

**City of Coral Gables City Commission Meeting  
Agenda Item H-2  
February 14, 2017  
City Commission Chambers  
405 Biltmore Way, 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  
Assistant City Manager, Frank Fernandez  
City Attorney, Craig E. Leen  
City Clerk, Walter J. Foeman  
Deputy City Clerk, Billy Urquia  
Police Chief, Edward Hudak  
Interim Human Resources Director, Karla Green  
Personnel Specialist I, Jose Rodriguez  
Information Technology Director, Raimundo Rodulfo**

**Public Speaker(s)**

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Agenda Item H-2 [0:00:00 a.m.]  
Public Safety Strategies update.

Mayor Cason: Let's move on to H-2, which is the public safety strategy update.

City Manager Swanson-Rivenbark: And with that, I'll call the Assistant City Manager, Director of Public Safety, forward. And we'll ask CGTV to also stand ready.

Assistant City Manager Fernandez: Good afternoon, Mr. Mayor, Vice Mayor, members of the Commission, Madam Manager. Thank you for the opportunity. Pursuant to your request to provide you with an update on public safety, we've partnered up with CGTV and we have a presentation that includes the entire staff that's involved in public safety, so it'll take approximately seven minutes and then we'll answer any question that you may have. And the entire staff is here to answer those questions as well. So, thank you very much and I'll yield to the video now.

Commissioner Keon: You're going to provide us with a summary or a PowerPoint or something based on this?

City Manager Swanson-Rivenbark: Start again, because you didn't get my sound. Okay. You're going to start again and start a little louder?

Unidentified Speaker: A little louder, please.

(AUDIOVISUAL PRESENTATION MADE)

(APPLAUSE)

Assistant City Manager Fernandez: Mr. Mayor, members of the Commission, as you can see, all of the City employees have been working very diligently to address the issues that have been brought to our attention. They have a lot of success stories, a lot of room for improvement, but certainly have worked very, very hard to address many, many issues and many, many more to come. We're open to any questions you may have at this point.

Mayor Cason: A couple questions.

Assistant City Manager Fernandez: Yes, sir.

Mayor Cason: Where are we on red-light cameras? We have five. We know they're very effective, because we're not raising any revenue. People, once they get a ticket, don't get another one. I think the last time we looked at it; it was like 90 some percent of the people that get a red-light ticket never get another one. So, we were looking at five more. Where does that stand?

City Attorney Leen: So, we had a proposal from RedSpeed, which is one of the providers in Florida. And the Police Department really liked RedSpeed, because of some additional options that they offer that the other companies, we believe, didn't offer. And so -- but when my office looked at the agreement, we were a little concerned with some of the clauses, because you know; obviously this is an area of fairly intense litigation, to be fully honest about it. And in fact, there's a couple pending lawsuits, which the City of Coral Gables is a party to, where ATS is representing us. So, we just wanted to make sure that whatever happened with that, that RedSpeed, or whoever ended up doing the red-light camera contract, would defend and -- pardon me, defend and at least partially indemnify us from any claim. And in addition to that, we wanted to make sure that they would be qualified to be a red-light camera provider in Miami-Dade County. There's proceedings going forward right now before Judge Leifman where each city is having to go before the judge and present their business plan -- pardon me, their business rules for how they run the red-light camera program to make sure it complies with the recent decision that was issued for the Gimenez decision to make sure that whatever precautions and protections that are in place within our system at least satisfy that case. So, he's actually going city by city and doing like a test case to see and -- and he's essentially having the City testify and ATS is there as well and ultimately will make a decision. And in fact, Miriam has been very involved with that. And so, we believe that ATS will be qualified, but we need to make sure that RedSpeed agrees that they will go through this process. And if they're found not to qualify, that

at that point, we would not have any liability. So, all those issues are being resolved right now. The last issue was a procurement matter. We wanted to make sure that there were actually a sole source, because in order to basically just proceed with one entity without going through a procurement process, we either have to proceed as a sole source or we would have to basically proceed in the best interest of the City under a Procurement Code waiver. So, -- and we're looking at both of those. We've asked -- my understanding is -- and I see Diana back there. But, my understanding is that we're looking into the sole source issue right now and that we should be coming back to you very soon, assuming it is a sole source and also assuming they agreed to all the language we requested, which it looks like they have done, so we're just finalizing the language. It should be coming back before you soon. But, you might -- I would ask the Chief Procurement Officer/Finance Director to comment on...

Finance Director Gomez: Good afternoon.

City Attorney Leen: The procurement aspect.

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Finance Director Gomez: So, yes, we are looking at whether or not it is truly a sole source. Some of the information we received suggested it is, but some of it was a little bit older, so we want to verify it before we would come forward as a sole source. Another option would also be, as Craig mentioned, a procurement waiver, if we choose that it's in the best interest of the City to go with RedSpeed. So, we're evaluating that right now and hopefully -- we actually have a meeting later on this week to see if we can, you know -- the information that we have.

Mayor Cason: But, the goal still is to add five more at the most critical infrastructures if you pass all of these -- go through all these hoops?

Assistant City Manager Fernandez: Yes. The Chief of Police has worked with the staff to identify those locations. As soon as it gets approved, then they'll meet with RedSpeed to work out those details of the exact locations.

Mayor Cason: Great.

City Attorney Leen: Yes. And I don't see it taking -- from the legal component, I don't see it taking long, because we already met with them. They already agreed to the language. The issue will just simply be is it a sole source or is it not. Either way, it's going to come back before you, but one -- it may have to be under a best interest of the City analysis with a waiver, or the other would be as a sole source.

Mayor Cason: Okay, great. Second question. I know the Chief -- I asked six or seven months ago to take a look at three months' worth of auto accidents to find out what percentage involved cars not from Coral Gables. And if I recall, it was something like 90 percent of the cars -- both cars involved were not Coral Gables cars. I don't know how long it takes for every accident, but if you had 3,000 car accidents a couple hours, that's like 6,000 hours of police time not in -- not focused on crime. So, I want to find out if the statistics are still right and if there's anything we can do with these other people coming through our city.

Police Chief Hudak: Whether the ballpark statistics still play out -- I don't have the exact numbers. Acting Major Lawrence has them with us. And again, the way we handle the accidents, whether it be the motorcycle officers or the crash car investigators that we have at our high volume type times is when we actually have those specifically handling those accidents. Again, that take -- that doesn't take away from the patrolling zone officers...

Mayor Cason: Right.

Police Chief Hudak: Wherever possible. I don't have the exact numbers on it now. (INAUDIBLE) 23. Do you have the accident rate outside?

Lieutenant Lawrence: For a resident or nonresident?

Mayor Cason: Yeah.

Lieutenant Lawrence: We did a study for citations to see residents getting citations versus nonresidents, and some of those numbers were -- I think it was about ten percent of the citations that are issued for traffic infractions are resident based and the other 90 percent were not -- were nonresidents.

Mayor Cason: So, really, it's other people causing us to spend police time on -- I mean, we have to do it, but I mean, I just thought it was very interesting that it really wasn't Coral Gables residents that are causing these accidents as much as people driving through the city.

Commissioner Slesnick: Were those speeding or red lights...

Mayor Cason: Whatever they're doing...

Commissioner Slesnick: Events?

Mayor Cason: And what it does is take people away from trying to slow people down and do other things. I just thought it was a statistic for people to be aware of.

Police Chief Hudak: It goes to your point. I mean, we find Gables residents are involved, whether they're not at fault in the accident and it's people passing through the streets, you know, pedestrians as well, which I believe, was we move forward with lowering speed limits and looking at those kind of options to protect our residents, with the amount of traffic that passes through the estimate from DOT that passes through our city was something like...

Mayor Cason: 720,000.

Police Chief Hudak: 720,000 cars, so you know, it is people passing through our community. You'll find that the at fault drivers, you know -- our statistics play out on the citations issued that a lot of people aren't -- whether they're dropping off for schools, live shortly outside the jurisdiction. Now, with the part-time officers, that has been discussed, looking at traffic. They will be focusing on those to try and augment when we're tied up for those during the rush hour areas.

Mayor Cason: Okay. Third question: Unlocked cars. People taking sunglasses or something at night. Is -- again, I think you started looking at statistics -- locked or unlocked, in terms of the topline here of reduction in vehicle burglaries. Is that still the case, the vast majority are people that leave their door unlocked?

Police Chief Hudak: Depending on what times -- types of day it is, that's a common thing that we see, that people -- some of the cars, there's no forced entry, as we say it, assuming that the car was unlocked. You've seen the same reports that I have. There is technology out there that can unlock the very high-end cars. We haven't necessarily seen that. So, during the evening hours, that historically has been the issue where the car hoppers, as we've talked about before, are just trying to see what's open. When we get around school drop-off areas and things like that, targeted areas where there's something visible inside the car, the window is broken even if it's not unlocked. So, the pattern of our crimes, as far as the vehicle burglaries, hasn't changed since 2013. We're still seeing the same ratio of locked versus unlocked versus forced...

Mayor Cason: Again, the message to those residents is lock your car if you don't want...

Vice Mayor Quesada: Yeah, but I guess I have a question here, sorry. I saw on the news this morning actually there's a resident in the Greenway area, actually, where you live -- it's actually a resident that we all -- everyone up here knows very well...

Police Chief Hudak: I spoke with him yesterday.

Vice Mayor Quesada: Broke into his car six times...

Police Chief Hudak: And...

Vice Mayor Quesada: In the last year and a half, is what he said.

Police Chief Hudak: Not in the last year and a half.

Vice Mayor Quesada: How long is that?

Police Chief Hudak: It's been -- I think the first -- and we talked at length. I believe there was one or two incidents over the last year and a half. Some of those predated -- I would say 2013 to 13. Now...

Vice Mayor Quesada: Six times in one's lifetime out of -- in front of their home is an egregious amount. What's going on with that area? Is that typically an area that gets very targeted?

Police Chief Hudak: Well, I don't think it's so much that it's targeted. It's a pass-through area. We've had accidents over there. It's an easy bike ride, in this case, where people are coming through. We have the joggers that go out there as well, and that's -- and I'm not blaming the joggers. What I'm saying is it's a highly-traveled area, both by bicycles as well as foot people coming -- pedestrians coming through.

Vice Mayor Quesada: So, what do you do to prevent that? I mean, is it more lighting? Is it more presence?

Mayor Cason: Cameras?



Police Chief Hudak: Well, I think it's the presence. I think there's -- when the camera system gets in, we'll be able to see choke points. I mean, we have stopped and arrested people in that area. Bicyclists -- I mean, the tools that the officers use -- if the lights are on literally on the bicycle, there's a reason -- if they're not on, I should say -- they get -- they stop and identify who it is and what's going on. It still remains, as people call us. You know, we will respond to that area. We have seen a lot on south -- North Greenway, but again, that's a -- it's a highly-traveled area. Factor in the success of the country club, that's the North Greenway side, where we have a lot of vehicles. Now we haven't really experienced a spike in those vehicles being targeted at all. Some of these residents -- and again, this is 3 or 4 o'clock in the morning. We have done different strategies on the midnight shift with what we call grid patrols, where we go from one end of the city to the other. Now, I will tell you, in speaking with the gentleman yesterday, we did drop the ball on handling some of those reports. And my staff is actually looking into what we didn't do on some of those cases. But, some like the accident that was referred to about the video that he had -- and I don't doubt him -- was back from 2012 or 13, where somehow our communication broke down to the detectives that were assigned to the hit-and-run. So, we are doing as people call. You know, we respond -- our response time is our best ally within the Police Department. But again, it's the patrolling out there. It's having the neighborhood safety aides, the neighborhood team leaders out there. This is an anomaly to this individual that he's been victimized three times in the last two years. And these are the reports that I've seen. And we didn't do a good job on one of those cases. And as much as I've said, if you make a report, even on these car hopping cases -- if you don't make a report, we don't know about it. If you do make a report, we follow up. Well, if you call us and we don't make a report on our own, then we have a problem, which we're dealing with as well in that case.

Mayor Cason: My last question is, a number of years ago, we sort of bought three Camillus House beds.

Police Chief Hudak: Yes.

Mayor Cason: How is that working and homeless?

Police Chief Hudak: We're -- on a regular basis; we're putting people into the Camillus House beds. We have -- we're going to extend that again. Obvious -- I've just got -- I think I just signed off on the invoice that came through for our aid to the organizations. The biggest issue we have is, you know, convincing some of these people that we come across, the residentially challenged, to go down and be there. But, we still do have it. When we come across certain people that have -- that are new to the area, new of our homeless people, they don't want to go. They understand that. Sometimes they want to go to refresh, to clean up, and then they're back again. So, I think what we're hearing from the bike patrol that pretty much handles our homeless areas, we still have that tool. I still recommend we continue to do that. I don't think we need to expand it right now, but I think we need to continue to look at that as an option for our officers to have.

Mayor Cason: Looking at cutbacks on Camillus House in terms of showers and food and all that. Do we expect any kind of an increase or are we guaranteed our three slots for...

Police Chief Hudak: My understanding and the way it was relayed to me from the Camillus House individual is that's our beds -- our mats program is fine. Some of those -- you know, since we're not paying for the actual all-in-one type thing, but the mats are -- our contract is still honored.

Commissioner Lago: Let me -- just to discuss the point that the Mayor made, we have several -- I mean, we probably have less than a handful of individuals who are in the city and outside the city, especially in that US 1 corridor. There's one individual there. I know he's having obviously, some mental issues -- mental health issues.

Police Chief Hudak: George.

Commissioner Lago: Yeah. It's the constant battle, the constant battle with hoarding and five or six Publix, you know, carts. And it's -- there -- he's panhandling. I don't think he poses any risk, from my understanding, but he's just obviously there constantly.

Police Chief Hudak: He -- when we violates the law and becomes aggressive at all, then he is subsequently arrested. However, we see -- I come that way early in the morning. I see the carts. We've worked well -- and this goes to our public safety strategies -- is he will pile up these --- and if you're never seen it, it is amazing. It's -- he'll take one golf cart, and he will literally have seven to eight feet in the air of things inside that golf cart. So, again, once that continues, then we actually work with Public Works. The way the statutes work, it's considered abandoned property, so we don't have to impound everything. Public Works will come by with a bucket truck, take it and we continue to negotiate with him. He will not get assistance, but when we ventures into the storefronts, because everyone knows him so well, they will call us as soon as becomes somewhat aggressive and we take immediate enforcement action.

Commissioner Lago: And he's pretty well versed in regards to the law, so he understands that he needs to maneuver outside of Coral Gables jurisdiction and be where the Metrorail is. Another individual that's there constantly and it's just -- you know, one day it's going to be a disaster. There's a gentleman who has a broken leg and it was set incorrectly.

Police Chief Hudak: Right.

Commissioner Lago: And he has a pretty massive sore that he hasn't gotten treated.

Police Chief Hudak: And we -- and that -- and our intervention in that would actually be more of a medical intervention. We did one of those many years ago downtown. There was a gentleman that was extremely -- had infected legs. And through the programs that we contacted with, there Officer Joel Rios was instrumental. This guy was in the hospital for six months that the state paid for. That individual is the same. The issue with that area is the double yellow line. So, if

you see one of our cars come up -- one of my officers come up, they'll go to the South Miami side and panhandle on that side and vice versa, you know, if South Miami comes by.

Commissioner Lago: But, the issue there is it's either South Miami or the City of Coral Gables. At one point, we're going to have to take action, especially with this individual. His leg is pretty severe.

Police Chief Hudak: It's going to get to the point where if he couldn't move and that's where we would work with the Fire Department to do an assessment of do we need to like forcibly take this individual in for medical treatment, and it will become -- you know, that's where we'd use that diagnosis on that.

Commissioner Slesnick: Ed, we had a robbery yesterday of one of our prominent citizens, which was quite extensive. Do we have red-light cameras at some of our major intersections, like Bird and Granada or University and Segovia that can track cars that are in and out of that area?

Police Chief Hudak: We don't. We have the mobile units, which -- and I spoke with the individual late yesterday afternoon. We do have some -- at some times you'll see the trailer signs that we have up. I know the detectives are looking to see what we had...

Commissioner Slesnick: Cameras are on those?

Police Chief Hudak: There are some cameras on some of those trailers, not all of those trailers. Again, the wee hours of the morning, we're going to pull back some of the data, find out what exactly that could come up with any potential leads. I will tell you in speaking on the red-light camera issue, some of those identified intersections would also be in that general area that you spoke of, Commissioner, where they would be...

Commissioner Slesnick: They're not just at our borders. They're on our major intersections.

Police Chief Hudak: They would be -- at some of the -- Granada and Bird was actually one. I believe we identified Bird and Red Road, as well, so we would have those. We've also looked at the Blue Road corridor as well. And this is something we look at, you know, in the director's strategy of the PSI meetings. You know, we're constantly looking at these areas and deploying our resources. So, on that one, there's a couple different places that we can actually -- where we would check in those areas to see if there's any kind of tag number that would come up. My understanding is as late as 4 o'clock yesterday afternoon is there are some leads in that case that the detectives are looking at that haven't been ruled out yet. Other than that, it would be premature to be talking about, but we are aware of it.

Mayor Cason: One of the things that I discussed with Mr. Fernandez before was, again, incorporating private cameras into our system. Can you tell us if that's advanced and if there's something we could do as a Commission to incentivize people to add their cameras? Because there's so many people that have cameras. They're not always in the right position. I know there's privacy issues and things, but it just seems to me that cameras in certain areas, that people volunteer that they have for ADT or something else, could be very helpful in terms of this geofencing.

Assistant City Manager Fernandez: Well, we have our IT director here, so I'd like him to come up real quick. But as he walks up, I will tell you that as a quick snapshot, think about the July 7 bombing in London where they blew up the double-decker buses, if you remember that incident many years ago. They tracked those offenders seven miles back to their originating point through what they call Operation Rainbow. And Operation Rainbow is the actual private cameras being interjected into the total London CCTV or Scotland Yard CCTV camera system. Here, we want to do it as well, but we only want the view that's actually out in the public area. We are partnering up with one homeowner out in the Old Cutler area, and the IT director can talk about that as well.

Information Technology Director Rodulfo: Yes. Some of the locations that we have looked at are the ones that have been volunteered by the homeowners. In Old Cutler Road, for example, there's one that there's an MOU that is in progress at this moment. Also, there's a homeowners' association that they are at this moment in -- working with the outside consultant on an MOU as well, and they have private cameras that we are going to be able to access from our Crime Intelligence Center. And there are more to come, but those are the ones that we are currently at this moment working on.

Mayor Cason: Great. Well, I think that's the way to go in the future, because it -- we can't do it all ourselves and there's 17,000 homes and 20,000 dwelling units and how many of those have cameras that could really be helpful for us to get a picture of what's going on, particularly in the hours where the crimes are committed.

Assistant City Manager Fernandez: We do ask the residents that if they do have cameras or are installing cameras, to please have an extra one that just points out towards the street, and that's a great benefit to the detectives in the event of a crime that occurs that we see the cars going by, we get to see what activity was taking place out in the street. So, if you had one extra camera pointed out to the street, it's an added benefit, added value to our investigators.

Mayor Cason: Great.

Commissioner Keon: When someone -- when there is a crime in an area, even with the car break-ins, do you check if the neighboring properties have cameras? And then do you -- are they asked too?

Police Chief Hudak: Yes. The officers have become quite adept at looking around, seeing that that view -- that line of sight, depending on where it is, as well as the detectives, what we call the area canvass. So, they will actually -- and we see them on the -- what we call our incident

message reports that staff gets on a regular -- an email that we get right away, and you can see actually almost like a checklist where the area is...

Commissioner Keon: Any other cameras?

Police Chief Hudak: If they do, and then the detectives may follow up, because we won't do it at 3 o'clock in the morning, but we will go back to see whether there is. Again, you know, in some of the cases, the cameras look very nice, but they have to work, and we see that a lot. And then, you know the resolution that we want the cameras -- but we do check on a regular basis for all crimes...

Commissioner Keon: Okay.

Police Chief Hudak: That happens.

Commissioner Keon: You know, the intersection at Le Jeune and Ponce, you know, if you're coming south from -- along Le Jeune...

Police Chief Hudak: Yes.

Commissioner Keon: There is a -- there's a "No Left Turn" sign at the highway, and then there is a "No Left Turn" sign going north at Le Jeune and Ponce.

Police Chief Hudak: Yes.

Commissioner Keon: There are a lot of people that turn left. They ignore that sign and it causes traffic to back up on Le Jeune, you know, back into US 1, and it actually slows down the clearing of that intersection because of that. And I go through that, you know, a couple of times a day and two or three times a week where someone that is making a left-hand turn where the sign says

no left turn, particularly at Ponce coming north on Le Jeune at Ponce. If -- when you start placing -- I don't think it's a red-light camera issue, but I think it's maybe an enforcement issue if someone's in that area.

Lieutenant Lawrence: Yeah, there's actually several issues at that intersection, so we've been out there many times. We have officers that actually rotate and go out there. There's, like I said, several violations -- do not passing -- no passing along the double yellow lines. Some people have blocked the intersection, because they might be going eastbound on Ponce and then want to get to Grand Avenue, especially in the morning, when they're trying to get through there and they would get stuck in the middle of Le Jeune and Ponce there. So, it's something we go out there...

Commissioner Keon: Yeah.

Lieutenant Lawrence: On many occasions.

Commissioner Keon: Yeah. That "No Left Turn" sign there, though, you know, somebody stops and they're always turning left and everybody behind them is honking at them, because they're not supposed to turn left, but they sit there until it clears and they turn left, but it causes the traffic then to back up, you know, onto the highway. So, it really -- that area there is -- just tremendous friction in moving that traffic, you know, across the highway at Le Jeune coming north -- and south both, but...

Lieutenant Lawrence: I think another strategy that we've utilized and really embraced for the last year was the use of the message boards. We can't be on every street all the time...

Commissioner Keon: No, no, no.



Lieutenant Lawrence: But, we will deploy our message boards out. We purchased additional units last year, and they've really been effective in getting the message out there, reminding people such as -- for other items as don't text and drive, which also can cause a lot of crashes.

Commissioner Keon: Right.

Lieutenant Lawrence: And don't block the intersections and so forth. So, I think that's another tool that we have that's really been helpful.

Commissioner Keon: But, there is a population that has no regard for signage.

Lieutenant Lawrence: Yes.

Commissioner Keon: So -- and...

Lieutenant Lawrence: So, they get citations.

Commissioner Keon: They seem to use that street a lot, so...

Mayor Cason: Alright.

Lieutenant Lawrence: (INAUDIBLE) keep an eye on it.

Mayor Cason: Anybody else have any more questions of our team?

Commissioner Keon: No, thank you very much. You've done a wonderful job...

Mayor Cason: Thank you very much.

Commissioner Keon: All of you.

Assistant City Manager Fernandez: You had asked me earlier about the recruitment, so I just want to close, if I may, with that, if you'll allow me the opportunity. So, we have the HR Director and our Public Safety Analyst that does all the recruitment, so they could give you a quick update on how many we did total last year for recruitment and their new strategies and how many they recruited last month and so far this month. Mr. Rodriguez and Interim Director Green will speak for you to that.

Interim Human Resources Director Green: Good afternoon. In terms of recruitment, the Department of Human Resources, with the assistance of other departments, we have been taking different approaches to become more active and proactive in recruiting so we can hopefully be fully staffed one day. Starting last year, as part of our initiative, around February of 2016, we hired a dedicated Human Resources Analyst Public Safety Recruiter to handle all public safety recruitments, Mr. Rodriguez.

Personnel Specialist Rodriguez: Good afternoon.

Interim Human Resources Director Green: We also recently hired additional part-time help to assist the recruiter with office administrative tasks in order for him to actively be out and be able to be recruiting in different events, in career events and everything. We have been attending various career fairs. So far, and up to -- so far, we have attended seven events and are scheduled up to April to attend seven more. We also recruit at local universities, such as Miami Dade College, FIU, University of Miami and Nova Southeastern University. And, while we go out to recruit, we're trying all means of getting the word out, from having a car with a magnetic sign that Mr. Rodriguez drives around every times he goes to these recruiting events, and we're just trying to get the word out there. On January 14, 2017, you might be aware we held a citywide career fair. And prior to the event, we advertised over the radio, through utilizing the public -- the Police Department's electronic message boards really worked. That was really popular.

Through the City's Facebook account, our website, universities, television; it was all over. The event was a great success. We had about over 200 applicants and participants, and mostly they were law enforcement, so that was really great. We plan to hold another career fair probably before the summer this year. And with the help of the City Manager's Office and the Communications team, they have assisted us in creating various informative recruitment videos, which have been really great and probably most of you have seen those. We have been posting those to Facebook through our Facebook account. They created some posters, flyers, promotional materials, all kinds of stuff that we have been distributing around, even at public, you know, places, parks and everything. Our recruiter, along with the Police Recruitment Unit, are now holding workshops every Wednesday night for about two hours. And our goal is to assist all of our applicants to fill out the forms, notarize the forms, guide them through the process and just make everything easier so that if we can, you know, facilitate the process and expedite it, we're trying to do whatever we can. We have been advertising our police jobs at various paid and free-of-cost sites, such as Police Jobs, Indeed.com, and any other -- International Association of Chiefs of Police, anywhere we can. We have also engaged police command staff to help us in reaching out to all regions of the United States to help us with the recruitments. They have been tasked to contact like training facilities, police academies, universities, and just network out there with the other law enforcement agencies and anywhere they may feel that could be beneficial for us. So, we're kind of working on any partnerships so we can do whatever. So, it is evident that our combined efforts are effective since, as of February 13, 2017, we have received a total of 161 applications, which is almost -- we're proud to say that it's almost a 42 percent of the overall total than what we received last year. We received last year a total of 387. And so far this year, since the beginning of this year, we have received 161 applications, and this is all Mr. Jose Rodriguez. He's very motivated. He's doing a great job and with the help of everyone. I'm going to go ahead and turn it over to him so he can give you some statistical numbers in term of recruitment.

Personnel Specialist Rodriguez: Good afternoon.

Interim Human Resources Director Green: And thank you.

Personnel Specialist Rodriguez: I think we're off to a good start for this year. I really delved into the data, really went back and kind of saw where we were losing candidates, where we weren't reaching them. So, with all the initiatives that we're putting, we're getting the word out, so we're receiving more applications. Just by comparison, in October of last year, we received 22 applications. November of last year, we received 59 applications. December of last year, we received 74 applications. January of this year, we received 113 applications. And for February, we're already at 50. So, we're trending in the right direction. And not just receiving more applications, but we're actually -- you know, we're getting more viable candidates. We're helping them through the process. We created more signage. We improved our process. We really honed in on helping candidates complete our process. So, like Ms. Green mentioned, we're hosting orientation sessions. We're inviting candidates that have applied online. We're notarizing the paperwork. We're bringing them in. We're really helping them through the process, and it's led to more applicants, more interviews, and I think we're trending in the right direction.

Interim Human Resources Director Green: We're also having internal meetings. We have our internal meetings on Mondays to talk about strategies and what we can do for the week. And then we have another meeting with the Background Unit to see if they have any ideas to present to us so that we can present at the Friday meeting with -- we meet with the management staff in Police and they have ideas, too, so coming together and all of us with these different ideas, we're trying to improve the process and streamline the process and trying to get to our goal.

Commissioner Lago: Thank you. Thank you very much.

Mayor Cason: Thank you.

Commissioner Lago: It's a pleasure to meet you. I haven't had the pleasure of meeting you. I think it's great news, the fact that we're getting a lot more applications. But, I think you -- well, you touched on the fact that more viable candidates...

Personnel Specialist Rodriguez: Correct.

Commissioner Lago: I think that's the key. You know, sometimes, you know, quantity -- you know, let's look for quality, like what you're saying is what we're getting now. So, I want you to be aware -- and I can speak for my Commissioners and my colleagues here -- that we will do whatever it takes, whatever is necessary to ensure that we meet our requirements and our needs. So, if you need anything from this Commission -- I know that you have -- you're in capable hands with Mr. Fernandez and Chief Hudak, but I want to make sure that you're aware that this Commission will do whatever it takes to meet your needs and fill these voids, okay?

Personnel Specialist Rodriguez: Thank you, sir.

Commissioner Lago: Thank you.

Mayor Cason: Thank you very much.

Commissioner Keon: Thank you. You're doing a great job.

Commissioner Lago: Great job.

Personnel Specialist Rodriguez: Thank you.

Commissioner Lago: Great job.

City Manager Swanson-Rivenbark: We have instituted a \$2,500 signing bonus. We have a \$1,500 referral fee, if an officer refers someone into the system.

Commissioner Lago: Can a Commissioner receive a referral fee or no?

City Manager Swanson-Rivenbark: Keep trying, sir. We'd love to get qualified applicants. And then...

Commissioner Lago: I actually referred someone really good. You know, hopefully, he'll apply.

City Manager Swanson-Rivenbark: Excellent, excellent. We'll give you a star. And then...

Commissioner Lago: How about you donate to the Make-A-Wish Foundation, even better.

City Manager Swanson-Rivenbark: My pleasure, sir. If we hire him, you got it. And then what we're also doing, though, is -- it's really all hands on deck, everyone working together. So, a noncertified officer, we put them through academy. Some cities, they pay themselves. And so, the -- if you add up all of the benefits that are associated with the recruitment process, you'll see that it's really paying off.

Commissioner Lago: Good.

Mayor Cason: Anything else, Frank?

Assistant City Manager Fernandez: Mr. Mayor, I just want to extend my thanks to ACM Iglesias and his entire staff. This is a collective effort. I could tell you that Code Enforcement goes out there and does the waypoint checks, like we have the Fire Department when they go -- when they're coming back from a call. And that collective effort of the entire city working together with a mindset of public safety is what makes this process that much better and a six percent

reduction in overall crime and lowest crime in 15 years. It's not one person. It's everyone working together as a team, so thank you very much for the opportunity.

Mayor Cason: Great.

Commissioner Lago: Perfect.

Commissioner Keon: Thank you.

Mayor Cason: Thank you very much.