board, and we're grateful. Sarah Artecona, the former chair of the Chamber of Commerce. If that doesn't speak to the relationship that this university has with our business community, I don't know what does. And you have Art Hertz. And Art was instrumental in the Miracle Theater project, where they owned the movie -- the building part of it and they were willing to work out an agreement that created a tremendous transformation on Miracle Mile, so thank you, Art, for being here and for the role that you play. But we realize that the University is not just in the City, it is the City, and we're excited for it. We have a lot in common. Your faculty, your students, your staff, your donors could choose a lot of places to invest, to study, to live, to work, and we want them choosing University of Miami not despite Coral Gables, but because of Coral Gables. So, you'll see that we're very focused on quality of life and how we can enhance that. Financially sound, we can't do anything unless we have the financial resources to implement the programs, so yes, thank you for removing that line item from the University of Miami...

(LAUGHTER)

City Manager Swanson-Rivenbark: And switching it to the City. We're excited about that. We have had tremendous recent financial gains before I arrived, and I'm the beneficiary of that. Commission, very important that we protect our reserves. Today, we have \$37 million in general fund. We have \$103 million in overall reserves, which are both restricted, unassigned and assigned. That represents well more than the best practice of 25 percent, and it was something that our bond rating, when we went with Moody's, they paid a lot of attention to. They paid

attention to the reserves and they paid attention to you. They were very pleased with what was happening at the university, and they knew that this City is in a better financial position and better future because the University of Miami is here. So, Arva, when you talk about now we're this, we weren't this; we were this before.

Ms. Parks: Yes, absolutely.

City Manager Swanson-Rivenbark: And we're very pleased that we've moved beyond that. But the Commission, very important that we maintain that financial strength, that we are careful with our money, and that we invest it in ways that give the greatest impact to our community in a positive way. The quality of life, as I mentioned, you care about quality of life. Your students' parents care about quality of life, and the City cares fiercely about it. The Commission has said they want us to purchase more open space. They want us to do it either through creative transfer of development rights. Love to have that conversation with you all so that you can build internally and we can take advantage of it externally. I think it'll be a win-win discussion. But also, that they pay real money in real places that are underserved with parks. So we're working on those, streetlights, sidewalks, trees, traffic, lots of other things going on to make community, to make neighborhood even better than it already is. You all have been very helpful with us on the schools question. When you're recruiting faculty, they're looking at what are the quality of school offerings for their children in whether or not they want to come. We have ramped up that (INAUDIBLE) discussion and you all have been a really helpful partner in us dealing with the school district on making that a reality so that your faculty and our residents have greater access to that super school. And also, the Commission has, through their leadership, lifted controlled choice. You may have had a faculty member live somewhere in the City, but they had no certainty as to what school they were going to go to. And through the Commission's leadership, they now know the great schools that they can go to and enrollment is way up in the public school side because of that. Adult activities, we've opened a new center. You guys are already helping us with programs, lectures, and other things so that our adult activities, which are -- Adult is a very funny term right now because they're panning 50 years old and over as adult. I personally take issue in some of that, but we have boomers that want to stay active, and we have

seniors and elderly that want to stay involved, and so we're doing some great programs. Love to have that continued partnership moving forward. We have an abandoned properties ordinance because your faculty doesn't deserve to live next to homes that are not in good repair. And our City Attorney, who is (INAUDIBLE), has done an excellent job protecting not only the Commission, but the quality of life for our residents. Expanded trolley service, the Mayor talked about let's talk further about connecting UM. We've already had a great success with the McFarlane and Homestead art and cultural offerings, lots of things going on. Now, you can't have quality of life if your house is getting broken into, so public safety is also a critical piece for the Commission. Police, Fire, emergency management, it is all in a full coordinated way. I mentioned the Chief. We also have the Fire Chief and we have our Assistant City Manager/Director of Public Safety that they also have access to every single department because this is not just a singular department issue. It's a citywide opportunity, and that is working very well. So, Parks Department, Public Works Department, all of the other departments, how they can help in making sure that public safety remains top of mind and that we get the kind of results that we need. CCTV, Commission approved one point almost four million dollars, \$1.4 million plus another \$400,000 on the parking side for CCTV, license plate readers. We are investing in the infrastructure of public safety, including recruitment, but also including technology. And the Commission yesterday allowed us to look at the creation of a new public safety building; 2801 Salzedo will cost \$18 million to fix up, and you still have an old plug of a building. The Commission has said instead, if you want to build new, let's look. We're focused on Lot 6, which is north of Alhambra, better fire service, and so we believe the \$19 million in equity that that property is worth, think about it, \$18 million to fix up and the dirt is worth \$19 million. If we take that and we invest in a new building, we're going to have a state-of-the-art facility working well with your police chief. The police chief has been an excellent partner with the City, and we're grateful for that. I think they share a lot of information together, and that makes your students, your community safer and our community safer as well. A neighborhood team approach, public safety aides. We're going to be really getting down to the very small neighborhood level to make sure that safety is there. We've got a lot of other initiatives that are going on in public safety, but I'm very confident we're going to be successful. One of the things we're focusing on is organizational betterment because we can't get any of it done unless we

care for, train and ready our employees, so we're really focusing on that. We have a new program on onboarding so that our new employees go on a historic trolley tour so they understand why this city is really special from the very beginning. It is led by our Historic Preservation director, and we would offer that to your people as well because it is so important to know the Coral Gables story, whether it's faculty or staff or whatever level, and you get to see it. How long is the tour?

Historic Preservation Officer Spain: I think it's about 45 minutes (INAUDIBLE).

City Manager Swanson-Rivenbark: So just know that as you're looking at onboarding, we're on as well. Doing a lot of cross-collaboration, we used to think by department and vertically up. Now we're thinking across the board, and we're getting a lot of really good things done. Commission has demanded transparency, access and accountability, so we have an open door policy. I've said to all of our employees, it's your right to come in and talk and it's my responsibility to listen and figure out how we can address those issues. I mentioned the management and trust study that your folks are doing. We really believe in that. Your folks have as a premise that morale and -- morale improves as trust improves, so we're working on that and we're excited. They've done a pre-questionnaire. They're done a current questionnaire, and then they're going to do a post questionnaire and they're going to say how we're doing. We share the same goal of sustainability. As the Mayor said, if you're not here and we're not here in the next 90 years, what have we really done? So we're working on a lot of different programs; Mayor touched on several. Commission is also strong supporters of LEED building. You all already do an amazing job on your LEED buildings. We're doing future coats, the polystyrene, the plastic bags. But if you look, your students are examples for us because they live that sustainability already and we want to be better. Streetlights read amber when we go to LED, but we're doing that. Electric charging vehicles -- electric vehicles and charging stations, and then as the Mayor mentioned, we need to identify what our vulnerabilities are, and we look forward to the University working with us on those kinds of solutions. The Commission has also demanded exceptional service, and they've touched on every department. Permitting, we come to you now. If you're a senior, if you're infirmed, we have almost like a food truck permit center so that they

will come to you and can do everything at your doorstep. We have an ombudsman for residents and small businesses. We want people to get in and out of permitting alive, and so we're creating very much a white glove service for that. We've also brought in outside reviews because sometimes it takes long. And so, we have three different companies. We trust them. They can act on our behalf to review plans and to help us facilitate that. That's been another improvement that the Commission has been asking for. And if you have the Coral Gables app on your phone, you can see where the trolley is and when it's going to get to you if you're at one of our trolley stops. You can see how many parking spaces are available in our parking garages. You can see the City Commission meeting on your phone.

Mayor Cason: All 13 hours and 20 minutes.

(LAUGHTER)

City Manager Swanson-Rivenbark: We've embraced the technology as a part of our service without you losing that personal touch. The Commission, we're learning, we're slower than you. We're Tweeting, we're Facebooking. We're doing some of the other things that you all have already been doing, but lots of good things that are underway. There are some other initiatives that -- just to briefly -- we have stolen. Javier Betancourt, from the City of Miami, he was the deputy director for the Downtown Development Authority, the City is spending \$23 million on Miracle Mile and Giralda. We have to have more than spectacular sidewalks, so he's involved in building that strategy for the downtown and also looking at the multinational recruitment and the other signature pieces that keep the economic base strong. We have some other projects that are going on. We know that they're important not only to the Commission, but to the community. But I would say that, when Merrick -- as we talked about Merrick and how wonderful that we remember who our founder was, he did speak that every great city needs a great university, and we realize that he was absolutely true. Because when we think of it -- and Sarah has taught me this -- we really need you.

President Frenk: Thank you.

City Manager Swanson-Rivenbark: Those are my brief comments, but we do have an amazing staff. They're working really hard at meeting the Commission's goals and expectations and working well and serving the community, so those are my comments.

President Frenk: Thank you very much. Thank you also for your very kind words. We thought we would use this opportunity as I'm wrapping up the 100 days of listening to go back in what we call the Chair's outreach, part of the listening exercise, which is going to our constituencies that were consulted by the Chairman of the search committee. So I will turn it over now to Mr. Stuart Miller for that part of our agenda.

Mr. Miller: Good. Let me start by saying thank you, Cathy, but -- you acknowledged the fact that I fulfilled my secretarial position for Rich...

(LAUGHTER)

Mr. Miller: In listening carefully, but you know, your remarks are emblematic of something that's been very important to us not only in the search, but in the many things that we've been doing at the University, and that is we have been listening very carefully to all participants, all of our constituents across the university. And of course, the City of Coral Gables is one of those primary partners of ours that we want to listen to carefully. We did listen to everything that was important. I attended my first of these meetings last year with Donna Shalala and was impressed by the discourse. When it came time to think about and to reach out, it was very important to us that we came to the City of Coral Gables and heard what was important to be a good participant for our president to involve in. I think that, as highlighted, we've incorporated many of your thoughts, many of the thoughts from around the University into the selection process. And I would be remiss if I didn't say that Richard Fain did an extraordinary job of reaching out, of listening, of synthesizing and capturing so many qualities in just one person by bringing on Julio Frenk as our next -- as our current president now, and that's very exciting. But what's perhaps even more exciting is the momentum that exists in and around the University

today. You know, we brought on -- and I don't mean to embarrass you in any way, but we've brought on a world-class president for our university and it's created a sense -- an electric sense across the university not just because of the many accomplishments that Dr. Frenk brings with him to the table, but the many ideals that he kind of embodies in the way that he thinks, not the least of which is his focus on diversity and creating a broader sense of belonging in this rather tumultuous time. So, you know, and who would have think that Dr. Frenk's arrival would make him the ultimate athletic president in the world of the university. I mean, you know, of all the things -- and Commissioner, you were outspoken on the need to think about our football program and how important it was to the PR component of our university and the outreach across the country.

Mayor Cason: You're talking about soccer, right?

(LAUGHTER)

Unidentified Speaker: It's the other football.

(LAUGHTER)

Mr. Miller: But we listened. And if you look at the university today, many of the comments from who the president should be to the importance of the new medical complex and our medical complex in general and the need for -- we have an extraordinary need in (INAUDIBLE). But as we add our new medical center on campus right here in Coral Gables, and as we've expanded our medical complex, we've heard the need to bring on additional operational firepower and the addition of Steven Altschuler that was Dr. Frenk's first recruit, is -- I don't know if you've looked him up yet, but he is just an exciting addition to our university community. And then, of course, the recruitment of a new football coach to lead us forward, not just to capture the winning traditions that we've had in the past, but someone who is equally focused on the student part of student athlete that will bring elements of pride and integrity to our program, to our broader community who will reflect well on all of us. There's a palpable sense of momentum at

the university today and an awful lot of goodwill. So, it's in that context that I say so many of these positive things derive from what I think has been an outreach and listening process hearing what is important across our university platform and incorporating it into the things that we focus on and that we're looking at carrying this forward. So it's in that vein that we begin a process of kind of closing the circle. We went out to and across the university to listen as we recruited a new president. And then with our new president, we have been going out and listening all over again so that we can continue to incorporate the thoughts, the dreams, the ideals of the many constituents of the university. In that vein, I'd really just like to open the floor to active discussion. What should we be thinking about? What should we be doing? What are the next steps? Because if we sit idly and rest on our laurels, we're getting behind. If we can think progressively, if we can all think as a community as to what the next great steps are to advance our cause, we can be true leaders in and among universities, in and among cities. So, in that vein, I open the floor to discussion.

Mayor Cason: Well, one of my thoughts is back to what Merrick said about linkage with Latin America. There's so many universities, most of them are not in the top 500 in the world, but there's a lot that can be done, I think, in terms of programs bringing up professors, sending people down junior year abroad, all kinds of things to, as we become much more of a Latin culture and much more important for us for our economy, our linkages with other countries, to make this university the university in the United States that is the partner for so many universities and faculties and students in Latin America.

President Frenk: That's been one of the most important things. And it goes back to what Arva said. I mean, I call it the locational endowment university. Just, you know, we need to increase our financial endowment, but we really have a great locational endowment than being here at the crossroads of the Americas is an incredible opportunity. The United States does not have a single top flagship university that's looking southward and eastward to the Caribbean. And through that to the rest of the globe. So one of the ideas that's coming up and I'm hoping we're going to be working and articulating that more in a more specific and granular way is the notion of a hemispheric strategy to really make the University of Miami the hemispheric university, and

that will involve one of the key elements -- I would say it has four main pillars. One is the study of the hemisphere. We ought to have the top center for Latin American and Caribbean studies -- and just before our arrival, the University merged its previous Center for Latin American studies with the Center for Hemispheric Policy in the new Miami Center for the Americas, which will be focused on the study of the region and understanding strategically what is going on throughout the Americas. The second pillar is in the education, and that's the key part. And we've been thinking of a hemispheric education consortium, a limited number of universities where we will really do exactly what you're talking about, Mr. Mayor, and it's an exchange of students in a structural way, where we have mutual accreditation of courses where our students actually get credit and their students come here; recruitment of faculty without contributing to the brain drain, but creating flexible forms of engagement, you know, chairs that come for a semester and teach here and vice versa. The third piece will be on innovation. We think that, you know, if you look especially at the base (INAUDIBLE) in Latin America, Buenos Aires, Sao Paulo, Santiago, if they were countries -- certainly, Mexico City and Sao Paulo, they would be high income countries. They, by the way, have a population larger than most countries of the world. They have a critical mass of talent. They just don't have the rest of the ecosystem. They don't have -- (INAUDIBLE) are not very conducive to entrepreneurship. The access to venture or risk capital is very low. So, we believe that we can offer that hub for innovation for the entire hemisphere. And so, those have been some of the ideas of the strategy that have come after literally thousands of meetings and entries into our virtual mailbox. But this theme that this is our uniqueness -- because that's the other U, the unique U -- what's unique is exactly the -- we have the best locational endowment because we're here in Coral Gables.

Mayor Cason: And all the airplanes fly from three miles away. Seventy percent of the air comes in on American Airlines, so another advantage. Let me open up as well to my colleagues, anybody on the City staff and the Commission that would like to say anything.

Vice Mayor Quesada: Yeah, absolutely. Mr. Chairman, Mr. President, Mr. Vice President, members of the trustees that are president. First of all, thank you. And you guys are a very important piece to this. And Mr. President, so that you're aware, the development agreement

was actually negotiated with a completely different set of elected officials, so these elected officials -- I think the most senior members on our dais right now are the Mayor and myself, and we've been in office for five years. Now, obviously, we've all been involved in the community, so we're, you know, keenly aware of all the aspects of the development agreement before we got elected. It's important for you to understand that, you know, it's important to this group and this dais that, you know, we believe strongly in the development agreement and moving forward and we're very appreciative of the relationship that we have with the University. But I'll be honest, you guys are less important keeping that together than people like Janet, Sarah, Rudy, JC, Jackie. You know, they're the ones that we deal with almost on a daily basis. You know, whenever I have a concern or an issue or a resident calls -- now, respectfully, I'm not going to call you, Mr. President, but I'm going to text one of them instantly, and they're going to get back to me right away and they're going to help us resolve the issue quickly. Probably about a year and a half ago, when the parking lot for the law school was being redeveloped and that traffic circle there, you know, there were some residents that were concerned, and the University was very gracious. And Janet, I saw you out there on the street many times meeting with the neighbors. So, we're -- you guys are very fortunate to have those individuals really representing, you know, you, as trustees, as the, you know, executive leaders of the University. So, we're very thankful for that relationship that we have, particularly with them. But Mr. Chairman, one point -- and I really wasn't planning on speaking, but one point you had opened up to conversation, you know, many times when we go to undergrad, you know, you get the basis, you know, you get that core understanding education of what you're going to do with the rest of your life. You don't get that practical experience. Many times -- my experience was you graduate, you have your degrees, you studied hard, but then when you start that first job, that first real job that you really wanted to do, you've been planning for 20 years or 15 years to do that job, you're not really ready for it. It feels like you're in a whole nother world. It feels like, you know, what did I study before you got here. As an attorney, that's a little bit of the feeling that you get, even though they try to prepare you. I think there's a huge advantage that we have with the great relationship that we have with the University of these internship programs. But more than that, I would love to see more opportunities where students in certain specialties were receiving credit for certain projects that we're analyzing, that we're investigating. You know, we're putting a lot of work into the

sea level rise conversation, you know. Our Mayor's traveled to New Hampshire for this conference, you know. We had people go down to Key West for the conference recently. We've had numerous conversations with Dr. (INAUDIBLE), which is -- he's a great resident of our city. We absolutely love him. There's still so much more that we need to do. We're going to be making large investments. We would love students that are, you know, Dr. (INAUDIBLE) that are in the track to apply what they're learning in the classroom to work with us, to work with our departments to be proactive, you know. The engineering students -- there's a tremendous opportunity there for you to really give those students that practical experience that I think many students don't realize it, but they're longing for it. I didn't realize it until after I graduated that, you know, I sort of -- not being involved in more internships and externships. So, I think it's a tremendous opportunity, and many times we're reaching out to you for those in those respects, but I think if you guys can proactive as well in thinking about those opportunities, you know. One of the things we've also -- the music program. Whenever we talk about different events that we have in downtown, what a better opportunity for your students that are in the music program to come and, you know, participate in our events. Obviously, we want to have nice music at some of the events that we have. Use it as a teaching opportunity; see how they perform on the spot. If they want to be performers, musicians in the future, what better training than to present, you know, in front of 100 or 200 of our residents. So, to get to your point, you know, I would love to see more proactiveness on both sides in that regard. We really try to do it quite a bit. We deal with many of your professors in that regard, as the City Manager so eloquently stated. But I think involving those students and really putting some weight behind it and giving them some credit, and maybe you could have those professors, you know, put some metrics in place to make sure that they are satisfying the core requirements that the professors feel -- you know, deem necessary in that regard. This is to the Student Government president. As a former member of my student government, one thing I would love to see, the Metrorail, when students and visitors get off the Metrorail station in front of the University of Miami, they should really feel like it's the University of Miami. You know, you travel to a lot of other universities and you see in the transit stations, you know, the emblem of the school and it just feels like you're walking into the university, even though -- before you get on campus. It's a minor thing, but I really like the aesthetic -- that idea of maybe the students can, you know, decorate some of the pillars every

now and again, if there's a big game coming up, if there's a big accomplishment. I know it's pretty minor, but I actually spoke to Carlos Gimenez about it and we had a pretty lengthy conversation about it. It may seem trivial, but it's all about that atmosphere because once you get on the campus, you know you're on the University of Miami campus; you really enjoy it. Just extend it out a little bit. I think it'll be a lot of fun.

City Manager Swanson-Rivenbark: And Commissioner, you're going to grant an overlay exception...

(LAUGHTER)

City Manager Swanson-Rivenbark: From a design standpoint.

Vice Mayor Quesada: And with that request, I would ask the City Manager to see how we can achieve these goals.

(LAUGHTER)

Commissioner Lago: Vice Mayor, if I just interject. From my understanding, Mr. Natoli could probably -- or Janet or someone from the construction staff would probably bring this up. And that was something that was discussed three years ago -- three years ago or two years ago? Not only in the Gables station, but also in the downtown station near the Douglas (INAUDIBLE), and I don't know if that ever came to fruition. I think it was maybe a snag when it came to the County.

Vice Mayor Quesada: Well, I've received some positive statements from the County Mayor that he'd be willing to oblige the request, so again, minor point, but it's definitely something we would love to see. Because, again, you know, when we run our polls, you know, we see that 97 percent of the residents in Coral Gables love the fact that the University of Miami is in their backyard. So there really -- people love being associated to the University of Miami, so that's

very important for you guys to consider as well. You know, we like to see it, that involvement, which I think is great. Another point, just to piggyback on some of the gaps that the Mayor missed and the Manager missed, which wasn't much. We're really taking an aggressive approach when it comes to public schools. This really began -- and I want to say three and a half years ago, by Commissioner Keon, but we've all really followed her lead and we've been very aggressive about it. We really want to promote our public schools as much as possible. We really want to see our -- you know, those schools really thrive. And any way that there can be some interaction, interplay with the University of Miami, we think it's only a benefit. And with that, I also want to say, you know, congratulations to Jeff Bass for coaching the quittance team.

(LAUGHTER)

Vice Mayor Quesada: But thank you so much for the time and for the considerations.

Mayor Cason: Vince.

Commissioner Lago: Mr. President, Chairman, members, trustees, staff, this is my second time that I've had the opportunity to be before you. I was elected two and a half years ago. I wasn't available during the time that Arva mentioned where there was a little bit of a rocky road, and I'm actually happy I wasn't an elected official then because I know it's taken a lot of hard work for the Mayor and previous elected officials and your staff and the Board to really build this relationship to where we are today. So, all of us here get to benefit from a relationship which now is incredible. I'm going to speak about -- I think we've covered a lot of the bases here in reference to our relationship on different levels, but I'm going to speak more on a micro level. As many of you know, I live in front of this great institution, and I am the father of two young children. So, on many, many days, my days are consumed, my afternoons or my evenings or on the weekends, are basically consumed on your facilities, either enjoying your parks, either enjoying some of the restaurants. Maria and I have, you know, walked over and eaten many times at the great restaurants that you have now. What's the name of the facility? Is it the...

Unidentified Speaker: It's Lime.

Commissioner Lago: Lime and the other -- there's an adjacent facility also next to the Lime, where you see a lot of the residents coming out and really getting involved because it's walking distance from their homes. A lot of the cultural events that you put forward are incredible. I've gone to book signings, book readings. It's something that really just galvanizes the relationship between the residents and also the university. Another incredible component, which I always, you know, harken back to when I speak to the Manager when we're making our plans is the issue of safety, is the issue of lighting, is the issue of sustainability. We're going to basically mimic what the University's doing. And it's emblematic when I stand in front of my front door and I see the residents and the students running across the street on beautiful sidewalks, on beautifully lit sidewalks. The safety is evident because they're out there enjoying it at all times of the day, and that is something that I want to commend you on because before, from what I heard there was always issues prior to all those construction projects coming in line. But now we have a very quiet neighborhood, where you see a lot of the residents on the street, on the sidewalks enjoying the facilities. But in closing, I think that we can do a little bit more. I think that we can -- I don't know exactly how to get to that level, but it's something that I'll leave you with. I think that we can do some outreach and bring those residents that not only live around the University of Miami and bring them in to come and enjoy these facilities which are open to everyone. Because I've never had anybody come and tell me you can't be, you know, enjoying the facilities, the fields, you know, and adjacent to the baseball park, they're always welcoming. They're always looking forward. And I never mention who I am. I just mention I'm always a neighbor. And you always have your staff that says, listen, you can enjoy; that's why it's here. We want to be a partner in this community. So I think that if we're able to potentially engage the residents -- I'm not sure exactly how, a mailing campaign, using the app, becoming more evolved when we use eNews. I think that we could bear more fruit if we're able to do that.

City Manager Swanson-Rivenbark: Commissioner, we talked with staff about having Channel 77 come and tape a tour. Our only concern was Janet Gavarrete driving the golf cart.

(LAUGHTER)

City Manager Swanson-Rivenbark: I'd watch that, but you know, the idea of having them see that whole experience. And so we can do a better job at helping to promote it as well.

Commissioner Lago: I think it's a great opportunity for both of us to do a better job.

Mayor Cason: That's a good idea, our TV. You know, we have a 24 hours a day TV. They do productions. Do more videos of what's going on around campus and put them on our channel. I mean, just your briefing today would have been -- put that on our TV so the residents can -- and we can promote it on the app. Good idea. Pat.

Commissioner Keon: Thank you. I was -- I sat on the Planning and Zoning Board when we did the UM development agreement, and the Planning and Zoning Board were the ones that were pretty insistent on the ring road issue. And it wasn't not only -- it was not only for your residents, your students and the movement within your university, it was really driven more by construction within the university campus. And it was to ensure that once you brought large trucks and construction apparatus material and whatever within your campus, you weren't going back in and out on our residential streets to access different areas of your campus. But that once you -- there was a point where you could come into your campus and you could circulate through the campus and stage all of your construction and move your equipment within the campus and not outside on the residential streets. So it doesn't serve -- the intent was not just to serve the movement of students on your campus, but really to also serve construction on your campus. Most importantly, I am -- aside from that -- that's just an item. But I think Dr. Frenk's presence here now in our community and in Florida provides us, as a city that I, hopefully, as a region, and I, hopefully, as a state, will maybe affect and look at our health policy overall. Your background in health policy, what you did in Mexico alone, as well as what you did with the World Health Organization, you have a very esteemed group of trustees that are very influential in this state, in the health policy in the state and how we deliver health services, how we care for children, how we care for disadvantaged children, how we care for children that do not have

financial means and how we need to ensure that these children are served through health care. And we have immigrant populations that are -- come here with nothing. Some come -- we know, as the Cuban community, came were wealthy people in the communities they came from, but came here with only the clothes on their back and many of them started over again to rebuild their lives. And so, we are in a position, particularly for South Florida, where we bring many, many people into our state who come here with very little but are exceedingly deserving. And if your presence in our community, in our state, could influence our health policy, not only will you have given to this community, you will -- our local community and this university, you will bring true legacy to our state also. And I hope with all my heart that you are able to do that.

President Frenk: Thank you very much.

Mayor Cason: Thank you. Commissioner Slesnick.

Commissioner Slesnick: Dr. Frenk, it is so wonderful to have you here. And I agree with Commissioner Keon, I expect great things from you and to help our community thrive and become an even better world-renowned university. I, of course, like sporting events. I'm big into football, the regular football, and baseball. So, it provides so much for us, as well as the cultural events. We come here often for (INAUDIBLE) theater and the concerts that are performed. One other thing I think is (INAUDIBLE), which is such an asset to have in our community. There's nothing like being in a university town and having all the facilities and the multitude of events and so forth that you can have in a university town, and I consider Coral Gables a university town, even though it's the University of Miami. So, I really wish we could get the word out to more of our citizens to be able to access and utilize some of the wonderful opportunities that are here. And I know about the sporting events and some of the other things which we put out with the free tickets, but there's so much that could be going back and forth with the citizens just to even acquaint themselves with the campus and I think that's very important to -- if we could have some videos here and have something on Channel 77 and make it -- I remember before when we had the problems with the roads, it was sort of like this in building the University Commons and so forth with the neighbors. And if they are on campus

and appreciate the university, then it's less adversarial. Another thing I'd like to see is more transaction with the trolley system maybe of students going back and forth to downtown or Village of Merrick Park and our new (INAUDIBLE) Mediterranean Village in downtown and swinging back around, some kind of transportation so that they don't have to get in their cars and drive so much and keep the cars off the road. Because we do have so many -- an increase in traffic, but also to make it accessible to them. I work with a lot of students here. I've had an intern in my office or an intern in the City Hall now for like the past nine years with students from the University, and they've all been fabulous, fabulous representations of the school; bright, articulate, well-spoken, usually from the business schools. And this year, I have an intern right now that's working for me that puts out a monthly newsletter for me, and I've gotten lots of accolades from the neighbors appreciating knowing what's going on in the City of Coral Gables because we don't always have as much media coverage as we would like. One other thing I'd like to see is to work with our public school issues and with West (INAUDIBLE). And I praise the cooperation between Doctor's Hospital and the University and the City and the Dade County School Board because I'm a realtor when I'm not being a Commissioner. And the one thing that's very important to executives on down moving into Coral Gables, some can afford to send their kids to private schools, but the bulk of them want good, quality public schools, and to me, that's one of the most important projects that we could have is having more student teaching and relationships with the University of Miami and all of our schools her in Coral Gables as speakers, as mentors, as being involved in the schools, not just the City, but the University of Miami. I would really encourage that. Schools are so important and the public education especially so that everybody has an equal opportunity to succeed in this life. So, that's -- I really would like to push public schools, especially West (INAUDIBLE).

Mayor Cason: Perhaps you could look at maybe once or twice a year to invite new residents to Coral Gables, maybe to come in the trolleys and give them a tour. They may not think that they're welcome or they may not even think about coming here. But I think you could arrange something where you could bring them in and drive them around and -- a thought.

Unidentified Speaker: There has been a request on some of the surveys that we did that the City itself doesn't have any programs for welcoming new residents, that if we worked with the University too on having just even a handout about how to live in Coral Gables, the new residents would appreciate it. And taking a tour of the University as part of their freshman tour or whatever would help.

Mayor Cason: Yeah. Well, when I first arrived here, I decided to send a letter to every new resident of the Gables with a lot of information about where they can find more information about the Gables and some of the peculiarities of permitting and garbage collection and all that. But if there was something that the University wanted to put together to include in that, I would be happy to send it to all new residents and -- but I think the more we can get -- I mean, we get a lot of people moving into the Gables and everybody wants to live in the Gables. But, I would guess the vast majority have never come over here, so that would be a way to bring the two together.

President Frenk: That's a great idea.

Mr. Miller: Let me say that in the interest of time, I think that we're running up against the back part of our allotted time, and I want to be respectful of everybody's commitments. Any last thoughts, I think that (INAUDIBLE) -- I think back to a year ago when we last met or we actually met sooner than that, we've come a long way. And there's been a lot that has been suggested that has been incorporated. Some might take a little bit longer than just another year, and even with someone as great as Dr. Frenk in the seat, some of these things will take some time. Just to manage expectations, we have done quite a lot, and I think that you're going to see that the upward trajectory and the kinds of things that you can expect of the university. I hope that with each passing year we'll exceed expectations, but maybe not hit all of the goals immediately. Arva, I'm sorry.

Ms. Parks: I just -- one thing that has not been mentioned about the City too is the library. I don't think a lot of people in the City understand that the special collections in the library is open

to the public, and as well as there's a big section on government documents that's also open to the public. On special collections, where all my material is going and where the George Merrick material has already been donated, we'll be moving down to the first floor of the library soon. So maybe when that happens, it would be a good time to do a City and UM connection to let people know because it's a very valuable collection, to make, again, this coming together with the City and the University.

Commissioner Slesnick: We're members and friends of the library too, and there's always such interesting programs that are so diverse that it's amazing, like your programs, what the library monthly programs cover. Again, a great asset to the community.

Arthur Hertz: I remember a time ago when at the (INAUDIBLE) house, we sold out all of the tickets, yet there's a whole section that's empty. And we've had students sitting there getting tickets the night before to make sure they get tickets because we had a whole bunch of students that can't get in. Why can't we open up the sections that we have blocked out for students only so there won't be any kind of a traffic problem, so we can have the students use it as opposed to selling the tickets, which was a concern for opening those seats, so just students use it. We take care of our students. We don't have them camping out the night before to get tickets.

Commissioner Lago: I think that's a great idea.

Mayor Cason: Yeah.

Commissioner Lago: I don't see any issues with that at all.

City Manager Swanson-Rivenbark: Let us go as staff. Let us just (INAUDIBLE) issues of it. But I understand the challenge, and we've got a good group of people there that can help me figure it out.

Mr. Hertz: We've got a great (INAUDIBLE) and we've got a great coach.

City Manager Swanson-Rivenbark: I understand the question, and we'll understand more what the reasons -- the challenges that we have and we'll try and figure out the solution. Obviously, the Commission is all in, so...

(LAUGHTER)

Mr. Hertz: Cathy is a great city manager. She was a great employee when she worked...

(LAUGHTER)

Mayor Cason: Dr. Frenk, thank you so much again. These are very informative. I think we have exemplary (INAUDIBLE) relationships. An awful lot of cities in the United States, they don't have the kind of cordial relationship, symbiotic relationship as we have. So, every time we come to these meetings, we learn an awful lot and, you know, want to continue to improve on any areas where we have problems. And I always look forward to these meetings, and thank you all.

President Frenk: Thank you very much for all your comments which are very valuable.