

CORAL GABLES BLUE RIBBON COMMITTEE

Wednesday, March 14, 2018

COPY

407 Biltmore Way
Commission Chambers
Coral Gables, Florida

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APPEARANCES

JESSICA BRUMLEY
MISHA MLADENOVIC
TOM NORMAN
JASON NEAL

MARIA HIGGINS-FALLON, COMMUNICATIONS MANAGER
ACM FRANK FERNANDEZ
CELESTE WALKER, ASST. FINANCE DIRECTOR FOR
PROCUREMENT
CATHY SWANSON-RIVENBARK, CITY MANAGER
PETER IGLESIAS, ASSISTANT CITY MANAGER

1 (Thereupon, the following proceedings were
2 held:)

3 MS. WALKER: I am going to go ahead and get
4 started. I am going to call the meeting to
5 order. The first thing I am going to do is roll
6 call, so Jose Abreu. Jason Neal.

7 MR. NEAL: Here.

8 MS. WALKER: Carlos Castillo.
9 Jessica Brumley.

10 MS. BRUMLEY: Here.

11 MS. WALKER: Misha Mladenovic.

12 MR. MLADENOVIC: Present.

13 MS. WALKER: Tom Norman.

14 MR. NORMAN: Present.

15 MS. WALKER: And Charles Danger.

16 We have a quorum.

17 The next thing I would like to do is the
18 approval of the minutes.

19 So if I can have a motion.

20 MR. NORMAN: Motion to approve the minutes.

21 MS. WALKER: Okay.

22 MR. MLADENOVIC: Second.

23 MS. WALKER: Okay. Thank you so much.

24 Again, thank you all for being here today
25 for our Blue Ribbon Committee.

1 During the last meeting, which was held on
2 February the 7th, we did not have one of our
3 members here, so we want to say welcome to
4 Ms. Brumley, who we apologize for the mix-up
5 last time.

6 MS. BRUMLEY: Thank you.

7 MS. WALKER: Thank you for your presence
8 today.

9 Just as a courtesy to Ms. Brumley, I hate to
10 do it again, but if you could all sort of
11 introduce yourselves so that she can have the
12 courtesy of having some background information
13 about some of the committee members.

14 So if we can start with Mr. Neal.

15 MR. NEAL: Yes, I am Jason Neal. I'm with
16 Waste Management of Florida. We're a private
17 solid waste recycling facility.

18 MR. NORMAN: I am Tom Norman. I am vice
19 president of operations and co-founder of a
20 medical device company, but was previously a
21 Florida Power & Light representative for the
22 City of Coral Gables back in Hurricane Andrew
23 time.

24 MR. MLADENOVIC: My name is Misha
25 Mladenovic. I am the president and owner of M2E

1 Consulting. We are a forensic engineering, a
2 full-service company providing owner
3 representation and litigation support to
4 construction engineers.

5 MS. BRUMLEY: Jessica Brumley. I am the
6 vice president of facilities and operations at
7 the University of Miami. This last hurricane
8 season I was with Nova Southeastern University
9 and helped get their campus back up and running,
10 so that is my background, and I think why I am
11 here on the committee.

12 Nice to meet all of you.

13 MS. WALKER: Thank you. During the last
14 meeting, the committee asked for some
15 information that they would like for
16 consideration for this next meeting. So for the
17 new business we put on the agenda just a couple
18 of things that you had mentioned. The first
19 thing we'll address is the pre and post-storm
20 communications, and so we will have Maria
21 Higgins-Fallon, who is our communication
22 manager, come up and give you some information
23 with regard to those things that you requested.

24 MS. HIGGINS-FALLON: Good morning, everyone.

25 My name is Maria Higgins-Fallon. I am the

1 communications manager for Coral Gables and I'm
2 in charge of communications.

3 So we did a lot of work to read the
4 hurricane before the hurricane and after the
5 hurricane. I don't want to bore you with all
6 the details because there is a lot of
7 information. So I have prepared this package
8 that you have, and that includes a rundown of
9 all the communication. So feel free to review
10 them at your leisure and just send me any
11 additional inquiries that you may have.

12 But I am going to give you just a brief
13 rundown of how we communicate with the public on
14 a regular basis and, obviously, how we
15 communicate in time of emergencies.

16 The City of Coral Gables has very effective
17 tools of communication. I have listed them here
18 so that you have an understanding of how we
19 communicate to the public.

20 We have an electronic biweekly newsletter,
21 which is e-news, and we have approximately 8,000
22 subscribers. That is the way that we
23 communicate directly. When we do our regular
24 news, we do that in English and Spanish, and
25 that was obviously a tool that we used during

1 the hurricane period.

2 We also have a very strong social media
3 presence. We have the City of Coral Gables
4 Facebook, and we have approximately 12,000
5 followers. Twitter is something that we
6 actually were going to implement on the first of
7 this fiscal year, but because of the arrival of
8 the hurricane, we have done a few preparations
9 in September, so we actually launched Twitter
10 because of Irma about a week before. So right
11 now our subscribers are about 1500. That is
12 just because that is something that is new. But
13 it is very active, as you know, during
14 emergencies and incident information that we
15 place where people want to find information. So
16 we use that as well.

17 The City of Coral Gables has a new app that
18 we promoted back in 2017, and we intensified the
19 promotion. It is called In-telligent, and I
20 believe you have a flyer, and that is an app
21 that you download and you get that information
22 differently than you would get in social media.
23 It is sort of like a text message alert.

24 When we started the In-telligent app in, I
25 want to say, the summer of 2017, we only had a

1 couple hundred subscribers. With the hurricane
2 threat, we went up to a thousand subscribers.
3 So that was just another tool that we push
4 communication and that is going to be a little
5 bit more of some of the messaging that we use to
6 push that communication.

7 I believe at the last meeting you saw a few
8 videos through the drone that we pushed out of
9 the Coral Gables T.V., and that was something
10 that we also used to communicate on our social
11 media page. So that was very effective. We did
12 a lot of videos of the current -- of what the
13 City of Coral Gables was going through right
14 immediately after the hurricane, so that we
15 could inform the public of what our efforts were
16 immediately to do the rescue and recovery
17 efforts after the hurricane.

18 The City has a newsletter that publishes
19 three times a year, and that is a magazine that
20 is delivered to all homes in Coral Gables. We
21 have a print of about 20,000 issues. I believe
22 we have about 13,000 homes that it's mailed and
23 delivered for free to all residents of Coral
24 Gables, and that is a very powerful way for us
25 to communicate.

1 And I have included in your package the
2 issue that came out in September that had a
3 special wrap-up in the cover just to explain
4 what the city had been doing up to that point
5 back in September, so that the public would know
6 what the city was doing on behalf of the
7 recovery.

8 And then the last communications that we
9 have is that every Sunday the City of Coral
10 Gables publishes a full-page ad in the Miami
11 Herald. And I have also included all the
12 different publications, different ads that we
13 have published from September all the way
14 through November, informing the public of
15 different stages of the recovery process that
16 the city was doing. So you have that as well.

17 So just to give you an overall idea of what
18 we did. Obviously, the hurricane affected Coral
19 Gables, I believe, the Sunday which was
20 September the 10th. The City has a very active
21 EOC, emergency operation center, where the
22 entire city, the entire essential personnel of
23 the city gets together just to watch the threat
24 of the hurricane. We go through the different
25 stages of the hurricane watch, hurricane

1 warning, the full activation.

2 Just to give you an idea, we were fully
3 activated by September the 6th, which was a few
4 days before the hurricane. And in your package,
5 you will have all the communications that we
6 issued through e-news and were duplicated on
7 social media, as well as In-telligent. And then
8 there is additional feeds on our Coral Gables
9 television station.

10 And I have included a description of the
11 different type of messaging, which went from
12 alerting the public of the threat of a
13 hurricane, the steps that all the residents
14 needed to do in order to prepare, and that went
15 from putting up shutters to taking out any
16 objects that were outside in the yard and bring
17 them indoors to protect the homes.

18 We did a lot of push about trash, because as
19 you know, that is one of the main most popular
20 questions that we got, what are we going to do
21 with the trash. I cut my trees, am I supposed
22 to cut my trees right before the hurricane.

23 So the messaging regarding hurricane goes in
24 different flows, the pre-hurricane messaging,
25 where the storm is arriving, you need to hunker

1 down, to a lot of work that comes after the
2 hurricane, because then we go into the recovery
3 process, and that is when the massive amount of
4 questioning from the residents comes through our
5 social media feed or through our call center,
6 because then the residents want to know when is
7 the city going to clear my streets, to come and
8 rescue my neighbors, to take -- remove the tree
9 branches from my sidewalks.

10 So it's a whole set of questions that we
11 answer through all the e-mails and all the
12 e-news that I have printed out for you. And, as
13 I said, I can stay here for a couple of hours
14 and tell you the whole process, but I just
15 wanted to print it out so that you could just
16 have in your hands the massive amount of
17 information that we pushed out for the
18 residents.

19 I would say that from September the 6th to
20 the last e-news that we communicated through the
21 month of November, mid-November was really the
22 bulk of the information that we pushed out for
23 the residents, depending on what the situation
24 was. I think we did a good job. I think we
25 learned a lot. There is some packets of

1 information that we're trying to, as we move
2 forward, to see how we can do better. We have a
3 very strong and powerful communications office.
4 Obviously, I am very proud of it. It's an
5 award-winning station. We can always do more.
6 We can always improve. We can always tweak what
7 we have done. And, hopefully, this year we
8 won't have a hurricane coming our way, but if we
9 have one, I think we are very confident to say
10 that we are ready to communicate.

11 If you have any questions, I sort of gave
12 you the whole perspective from what we have
13 done. We want to learn more of how we can do
14 better. We learn, as I said, so I am here to
15 answer any questions that you may have.

16 MS. BRUMLEY: You said you learned a lot
17 from this last experience. What are some of the
18 major things that you feel that you took away to
19 improve upon for next season?

20 MS. HIGGINS-FALLON: I think we have to
21 repeat certain messages, that the residents sort
22 of need to educate themselves more. We pushed a
23 lot of information about tree debris. When the
24 city picked up the debris process, we asked the
25 residents to separate the trash and not combine

1 them with the debris, because that sort of
2 slowed down the process. The City had a very
3 effective way of picking up debris, and we did
4 an amazing job of moving mountains of debris. I
5 think we estimated that in a month and a half we
6 collected what the city usually does, like, in a
7 year.

8 So, I mean, you have seen the videos. The
9 City had three different sites. But in order
10 for us to be effective and fast, we need to have
11 the residents of Coral Gables join in the team
12 effort.

13 So we need to come up with a plan to inform
14 the residents, and I'll tell you a little bit of
15 how we're handling that, because when they
16 combine the regular trash with debris, then the
17 big trucks can't pick it up, because then you
18 can't recycle, and we need to do all of that. I
19 think we pushed that information a lot a
20 thousand ways over and over again. But we still
21 have that issue that people didn't understand it
22 or kept combining it, so that slowed us down.

23 So that would be like the lesson we have to
24 do, have to come up with a campaign now before
25 the hurricane season to say that is what you can

1 do to help us because we're here already, but in
2 order for us to be effective, you have to be
3 part of that team effort. So I think that would
4 be one lesson.

5 I think another lesson that we learned is
6 that as strong as we were in social media, there
7 is still pockets of our population that are not
8 technically connected, and we need to find
9 traditional ways of communicating, because when
10 you don't have power, you don't have Internet.
11 If you don't have a phone, or you don't know how
12 to use Facebook, we still need to have that
13 communication, which is the old traditional way
14 where you hear about us on a portable radio that
15 runs from batteries. And you want to think that
16 today we're a lot more modern, but there are
17 populations that just want to go to that.

18 So we're investigating how we can go back to
19 that traditional, and there is a couple of
20 options on the table. We're still trying to
21 figure out how to do that. So once we figure
22 that out, and we will have that before the
23 beginning of this hurricane season, we will
24 communicate that to the public and we'll
25 announce who our partners are on the radio

1 station.

2 So I think those are two of the things.
3 And, obviously, you can have more hands. If you
4 have more people, you can answer instead of 300
5 e-mails, you can just have 500 e-mails a night,
6 and during the bulk of the hurricane, after the
7 hurricane was done and people don't have power,
8 people just went crazy sending us questions and
9 what is going on on social media.

10 So it's a lot of intensive work. Obviously,
11 we expect that to happen. And if it's a
12 stronger hurricane, we expect that to double.
13 So we're conscious that the work is 24/7
14 intensive, but once you're done, then the public
15 is informed, and that is our mission.

16 We want the public not only to be informed
17 on a good day, we want the public to be informed
18 on a hurricane day or prepared in an emergency
19 situation because that is where it counts.

20 So I am not sure if I answered your
21 question.

22 MS. BRUMLEY: Thank you very much.

23 MS. HIGGINS-FALLON: Those are things that
24 we kind of learned from last year.

25 MR. MLADENOVIC: My question was related to

1 some of the items that you mentioned,
2 specifically part of the discussion last month
3 was around kind of the door-to-door
4 communications.

5 MS. HIGGINS-FALLON: Uh-huh.

6 MR. MLADENOVIC: And it revolves around a
7 lot of the elderly population is not tech savvy,
8 as you explained.

9 MS. HIGGINS-FALLON: Yes.

10 MR. MLADENOVIC: So maybe at the beginning
11 or pre or now there is no hurricane, an
12 opportunity to tell them to buy a radio.

13 MS. HIGGINS-FALLON: Yes.

14 MR. MLADENOVIC: And that the radio can cost
15 today from Amazon \$10, \$5, and have batteries,
16 because we all used to go to Home Depot or CVS,
17 get water, get canned goods. The go-get-the-
18 radio message is not out there.

19 So that is kind of one thought.

20 The other one is, part of the discussion was
21 the old-fashioned door-to-door thing would be
22 quite productive, particularly in the aftermath.
23 Regardless of who you send the e-mails to, what
24 do you post on social media. Even if you give
25 them radios, there was a lack of communication

1 post hurricane, among other things, because
2 there was no Internet, because the site crashed.
3 And it was pretty much what did you hear. We
4 were kind of on the street network. Did you
5 hear when they are coming here? Let me ask
6 them. When are you coming to my street? So
7 rather than bicycle and talk to your neighbor
8 network, I think there is something to be said
9 about good old-fashioned sneaker network on
10 behalf of the city and just having
11 communication, particularly, again, as it
12 pertains to the elderly population, maybe not as
13 easy to move and jump on a bicycle and so forth.

14 MS. HIGGINS-FALLON: Yes. I definitely
15 agree with you. I think our senior populations
16 are, obviously, the most vulnerable. We need to
17 check on neighbors checking on neighbors. I
18 think we need to find out different ways of just
19 not using our personnel, but just sometimes you
20 don't know who your neighbor is. That is one of
21 the things that we need to push out.

22 But I do think that we need to go into
23 traditional forms of communication, because
24 technology might not be there for a couple of
25 weeks, and a couple of weeks with no information

1 is just a little bit too much time.

2 MR. NORMAN: I absolutely support everything
3 you just said. I think there was a big void in
4 face-to-face communication after the storm.

5 I personally consider myself tech savvy, and
6 I didn't get a single message through the more
7 technical network. Every bit of information I
8 got was through word of mouth and talking to
9 neighbors. So if we can make that connection
10 well -- not just pre-storm, but pre-pre-storm,
11 well in advance, and have a group of citizens
12 who I am sure would be happy to volunteer to
13 serve as communicators, who could bring that
14 message out to the residents, I think, would be
15 very important.

16 But if I could ask a couple of questions.
17 How do you measure the effectiveness of your
18 communication? How do you know that the
19 messages you put out were received? It sounded
20 like we have 13,000 or so --

21 MS. HIGGINS-FALLON: Yes.

22 MR. NORMAN: -- homes in Coral Gables. How
23 many of those received messages that you put
24 out?

25 MS. HIGGINS-FALLON: So we have on a list,

1 we use a forum, we do e-news, we send it through
2 the system called Constant Contact. I don't
3 know if you are aware of it. It gives you
4 analytic detail rate and a click rate. So I
5 think the average --

6 MS. SWANSON-RIVENBARK: So in non-high-tech
7 language, that means that she knows if she sent
8 an e-news out --

9 MR. NORMAN: Right.

10 MS. SWANSON-RIVENBARK: -- did they open it
11 and did they forward it and did they open any of
12 the links that were included in it. So she can
13 see what happens with that traffic. And so that
14 is helpful in knowing are people getting it and
15 are people opening it.

16 Are you registered on e-news?

17 MR. NORMAN: I don't know if I am
18 registered.

19 MS. SWANSON-RIVENBARK: I know you will be
20 by the end of this meeting.

21 MR. NORMAN: You're right. You're right. I
22 do get routine messages from the City of Coral
23 Gables. The messages that I seemed to get after
24 this hurricane, I think, was maybe coming out
25 from the mayor. So I notice that you didn't

1 capture his in here. It seems like maybe the
2 mayor or commissioners are sending out separate
3 communications; is that correct?

4 MS. HIGGINS-FALLON: Not that I am aware of.
5 I believe he has his own Facebook page, but I do
6 not think he has --

7 MS. SWANSON-RIVENBARK: He did send out not
8 from the city e-news list, but from some
9 registered voters list, he did send out
10 communications.

11 And the commission was partnered in helping
12 get the word out, but it didn't come through --
13 you know, we gave them sound bites of pieces to
14 push out there, and they were helpful.

15 MR. NORMAN: Okay. So back to the
16 analytics. So from your analytics --

17 MS. HIGGINS-FALLON: Yes.

18 MR. NORMAN: -- what did you find out?

19 MS. HIGGINS-FALLON: From the analytics, we
20 found that we had an incredible response. Just
21 to give you an average rate on e-news database,
22 I think you have a good rate of return if you
23 have a low 20 percent return. Our analytics
24 showed that on an average, our response rate or
25 open rate was about 30 percent.

1 So we are very confident that we reached out
2 to who we wanted to reach.

3 On Facebook, I believe I have included the
4 chart of our reach on Facebook. If you look at
5 this page, just you'll see the difference
6 between how many followers we have pre-hurricane
7 to the amount of followers that came after the
8 hurricane.

9 And, also, if you look at that social media,
10 as well as the post reach on Facebook, you'll
11 see the peak here. And that just shows you how
12 many people. So we constantly monitor that just
13 to see who is watching and who is reading. And
14 just from experience, I answered every -- or I
15 tried to answer every posting on Facebook. And
16 it was a daily task just to answer every inquiry
17 that came on Facebook.

18 So, I mean, I will be happy to provide
19 additional. It just tells you your audience
20 reached and how many videos were watched. So it
21 is a very clear way to figure out who is
22 reading, who is watching, and they were
23 definitely listening to what we were trying to
24 say.

25 MR. NORMAN: Sorry. One other question

1 before I pass on to Jason. The pre-pre-storm
2 messaging.

3 MS. HIGGINS-FALLON: Yes.

4 MR. NORMAN: It sounds like the city does
5 spend a lot of time preparing for a hurricane,
6 and I think as a frustrated citizen it might be
7 beneficial to know that well in advance to hear
8 how the city is preparing to protect me.

9 Is that message getting communicated? Is
10 that getting out?

11 MS. HIGGINS-FALLON: That message is always
12 getting out every year on a, you have to be
13 ready to be on your own for the 72 hours, is the
14 main message that we want to tell the public,
15 because during the first 72 hours, the city is
16 going to be busy cleaning up roads.

17 Moving forward, and because we know that we
18 are expecting a high intensive hurricane season,
19 I am working on the May through September issue
20 of "The City Beautiful" magazine, which is the
21 one that is going to be mailed to every home,
22 and we're doing a special segment on everything
23 that the residents need to do before, that they
24 need to do now, and what they need to do when
25 there is a hurricane warning issued. And then

1 what they should expect after the arrival of the
2 storm. And that comes through the messaging
3 that you have to separate your trash.

4 MR. NORMAN: I am thinking not necessarily
5 what they need to do to prepare, but the message
6 that the city is doing a lot of things to
7 prepare. They don't think the city is going to
8 get surprised with the storm. The city
9 obviously invests heavily in preparing for it.
10 But I think the citizens would be happy to hear
11 that their city is guarding them.

12 MR. HIGGINS-FALLON: Right. If you look at
13 the reference that we mentioned on the September
14 issue, there is a little description of
15 everything the city had done to prepare for this
16 hurricane season. So that message is already
17 out. We can always repeat it, because people
18 forget between year and year, and then the last
19 year was last year's issue. This year, totally
20 forget until someone knocks on your door and
21 says a hurricane is here, you need to do
22 something.

23 So it is a message that we will begin at the
24 June 1st through November, which is the whole
25 hurricane season. So we will repeat that.

1 MR. IGLESIAS: Peter Iglesias, Assistant
2 City Manager.

3 The City belongs to the community rating
4 system, which is the FEMA ISO certification.
5 Part of that is outreach. We sent a pamphlet to
6 every resident prior to the hurricane season
7 indicating certain preparations with FEMA issues
8 and requirements. So that is a mailing that
9 goes to every resident prior to June 1st.
10 Hurricane season is June 1st to December 1st.

11 So it is part of our community rating
12 system, and the outreach is part of our
13 community rating system.

14 So we do have a mailing every year. It is
15 just, sometimes when you don't have a hurricane
16 for ten years, it tends to -- you know, you
17 throw it in there, but that's part of our
18 requirement for our community rating. We do get
19 a 10 percent discount in flood insurance because
20 of that. And, as a matter of fact, we're just
21 going through a certification process again
22 right now.

23 So that outreach has to happen to our
24 certification process. So we do have that
25 mailing that goes out every year. And, again,

1 it goes out just before hurricane season. We do
2 it in June. If you do it too early -- you don't
3 want to do it too late, but you don't want to do
4 it too early either.

5 MR. MLADENOVIC: Thank you.

6 MR. NORMAN: Thank you.

7 MR. NEAL: I think electronically it works
8 very well for those who have access to it. I'm
9 on the mailing e-mail list, and I read that. I
10 find that very helpful. But to the other
11 members' points, the elderly people, people who
12 are not as technically savvy, the traditional
13 methods, obviously, are important. I think the
14 mailer is a great idea.

15 I think there was a lot of complacency not
16 having a hurricane. People probably saw that
17 and most people probably threw it away as junk
18 mail. I don't need to read this. I am too
19 busy, whatever. They might be a little more
20 receptive to it now having experienced a recent
21 hurricane with a loss of power and debris and
22 everything else.

23 So you might have a more receptive audience
24 with that.

25 Other methods of distribution get real

1 complicated when you talk door to door. Who
2 physically can do things door to door?

3 MR. IGLESIAS: It is 11,000. Just homes
4 alone is 11,000.

5 MR. NEAL: Yeah, it's huge. It's huge.

6 MR. IGLESIAS: Also, I will say that the
7 message must have been reaching out, because we
8 did have very, very good components with keeping
9 the garbage separated from the trash. Once you
10 combine it, it has to go to a landfill.

11 MR. NEAL: Right.

12 MR. IGLESIAS: I would say the community did
13 an excellent job of keeping the trash. We want
14 to do that. Also, part of the problems we had
15 with Andrew and Wilma and so forth, I can tell
16 you, I live next to the UM site. That was -- it
17 was a landfill for three months. So we wanted
18 to avoid that situation. So one of the reasons
19 we did it is try to initiate garbage pickup as
20 fast as possible. Recyclables, you can put
21 cardboard in your garage. There is no problem.
22 You can't put garbage in your garage.

23 And so, but I will say that we did get very,
24 very good compliance from the city and they
25 helped us tremendously.

1 So the word seemed to have gotten out
2 because we just did not see that problem in any
3 kind of magnitude.

4 MR. NEAL: Okay. As far as the
5 communications, I heard 13,000 homes. I think
6 there is more or less 50,000 residents in Coral
7 Gables, give or take a few. Do any of those
8 communications go to the --

9 MR. IGLESIAS: I used 11,000 because 11,000
10 are handled by our sanitation and there's others
11 that are handled by waste management.

12 MR. NEAL: Right.

13 MR. IGLESIAS: So just in homes alone
14 handled by our sanitation crews, we do 44,000
15 pickups a week.

16 MR. NEAL: Sure.

17 MR. IGLESIAS: So it is 11,000 homes times
18 four.

19 MR. NEAL: Big number. The communications,
20 the manual communications, the mailers and
21 things, do they go to the other sector?

22 MR. IGLESIAS: They go to -- every resident
23 gets that mailer.

24 MR. NEAL: Multi-units or just --

25 MR. IGLESIAS: Everybody. We go by the tax

1 roll. Everybody gets it.

2 MR. NEAL: Great.

3 MR. IGLESIAS: That is part of our community
4 rating system certification.

5 MR. NORMAN: Can you clarify, how many homes
6 do we have in the City of Coral Gables,
7 residences?

8 MR. IGLESIAS: Our sanitation picks up and
9 goes to 11,000 homes a week.

10 MR. NORMAN: How do you count condos?

11 MR. IGLESIAS: Anything commercial is
12 handled by Waste Management through the bins and
13 so forth.

14 MR. NORMAN: Let me rephrase that. How many
15 households do we have in the City of Coral
16 Gables?

17 MS. SWANSON-RIVENBARK: Maria, you can
18 answer.

19 MR. NORMAN: I think I heard 13,000. I
20 wasn't sure.

21 MS. HIGGINS-FALLON: That is still the
22 newsletter magazine. That may include
23 additional residential apartments. I am not
24 quite sure. But that is the actual mailing list
25 that we go by.

1 MR. IGLESIAS: We can verify it.

2 MS. SWANSON-RIVENBARK: So when we're
3 sending the magazine, which goes to every
4 household, that is renter, that is property
5 owner, that is multi-family, that's duplex, that
6 is single-family. And so in the next issue,
7 which we are working on now, which will be May
8 to September, you're going to see a full spread
9 on hurricanes. It is going to be a pull-out.
10 You're going to have all of your how-tos. The
11 problem is they -- we hope they will pay
12 attention this year.

13 MR. NORMAN: Right.

14 MS. SWANSON-RIVENBARK: But they also get
15 into, like, storm fatigue, or, oh, well, it is
16 not going to happen. And so we are using all of
17 these communication messages, almost a cafeteria
18 plan of options, to try and grab them. But if
19 they don't open the e-news, if they don't get
20 the Miami Herald, and we're the Neighbors
21 section, we're a full-page color that is every
22 week. If they don't like us on Facebook, and
23 what is not to like, and we have our call
24 center, that 24-hour call center that was up
25 pre, during, and post, English, Spanish, that

1 you could call. And I will tell you, they were
2 done by city employees, and the city employees
3 took whatever time that person on the other end
4 of the phone needed. If they were scared or if
5 they were angry, they talked them through
6 everything, including we would have a follow-up
7 with a what they call a good and welfare visit
8 for our firefighters for the elderly, at home,
9 or a call from out of town, where somebody is
10 calling worried about their mom and they hadn't
11 heard from them. And then we would go by. We'd
12 knock on the door. We wouldn't be threatening,
13 just, hi, ma'am, we're checking, making sure
14 everything is okay, because people love to see a
15 firefighter at their door. A little more
16 nervous if it is a police officer, right? And
17 so fire would go out.

18 But the whole communications tool, I have to
19 say, also requires the public to partner with
20 us. We are excited about the radio. We're
21 working with your favorite radio station --

22 MS. BRUMLEY: Yeah.

23 MS. SWANSON-RIVENBARK: -- for the
24 possibility, because when they evacuate, we can
25 be on, and we're paying for that

1 privilege. We're doing a call number so that
2 you can, if you have a phone, whether it is land
3 line or flip or smart, you can call us and get
4 this recorded message. That's the same message
5 that the Facebook is sending out, that the
6 e-news is sending out. So that, you know, we're
7 looking at what technology do you need as a
8 resident. We will do door hangers, but the
9 reality is I can't send 13,000 door hangers with
10 city employees. I can have neighborhood teams
11 as volunteers, the churches, the synagogues,
12 houses of faith, others, the Boy Scouts, on what
13 can we do to help, and we can partner with them.

14 The other is when she talks about the
15 message that she sends out through e-news. I'll
16 use something unrelated to the storm, our pet
17 waste stations, which we say are a tail-wagging
18 success. The number of communications that have
19 picked that up and pushed that out further, like
20 Next Door, you're a good communicator with Next
21 Door, Next Door pushes it out to their readers
22 too.

23 But the one that we're focusing on right now
24 is if you're not connected, if you're like my
25 mom and she says, I don't do computer, you know,

1 how do we make sure that that messages? So we
2 also met with the adult advisory board, and
3 we're talking with them about what are other
4 tools that we can use to reach out to the more
5 isolated or the more vulnerable. We did say
6 when people called, what can I do to help?
7 Knock on your next-door neighbor's door and make
8 sure they are okay.

9 But for us to be successful, she -- they
10 worked through the storm. They slept on the
11 floor with us. But for us to be successful, we
12 need somebody at the other end of the
13 communication link helping. You know, we need
14 that partnership with our residents and with
15 others to help spread the word.

16 MR. IGLESIAS: On that point, our new public
17 safety building does have a communications
18 center as part of it, because it was so
19 effective. How effective it will be in a storm,
20 it depends on the storm. We had a Category 1.
21 Is that UM facility going to be open if it's a
22 Category 3? I don't know. I would like to take
23 a look at it myself, really, and I'm going to,
24 because it may not be effective.

25 So one of the things that the Saffir-Simpson

1 scale does, it rates hurricanes. And the reason
2 it does is because of preparation requirements.
3 You're going to prepare slightly different for a
4 Category 5 than you will for a Category 1, I am
5 sure.

6 What facilities are available after a storm?
7 It's hard to say. I remember Andrew was rated
8 as a Category 2 and intensified to a Category 4
9 1/2 just before it hit landfall.

10 The expectations were completely different
11 for a Category 2 to almost a Category 5.

12 So, really, the prestorm is really the best
13 chance we have to reach some of these people.
14 Post storm it can be very difficult. Do we want
15 residents walking around after a storm like
16 that? Absolutely not. It's a good way to get
17 them hurt and get them killed.

18 So there are a lot of issues that we're
19 dealing with now to see how we can reach -- how
20 we can have this outreach, I think, sooner,
21 because after a storm, you don't really know.
22 We had a Category 1. Would those phones have
23 been available? We lost power for two weeks.
24 Would those phones have been available in a
25 Category 3? Probably not. We would have lost

1 all infrastructure. If we got hit like Puerto
2 Rico, we probably would have lost a great deal.
3 It was a scary thought to get hit by a 185-mile-
4 per-hour hurricane. That is 225-mile-per-hour
5 gusts. It is over at that point.

6 So we need to look at -- we need to look at
7 this from a perspective of the best time to
8 reach the people is at the beginning, and that
9 is what we are trying to do. I am sure a
10 mailing this year will be a lot more effective
11 because of complacency sets in.

12 MR. NEAL: Yeah.

13 MR. IGLESIAS: And, unfortunately, that
14 happens. We need help. I mean, we can help,
15 but we can't help 13,000 homes at one time. And
16 so we need that -- we need them to be able to
17 sustain themselves for a little bit of time and
18 we can get there.

19 So I just wanted to make that point out,
20 that a lot of things that we're talking about
21 here are relative to the storm that we get. And
22 so we need to deal with maybe -- and I would
23 like to look at our preparation for, let's say,
24 Category 3 and above and Category 2 and below.

25 Our infrastructure, the way it performed

1 with a Category 1, I am not sure where's that,
2 you know -- I can tell you from, I think, a
3 building perspective, but we don't know from a
4 utility perspective because they have their own
5 codes.

6 The FP&L, for instance, doesn't work on the
7 National Electrical Code. They work on the
8 National Safety Code, which is their own
9 standard. And we have an engineer on the board.
10 You won't believe, they use safety factors of
11 one. So what can I tell you? That is why the
12 performance levels are so low. Right?

13 So I just want to bring that up, that we
14 need to -- it's a difficult situation because we
15 need to get some -- we need to get -- the people
16 need to understand that there is a risk
17 involved, and they need to prepare ahead of
18 time, because we don't know what is going to
19 happen afterwards.

20 Andrew, I was in New York with a project
21 when Andrew was happening and heard Category 2,
22 and when the plane landed, it was getting into
23 Category 4.

24 So you never know. This one was a Category
25 5 all the way. And if it had gone north, I

1 checked the water temperature, they were perfect
2 for maybe not for intensification, but for
3 maintaining that monster hurricane. So we were
4 very fortunate.

5 But we will look at -- we're looking at this
6 information coming ahead of time, and hopefully
7 people will prepare.

8 Thank you.

9 MR. MLADENOVIC: Thank you.

10 MS. HIGGINS-FALLON: Any more questions?

11 MR. NORMAN: I do have one more. So what do
12 you do in terms of polling after an event like
13 this to find out what other types of
14 communications citizens might have preferred?

15 MS. HIGGINS-FALLON: We do some analysis
16 internally, just to see the effect on the
17 residents, the type of questions, the things
18 that have red flags. So it's just internally.
19 We don't do an exact poll of -- a survey of any
20 kind externally, but we internally sort of
21 figure out. We do have a post analysis of the
22 storm internally with my team, and we sort of
23 address the issues and we sort of do a
24 conclusion. This is what we need to do more.
25 That's how we come to the idea in the area we

1 need to improve just because of the amount of
2 feedback that we get from the public. But it is
3 an informal kind of analysis that we do.

4 MR. NORMAN: All right. Thank you.

5 MR. NEAL: I have one detail question as far
6 as debris. Pre-storm, when we know or think
7 there is a good chance a storm will hit, is part
8 of communications telling people not to put
9 trash out on a swale? Is that prohibited in any
10 way?

11 MR. IGLESIAS: Yes. We did that, yes. Keep
12 the debris low, do not put trash in the swale.
13 What we want to do during a hurricane is prevent
14 missile damage. Don't put missiles out there
15 that can -- glass is not too bad. As soon as it
16 gets hit by a pebble, it's gone. I'm sorry.
17 But we want to maintain missile damage low, and
18 the way to keep missile damage low is keep
19 debris out of the right-of-way.

20 MR. NEAL: That is a great idea.
21 Unfortunately, a lot of people don't heed that
22 message. We see it all the time. They think
23 there is a hurricane coming, let me go trim my
24 tress. That is not the time to do it.

25 MR. IGLESIAS: Those branches go right

1 through their window.

2 MR. NEAL: You can't control everyone. But
3 at least the message is out there. Great.

4 MS. HIGGINS-FALLON: One of the main things
5 that we keep repeating every year because we
6 know that sometimes they don't listen.

7 MR. NEAL: Yeah.

8 MR. NORMAN: No more questions.

9 MS. HIGGINS-FALLON: Thank you very much.
10 Remember, sign up for In-telligent, sign up for
11 e-news. Like us on Facebook, and follow us on
12 Twitter.

13 Thank you.

14 MR. IGLESIAS: Thank you very much.

15 MR. MLADENOVIC: Thank you.

16 MS. BRUMLEY: Thank you.

17 MS. WALKER: Thank you, Maria.

18 The next thing that you asked for was
19 information about our storm preparation and
20 readiness for our next season.

21 So at this time, ACM Frank Fernandez.

22 MR. FERNANDEZ: Good morning, everyone,
23 Frank Fernandez, ACM manager for public safety.
24 It's a pleasure to be here before you today.

25 So I will cover with you our preparation for

1 next season. So we do have post-incident
2 assessment of last season and the totality of
3 it. We do have a group come forward, all of the
4 section chiefs, along with their support teams,
5 will come into our emergency operations center.
6 We will do a complete debriefing of last season,
7 identify lessons learned.

8 In preparation for that meeting, we've gone
9 out to meet with certain individuals, identified
10 lessons learned. So we provide a conversation
11 opportunity during that briefing to identify
12 other additional lessons that could be learned
13 from last season. We try to do that every
14 season to make sure that we perfect ourselves as
15 we go on.

16 Additionally, in preparation for the storm,
17 we do have an exercise right before the season
18 starts in May. It happens every year. So we do
19 a tabletop exercise where we simulate certain
20 types of different situations that occur in the
21 city, and we put to work our emergency
22 operations plan for the city.

23 So that hands-on operational task assignment
24 takes place at our emergency operations center,
25 and it is an opportunity to validate tests and

1 perfect our seal as we go forward.

2 Any questions for me?

3 MR. NORMAN: Prior to the storm, are all
4 City employees staged in proximity, or do they
5 go home and then come back after the storm? How
6 does that work? How do you get your people
7 back?

8 MR. FERNANDEZ: So that is an art, it is not
9 a science. It is actually an art. So having
10 done this for many, many years now, it is a
11 matter of really trusting the hurricane center,
12 following the lead of Miami-Dade County.
13 Remember, we're a small municipal government in
14 a very large county. The way that it works, it
15 filters down from FEMA, to the state, to the
16 county, to the city. That is how it trickles
17 down. Here, particularly in Dade County, we
18 follow the lead of Miami-Dade County. So Miami-
19 Dade EOC is the foundation, if you will, of our
20 emergency operations plan.

21 We are known as a regional emergency
22 operations center, which means that we have
23 satellite cities that report to us. Those
24 satellite cities consist of South Miami, West
25 Miami, Pinecrest, and Palmetto Bay. What that

1 means at the emergency operations center, they
2 are actually housed there with us. We receive
3 information from Miami-Dade, and then we
4 decipher it, disseminate it down to those
5 cities.

6 If they need equipment, they need support
7 services, resources, they have to come through
8 us there. They can't go from their city to
9 Miami-Dade or FEMA or the State. The city,
10 those cities, those satellite cities, have to go
11 through Coral Gables. Coral Gables then
12 requests those resources from Miami-Dade. If
13 they can't provide them, they go to the State.
14 If the State can't provide them, they go to
15 FEMA. That is how the information flows.

16 So the art comes into trusting the Miami-
17 Dade County, the hurricane center, knowing when
18 will the wind hit us here. And then we start
19 staging, we call them, alpha bravo
20 configuration. So what that means is we divide
21 the personnel in half, theoretically. It is not
22 exactly half, but it is theoretically, and we
23 send some home and others ride out the storm.
24 Those that ride out the storm, typically it is a
25 little bit more than 50, because you don't know

1 what is going to happen, their accessibility to
2 come back, what their condition will be like at
3 home, which may delay their response back into
4 the city, road conditions. So we have a
5 good-sized force here riding out the storm.

6 Riding out the storm means that they are
7 actually housed here. They are out on patrol,
8 they are out in their respective fire stations,
9 at the EOC. And as soon as the wind picks up to
10 a certain degree or certain wind rate, then we
11 bring them and we hunker down.

12 We only hunker down, as I like to say, that
13 we are the first ones out -- actually, the last
14 ones out of the city and the first ones in. So
15 that means when everybody is hunkered down, our
16 officers or firefighters are still out in the
17 field providing services, even at times when the
18 winds exceed 37 miles an hour, which is what our
19 limit is. We will go out. People call, we tell
20 them, you know, take precautions, try not to put
21 us in harm's way, don't call us at the last
22 minute, but emergencies happen. So someone may
23 have heart pain, a critical condition, and our
24 firefighters have responded in the middle of a
25 storm out to those locations.

1 But, again, when the wind reaches a certain
2 rate, we bring them in and we hunker down. And
3 then as soon as the winds die down after the
4 storm, we go out immediately to ensure that we
5 have omni presence throughout the entire city.

6 Typically, what you would see if you were
7 looking out of your house, from a building, a
8 balcony, you'll see fire service, police service
9 driving around. And then right before the storm
10 subsides, you are going to see the same type of
11 services. It's to provide control and mitigate
12 any type of unfortunate situations that could
13 occur because people are out and about.

14 Does that answer your question, sir?

15 MR. NORMAN: I think so, yeah.

16 MR. FERNANDEZ: Okay.

17 MS. BRUMLEY: Is that protocol in place the
18 same regardless of the category of storm?

19 MR. FERNANDEZ: Tell me the first part. I
20 did not hear it, please.

21 MS. BRUMLEY: The process of sheltering in
22 place, the 50 percent that shelter in place here
23 or wherever throughout the City of Coral Gables,
24 is that process the same regardless of it's a
25 Category 1 storm or it's a Category 5 storm?

1 MR. FERNANDEZ: Well, as you remember, this
2 storm that was coming in was a very high
3 category projection, and so our ability to
4 hunker down in certain locations was quite
5 limited. So we're going to, depending on the
6 type of storm, we will pick the appropriate
7 facility that will provide the ultimate
8 protection for our first responders. In this
9 particular case, we housed down at the adult
10 activity center, which is a fortified building,
11 and we hunkered down at the public safety
12 building. In the future, we are going to have a
13 better facility to hunker down. ACM Iglesias
14 has assured us he's going to build a
15 category-worthy building; is that correct?

16 MR. IGLESIAS: That's correct.

17 MR. FERNANDEZ: A category-worthy building
18 that will sustain our resources, both on the
19 equipment side as well as the personnel side, to
20 make sure we can hunker down in the storm. We
21 need to make sure our personnel are safe and
22 have a safe place because, again, they are the
23 last ones out and the first ones in.

24 MS. BRUMLEY: Thank you.

25 MR. FERNANDEZ: Does that answer your

1 question?

2 MS. BRUMLEY: Yes.

3 MR. MLADENOVIC: Thank you, sir.

4 MR. FERNANDEZ: Any other questions for me?

5 MR. NORMAN: I do.

6 MR. FERNANDEZ: That's it? That was pretty
7 easy.

8 MR. NORMAN: What other entities are
9 involved in your hurricane planning process? I
10 know last meeting we talked about FPL being
11 present. What other entities are included, and
12 do they go through all of the same preparation
13 as you do, or do they just show up at a
14 hurricane?

15 MR. FERNANDEZ: I am going to discuss both
16 internal and external. So internal resources
17 are available. Every department is represented,
18 regardless of where you work, where you're
19 assigned to. Every city department is mobilized
20 to the EOC, and they have a function in that EOC
21 both post, during, and after the storm, or pre,
22 during, and post storm, they have
23 responsibilities.

24 I discussed the assignments of the EOC. So
25 we have what we call section chiefs, and they

1 are divided into different sections. And you
2 have support functions that support them, also
3 known as ESFs. Those individuals are the ones
4 that ride out the storm, and they have a backup
5 team. So, typically, they will ride out the
6 storm, and then after the storm, we will go to
7 the continue alpha bravo, which is 12 hours on,
8 12 hours off, until we resume normal operations.

9 In that configuration, each section has a
10 chief. Each section has support personnel.
11 That includes all city departments.

12 In preparation for the storm season, we
13 struggled this year, actually, and lessons
14 learned. Every month -- actually, I meet every
15 week with our emergency management team, and we
16 are looking at our processes, looking at our
17 policies, identifying goals and objectives to
18 meet those identified goals.

19 Once a month those section chiefs sit down,
20 and we just talked about this, they sit down
21 during that meeting, and the deal is that we sit
22 them down in their respective sections, so they
23 are getting used to being in that position, in
24 that seat. They are looking at their book in
25 front of them, they are looking at their ESFs,

1 and they are understanding on an ongoing basis.

2 Typically, what happens in cities, that in
3 May you bring these teams forward, you bring
4 them to the EOC. You say, look, this is the
5 content of the operations plan, this is the
6 CEMP. And then they look at it at a glance the
7 first time and they get, you know, they get
8 sticker shock, shell shock, because the first
9 time is quite complicated. So to address that
10 issue, we're meeting monthly, once a month.
11 It's a 29-minute meeting. I believe in doing
12 them quick, fast, and right to the point. And
13 we bring them in that room, we tell them exactly
14 what we expect. We go over their areas of
15 responsibility, allow them an opportunity to ask
16 questions.

17 But then, again, after that there are
18 sidebar meetings, if you will, with our
19 emergency management team and those respective
20 section chiefs to identify and drill down into
21 issues.

22 So let me give you an example of that. An
23 example of that would be logistics. This time
24 around logistics was a challenge. A challenge
25 in the sense that we follow the national model

1 of being self-sufficient for three days. I am
2 sure you have all heard that. We found out
3 during this season that three days is not
4 exactly the best method.

5 So we had enough food and supplies to last
6 us for three days, maybe four. The storm
7 lingered for a while. Our supplies started to
8 fade. So we had to come up with an immediate
9 action plan during the storm to provide food and
10 resources to our personnel to keep them -- to
11 keep those nutrients going. So this time
12 around, what we have done is taken logistics on
13 a sidebar conversation to develop a
14 triple-redundancy operation. And the chief
15 procurement officer is key to this. I am sure
16 you can ask her a lot of questions about this.
17 I would encourage you to bring her up and ask
18 her a lot of questions.

19 See, she doesn't like that.

20 MS. WALKER: I'm happy to.

21 MR. FERNANDEZ: We have a plan in place that
22 would provide triple redundancy of logistics.
23 An example would be that we have food trucks
24 that we're going to contract with, and that is
25 how we did it this time around. It's a hot meal

1 for our personnel. The idea is to have them
2 ride out the storm with us, so that they have
3 the supplies with them. They are self-contained
4 in their food truck apparatus.

5 The second backup plan to that would be Sky
6 Chef is an example of that, which would mean
7 that these are cold sandwiches, if you will,
8 temperature sandwiches that we can give out.

9 The last, like they call it the emergency
10 action plan, so every plan has three deliberate
11 sections, right? A deliberate action plan, a
12 contingency plan, also known as a backup plan,
13 and then an emergency action plan. The
14 emergency action plan for logistics would be
15 MREs. MREs are the military version is called
16 Meals Ready to Eat. They are -- I think they
17 are good. Some people think they are not. I
18 think they are pretty good. But, again, those
19 are shelved. They last for several years, and
20 we have them as a backup plan.

21 The theme going forward for this hurricane
22 season is that we have triple redundancies in
23 all of our functions.

24 And, again, we meet once a month, sidebar
25 conversations with the theme of having this

1 triple redundancy.

2 Going back to your question, going to the
3 external resources, at our EOC we have FPL that
4 is with us 24 hours a day. They have been there
5 with us this last season. Again, they obtain
6 information. We disseminate out through our
7 personnel, as well as our satellite cities, the
8 ones that I mentioned earlier.

9 So the theme going forward is both internal
10 and external resources would be operational
11 ready at this EOC, as they were last season. We
12 hope to fortify that going forward.

13 MR. NORMAN: Have you readied each
14 contractor who is other external? Is that the
15 only external that we have?

16 MR. FERNANDEZ: So they are for emergency
17 operations. When it comes to debris removal, I
18 yield those questions to ACM Iglesias, who is an
19 expert in that field. That's not in mine. The
20 theme of operating an emergency operation is I
21 take command of the emergency operation center
22 and we drive it forward. We make sure all
23 emergency services are available. Once we
24 sustain and we resume normal operations, and our
25 theme and our goal is to resume normal

1 operations within hours of the storm subsiding,
2 that is for every city department. And every
3 city department needs to have a
4 triple-redundancy opportunity to become
5 operational within six hours of the storm
6 subsiding. So once that is done, we go into
7 recovery phase. In that recovery phase, I then
8 close up the EOC from the emergency operations
9 perspective, and I pass the baton and command,
10 official command, to ACM Iglesias. And that is
11 how we did it this year.

12 So I close up the EOC. We transfer command
13 to ACM Iglesias. And he goes into the recovery
14 phase, which is debris removal, clearing the
15 streets, you know. We provide through our
16 emergency services provide one passage through
17 each road. And once those passages are all
18 clear, we close up the EOC and pass recovery
19 phase over to ACM Iglesias. And that is one of
20 the key fundamental phases of an emergency
21 operations center that today is being utilized
22 throughout the country.

23 MS. SWANSON-RIVENBARK: One additional,
24 University of Miami is one of the satellite
25 operations. They are a part of that discussion.

1 But one of the things that was highly unusual
2 about Irma was the large evacuation area that
3 was called on at the last minute. And so the
4 number of homes that had to evacuate,
5 thankfully, listened, and the amount of time for
6 electric to restore, so that we had large areas
7 of Coral Gables without electricity, without
8 people.

9 Talk about the additional zone coverage that
10 you had.

11 MR. FERNANDEZ: The pre-storm, what is
12 extremely important to calm the anxiety of
13 people because they get concerned is to have
14 omni presence throughout the city. That means
15 we take out our fire resources, police
16 resources, all of our support functions, and we
17 pull them out to the field. We disseminate
18 information. We field questions. But they see
19 us. The idea is people believe more when they
20 see it than when they hear it. They want to see
21 our resources out.

22 Post storm it is even more important to have
23 omni presence out. There are people that
24 capitalize on the opportunity of a storm. So
25 they will come out and they become victims.

1 This time around I must tell you that the crime
2 ratio in the city after the storm was very, very
3 low. I think we may have had one or two
4 incidents, as I recall, and they were very mild.
5 I think they occurred here in Miracle Mile. May
6 have been a minor theft, if I remember
7 correctly. Don't quote me on that one, but just
8 my recollection. But we do provide a
9 significant amount of resources, again, before
10 the storm, during the storm, after the storm,
11 out in the field, mostly after the storm. The
12 idea is to deploy our resources out, especially
13 knowing that power is out. We want to make sure
14 that resources are out patrolling so, again,
15 people don't capitalize on it.

16 To try to restore some sense of security,
17 people believe that lights, you came from FPL,
18 so lights are the key to safety, because they
19 can see and it's clear. They can see a threat
20 coming. We actually ordered a number of
21 portable lights. Think about a portable light
22 tower. So we ordered portable light towers and
23 we deployed them throughout the city and we
24 moved them around.

25 So, for example, Old Cutler and Kendall

1 Drive was very dark. We deployed a light tower
2 there, so as you approached that intersection,
3 it was all lit up and people sensed a sense of
4 security, if you will.

5 We deployed them through, I believe, the
6 golf course, different locations, and moved them
7 around. Again, knowing that we are out there.

8 In the future, we have other plans in place
9 to make sure that we continue to reinforce
10 safety and security. For example, IT department
11 is looking at information pods. So we would
12 deploy these wifi trailers that would magnify an
13 opportunity. People will come and charge their
14 phones. It would be a center -- I'm sorry, a
15 solar-powered trailer that they can come and
16 power their phones, utilize wifi when power is
17 out. So we are looking to create these pods.

18 Again, this is just a theme. It is a theory
19 that we're working with of perfecting our skill,
20 to enhance communication, enhance security, a
21 deliverable service 100 percent during the
22 storm, post storm, they are there.

23 Questions for me?

24 MR. NORMAN: I'm sorry. I'm full of
25 questions today.

1 MR. FERNANDEZ: Sure.

2 MR. NORMAN: So this storm, you know, my
3 neighbors and I as you're watching it, it is a
4 Category 5, worry about staying at your house.
5 There was no place to evacuate to, heading north
6 because everybody was under the same kind of
7 warning. I presume that the city doesn't
8 provide sheltering opportunities for citizens.
9 That is handled through Dade County. But what
10 had this thing -- if it had been a Category 5,
11 would the city have opened up any facilities for
12 residents?

13 MR. FERNANDEZ: That is an excellent
14 question. We have to manage expectations, you
15 know. The key word today, and it has been for a
16 while in emergency management, is resiliency.
17 How do we become resilient as a family? How do
18 we become resilient as a community, as a
19 government?

20 But government is not here to provide direct
21 services to you in terms of making sure you are
22 safe. You have to do it for yourself first, and
23 then we come and support. That's the key, to
24 make sure we manage expectations.

25 A key issue here, I want to go back for a

1 moment, that really exacerbated the problem for
2 us in terms of the community, was the fact that
3 the hype of the storm created an anxiety level.
4 A mass number of people left Dade County heading
5 north. And, ironically, the storm just followed
6 them. So they were planning on going to
7 Orlando, a lot of them turned to Jacksonville,
8 Jacksonville turned into North Carolina, and
9 before you know they are in Tennessee trying to
10 be ahead of the storm. Well, that created a
11 vacuum here, which means we had a lot of
12 residents that there was nobody home.

13 So that is a task in and of itself. We in
14 the City of Coral Gables or any other city in
15 Dade County do not provide shelter. That is
16 Miami-Dade County's responsibility, and we yield
17 to them. We look for -- we look for their
18 leadership. We coordinate with them, and we
19 make sure that we support what they need.

20 But there are shelters throughout Miami-Dade
21 County that are open for anyone. There are
22 special needs shelters that are available, and
23 you can go online and register for them. There
24 is a registration process to go through to make
25 sure that you qualify for a special needs

1 shelter.

2 Does that answer your question?

3 MR. NORMAN: Yes.

4 MS. SWANSON-RIVENBARK: I know that families
5 evaluating their shelter plans, it is a
6 different requirement during a storm on what
7 qualifies as a shelter versus post storm. The
8 city -- our residents cannot look to the city to
9 provide sheltering during the storm. After the
10 storm, the adult activity center opened up, old
11 movies, air conditioning, you know, good time
12 for during the day. But the authority for
13 sheltering, to declare shelters, to open
14 shelters, rests exclusively with Miami-Dade
15 County.

16 MR. NORMAN: And do you know, did Dade
17 County have a shelter in proximity to Coral
18 Gables?

19 MS. SWANSON-RIVENBARK: That's, actually, a
20 question that the adult activity, the senior
21 advisory board said that they would like that
22 Dade County have one closer. I believe it was
23 South Miami High was the closest shelter. And
24 the uncertainty of pets, no pets, who opens, who
25 is coming, which shelters will open at what

1 time. This was an extraordinary storm. We
2 thought at a Category 5, which didn't happen,
3 but what we got instead was a very long tropical
4 storm. I can only guess the pressures that
5 Miami-Dade County was under during that whole
6 question of which shelters, which buildings are
7 capable of withstanding that Category 5 storm.

8 MR. NORMAN: Okay.

9 MR. FERNANDEZ: The challenge for an
10 emergency operations center under a Category 5
11 storm is enormous. You know, we don't really
12 have the ability to sustain a Category 5 storm.
13 So that's why we keep a significant amount of
14 personnel on hand before the storm, because you
15 don't know how many people will be able to come
16 back after a large category storm. The streets
17 will be blocked, roadways are compromised. So
18 we have to be able to survive for a significant
19 amount of time with the personnel that we have
20 on hand.

21 And it is a big task for our public safety
22 personnel. They leave their families behind,
23 you know. Think about the Category 5, which is
24 what we thought was coming our way. These men
25 and women left their families behind, came to

1 work to protect the community, leaving their
2 families alone at home.

3 That is a huge, huge responsibility on them.
4 And they take their oaths of office very, very
5 serious. And I just commend them for their
6 courage and passion they show to serve in the
7 public safety roles. It is enormous. Put
8 yourself in their roles, you're going to leave
9 your home, Category 5 is coming. You know, most
10 of these homes are not going to sustain a large
11 category hurricane. And you say, I'm sorry, I
12 have to go to work.

13 Many of us, all of us were in that role. So
14 I can tell you that our men and women serve with
15 pride, honor, dignity, and respect, always
16 putting the public first and themselves second.
17 And for that I will take my hat off to them
18 because they do a great job every day.

19 Any other questions for me?

20 MR. MLADENOVIC: You say that we currently
21 cannot sustain a Category 4 or 5, that that is
22 not an engineering possibility?

23 MR. IGLESIAS: No. The youth center was not
24 designed as an essential facility. Even an
25 essential facility is going to be -- a Category

1 5, forget about this one, Category 5, let's say,
2 170, will exceed the safety factors of the
3 building code right now, even for an essential
4 facility, as you know. So when we talk about
5 Category 5, we use that term a little bit
6 loosely sometimes when we think about a Category
7 5, but also the impact requirements are also
8 substantial.

9 Our current building, our current new safety
10 building, we are designing as an essential
11 facility, which has a rating of 186 miles per
12 hour, with the use -- assuming the safety factor
13 is all there. And that is currently the design
14 standard. It also requires a missile of 80 feet
15 per second instead of 50 feet per second. To
16 give you an idea, the reason -- your house is 50
17 feet per second. An 80-feet-per-second missile
18 will go through a block wall, okay? So we
19 are -- so that facility would have -- all of
20 these would be filled and reenforced.

21 We are also looking at -- at, for instance,
22 there are no EOAs for that. The county has no
23 approvals based on an 80-feet-per-second
24 missile. So we are going to have to generate
25 our own approvals for any glass that's in that

1 facility.

2 In addition to that, what we have done there
3 is the floors are, instead of having typical
4 commercial construction where you have two
5 office spaces and three floors of parking, the
6 floors of parking have been aligned. For one
7 thing is future use of the building. We expect
8 that to be a 75-year building, and we don't know
9 where technology is going. Also, to store
10 vehicles. We are going to be using certain
11 types of screening on them, which may create not
12 only a ventilation condition, but to protect our
13 vehicles, because if you have -- do you expect
14 our vehicles to be out there with a Category 4?
15 No. And police, as great as they are, and fire,
16 they cannot work without vehicles. So we're
17 looking to place -- for storage in this parking,
18 within the parking garage.

19 So we have made the actual height of each
20 floor the same as the office space, allowing us
21 to get all kinds of equipment in there, and
22 we're going to be looking at the floor levels
23 also to take care of that.

24 So we will have the wind enhanced stability.
25 We are having a wind tunnel done on the building

1 simply to look at the hot spots and enhance
2 stability. We look at those particular areas to
3 get our biggest bang for the buck so we can go
4 ahead and increase our performance level without
5 necessarily increasing construction. So that is
6 being done right now.

7 So we have taken a look at certain detailing
8 on the main frame to go ahead and enhance that
9 without additional cost. So we are looking to
10 tweaking our facility as much as we can. We
11 have two generators on the facility with
12 two-weeks' worth of fuel. Each generator can
13 handle the building 100 percent. So if
14 everything all goes, we have one generator, a
15 second generator for two weeks and two weeks of
16 fuel. So we are doing -- we are trying to do as
17 much as we can, but if you want to see a
18 Category 5 building, look at the building Herb
19 Saffir designed for the hurricane center. It is
20 massive. It is --

21 MR. MLADENOVIC: It's a bunker.

22 MR. IGLESIAS: It is a bunker, and the costs
23 are just incredible.

24 So what we're trying to do is enhance our
25 building as much as possible within the limits

1 that we have. And I think if we do this we'll
2 have -- we'll have sustainability, very, very
3 high sustainability. A Category 5 is a term
4 that implies a lot of things, and the only
5 building that I know here that -- there are a
6 few. There is one downtown where we have the
7 storage of all our data.

8 MR. MLADENOVIC: Miami Data Center

9 MR. IGLESIAS: Correct. And then you have
10 the Herb Saffir, the building Herb Saffir
11 designed for the hurricane center. It's six
12 feet above FEMA, six feet.

13 MR. FERNANDEZ: That's the NAP, right, NAP
14 of the Americas?

15 MR. IGLESIAS: Yes. Yes. And so -- and so
16 we tried to incorporate all these issues.

17 As far as shelters, sheltering is a very
18 tough issue because what is a shelter? Is a
19 shelter Category 3, Category 4?

20 Right now it's 186 miles an hour with a
21 safety factor. That is -- that means that
22 even -- after 186 your safety factors are gone
23 on that structure. And so we have to be very
24 careful when we -- when we talk about shelters
25 and what -- what really constitutes -- the

1 shelters, the ones that Dade County have, they
2 are not Category 5 buildings. They use most of
3 the schools as shelters. The youth center is a
4 normally-designed building. I am sorry, yes,
5 the youth center I believe is what you
6 mentioned. It is also -- it is also a very bad
7 building as far as a shelter is concerned
8 because it has the -- it has a metal deck. You
9 lose the metal deck, you lose your diaphragm,
10 you lose your entire building. So it is not
11 prohibitive from being used as a shelter, but
12 FEMA does not encourage it, because FEMA wants
13 resiliency. You don't want the failure of one
14 item to have the ability to fail the entire
15 building. That building is subject to that. It
16 is a decent, good building. It was designed in
17 accordance to NAC 7. As I said, it was was a
18 '94 building, so it was under the '94 South
19 Florida Building Code, which is an excellent
20 building code, and certainly as good as we have
21 now. However, it is still not a shelter. And
22 so to put people in buildings like that is not
23 something that I would really condone doing as a
24 building official.

25 MR. NORMAN: When are we going to have our

1 new essential facility finished?

2 MR. IGLESIAS: We'll probably move in August
3 2019. I gave the director two months and he
4 promised me --

5 MR. FERNANDEZ: We have a two-month
6 transition period.

7 MR. IGLESIAS: He'll probably do it in four
8 weeks.

9 MR. FERNANDEZ: We have a two-month
10 transition period. That means we have to
11 transition all of our technology into the new
12 building. So once he gives -- ACM gives me the
13 green light, then we have to move our emergency
14 operations down to one center, over to our 72nd
15 Avenue, what we call a backup PSAP, it is a
16 backup 911 center, and they operate out of there
17 for about a month while they transition all the
18 equipment to the new facility. Once it's been
19 tested and validated, then we move them back
20 over here so it is a -- we can't disengage for a
21 minute because those calls are coming in, 911
22 calls. It has to be continuous operations
23 throughout. So it is not as easy as turn one
24 switch off and the other on. It requires a lot
25 of coordination and planning to make sure that

1 we transition without a single problem.

2 MR. IGLESIAS: We're working together on
3 this to make sure that it's as smooth an
4 operation as possible. And we are trying to get
5 the maximum buck for our building right now. It
6 is -- but I see -- unfortunately, Category 5, as
7 you know, it is -- it is very -- there is a
8 lot -- it is a very difficult standard. It is a
9 very difficult standard and very few buildings,
10 I only know of two, actually.

11 MR. FERNANDEZ: Any other questions for me?

12 MR. MLADENOVIC: No. Thank you.

13 MR. FERNANDEZ: Any further questions? No?
14 We're good.

15 MR. MLADENOVIC: Thank you very much.

16 MS. BRUMLEY: Thank you.

17 MR. FERNANDEZ: Thank you for the
18 opportunity.

19 Have a good day.

20 MR. IGLESIAS: Anything else?

21 MR. MLADENOVIC: Thank you.

22 MS. BRUMLEY: Thank you.

23 MR. NORMAN: I don't know who to address
24 this question to, but in the event that cell
25 service had gone down, what contingencies do we

1 have for that? It seemed to be remarkably good
2 after this storm, but it is not always like
3 that. So communications after the storm would
4 need to be pretty strong.

5 MR. FERNANDEZ: Our IT department has
6 satellite capability, so if their cell phones
7 went down, we have, again, remember the triple
8 redundancies, so we have land line, cell,
9 satellite. So satellite phones, satellite
10 connections where we set up a pod which connects
11 straight to the satellite, provides us immediate
12 connection. Through that connection we pass our
13 phones to key individuals in the city so we're
14 able to communicate.

15 MR. NORMAN: Okay.

16 MR. FERNANDEZ: So we do have triple
17 redundancy in our ability to communicate. We
18 have land, cell, satellite.

19 MR. NORMAN: And that is something that you
20 test when you do your annual simulation?

21 MR. FERNANDEZ: No, that is tested on a
22 monthly basis by our IT department.

23 MR. NORMAN: Okay. Thank you.

24 MR. FERNANDEZ: You bet.

25 MR. IGLESIAS: The cellular companies have

1 attempted to harden their structures. I know
2 because we have a lot of plans coming through, a
3 lot of their structures are in existing
4 buildings, and so I am not sure about the
5 survivability of a lot of these structures under
6 a severe hurricane. So the testing that the
7 director is doing is essential, I think, to give
8 us the best communication possible under
9 difficult conditions, which can happen.

10 Thank you.

11 MR. MLADENOVIC: Thank you.

12 MR. NORMAN: Thank you.

13 MS. WALKER: Okay. The last piece of
14 information that was requested by the committee
15 last time was information on the contract terms
16 that we currently have in place. Specifically
17 for our debris collection services, we have
18 AshBritt on contract for those services. That
19 contract was put in place in 2010, and it was
20 for a three-year period, with two three-year
21 renewals. So we are currently in the last term
22 of that particular contract.

23 Specifically, I want to mention and
24 emphasize, like Director Iglesias last meeting,
25 was that the particular terms of that contract

1 was that they hold their pricing for the term of
2 the contract. We are actually very proud that
3 AshBritt did that. So, in fact, when there was
4 some issues with pricing with what Miami-Dade
5 collected at the time, we were able to hold our
6 contract pricing with AshBritt for the entire
7 term that they operated during the last storm
8 season.

9 The rest of the terms of the contract were
10 pretty standard and typical. They follow the
11 guidelines that we issued for the scope of
12 services that we issued for the RFP,
13 specifically that they were supposed to mobilize
14 within 24 hours of being notified by the city.
15 So they adhered to those terms.

16 So as far as following the contract terms in
17 place, I will tell you that I can't discuss the
18 new contract, because we currently have one that
19 is out for bid right now, and it is under the
20 code of silence, so I can't give you a whole lot
21 of information, but can tell you that those
22 things, lessons learned and things that we
23 wanted to revisit are part of the new RFP, what
24 the contract would actually look like to make
25 sure that we have everything in the contract

1 that we want to protect the city.

2 Do you have any questions?

3 MR. MLADENOVIC: No. Thank you.

4 MS. WALKER: Okay.

5 MS. BRUMLEY: I will ask a question.

6 MS. WALKER: Okay.

7 MS. BRUMLEY: What were some of the initial
8 terms that were added into the contract or
9 lessons learned or taken away? I know maybe you
10 can't get too specific.

11 MS. WALKER: I can't get too specific, but
12 just things like making sure that we accommodate
13 for our mobilization and demobilization, as far
14 as that is concerned. Make sure that we had
15 certain items of structures for specific extra
16 duties that we would like to make sure that, you
17 know, for operational purposes, whether it be
18 equipment or other specific positions that we
19 would like them to provide for us, those types
20 of things that we sort of incorporated into the
21 new RFP.

22 MS. BRUMLEY: Did you have any challenges
23 last season with having enough staffing
24 underneath the contract that you had in place?

25 MS. WALKER: I don't believe so. I believe

1 that AshBritt performed and had all the staffing
2 that we required, so there were no issues with
3 that as far as I'm concerned. We just want to
4 make sure we're covered for any additional, you
5 know, expected positions or things that we kind
6 of learned from this particular storm season.

7 MR. IGLESIAS: We mobilized very, very
8 quickly, and did a number of things with
9 internal forces to allow AshBritt to actually
10 mobilize, and they did mobilize. We were -- we
11 tried to be as expeditious as possible. And so
12 we actually were -- we started collecting debris
13 weeks before some of the other -- some of the
14 other cities. And our concern was getting --
15 was we knew that there were going to be a mad
16 rush for equipment. This hurricane went right
17 through the state. So that we knew that the
18 equipment was the first -- it was going to be a
19 first come first serve type of situation. So we
20 moved very quickly ahead of AshBritt to try to
21 get that done. And then when they came in, they
22 just augmented everything. When you have these
23 kind of events, it is all -- it is always who
24 gets the equipment, who gets the truck, who gets
25 this, and who gets that. And what we tried to

1 do is we tried to be as efficient as possible.

2 And by having -- the bottom line for a
3 contractor is how much money are they making,
4 right, not how much is being paid. If you can
5 get six loads instead of two a day, you're going
6 to make more money. And that is what we did.
7 And that is how we were able to maintain our
8 actual prices. Get in there quickly, mobilize
9 their sites, get them in and out quickly. Don't
10 keep them two hours in line, keep them 15
11 minutes. And that is what we were able to do,
12 because we don't have any -- our sites are very
13 small.

14 We were -- we don't have storage. We don't
15 have Key Biscayne that we can continuously store
16 things, place debris, and then mulch it later.
17 So that is -- that was our strategy, and we were
18 fortunate that it worked.

19 MS. BRUMLEY: Thank you.

20 MR. NORMAN: Sorry, Mr. Iglesias, a couple
21 other questions maybe from the last session. I
22 think you described that you set up an
23 accumulation site or mulching site on -- I think
24 we had one on 8th Street.

25 MR. IGLESIAS: We had it right at the end of

1 Prado by 8th Street and 57th Avenue, a small
2 site. We had 72nd Avenue, which was the largest
3 site, and was still not very large. And then we
4 were able to contract a site on 70th, which was
5 initially two acres, which was extremely
6 helpful.

7 MR. NORMAN: That's right.

8 MR. IGLESIAS: And also the fact it is not
9 near residential, so we could work at will
10 there.

11 MR. NORMAN: When you look, I am just
12 thinking about the process, from picking up
13 until -- well, that entire accumulation process,
14 what did you perceive as the bottleneck?

15 MR. IGLESIAS: The bottleneck is we don't
16 have storage.

17 MR. NORMAN: I beg your pardon?

18 MR. IGLESIAS: We don't have storage. We
19 don't have storage capacity. So it is very
20 important for us to be mulching. And one of
21 the -- one of the issues that we had was we
22 didn't know -- we didn't have a place to take
23 the mulch. Dade County facilities were not
24 taking mulch, and SFM was gearing up in Pompano
25 Beach. So we had a huge logistics issue, and

1 you can't get ten pounds in and nothing out for
2 long. There comes a point that you have to
3 stop. We were able to get SFM through our
4 individual negotiations, to get the Pompano site
5 effectively moving. We were the first ones by
6 two weeks to get mulch at Pompano and we had to
7 do it. We just did not have the storage.

8 So, logistically, we cut a fine line, but we
9 did. And so it's -- so those are issues we have
10 to deal with. We just -- we just don't have --
11 either Prado, which creates a real problem for
12 our residents. We have -- the UM offered the
13 Lincoln site, however, there is a school there.
14 We have those kind of operations. What UM did
15 was very minor, really extremely minor, nothing
16 compared to what we were doing. So to do that,
17 that operation next to a school is -- I don't
18 consider optimal, right, and so that was -- that
19 was a huge issue. Huge issue for us.

20 MR. NORMAN: So storage wasn't the premulch
21 storage, it was after mulching?

22 MR. IGLESIAS: No, no, no. Well, you have
23 to get the debris in, right, with no garbage.
24 If not, you can't take it to the landfill.

25 MR. NORMAN: Right.

1 MR. IGLESIAS: That debris, you have about a
2 four-to-one ratio in hauling of rough debris to
3 mulch. So it is about four to one. So if you
4 get 400 cubic yards of debris, you create 100
5 cubic yards of mulch. So it's very efficient to
6 mulch it, especially when you are taking it to
7 areas like Pompano, and that's how they accept
8 it. It's all clean. It was all clean material.
9 So we have -- so we have no -- not only do we
10 have to store the actual debris, but we have to
11 store the mulch until we can get it to the
12 Pompano site. And you can see the mulch was 60
13 to 80 feet in the air.

14 And then the 72nd Avenue site has
15 residential across the canal. The Country Club
16 Prado site, of course, is in a residential area,
17 so the only area that we had that we could work
18 all the time and store as high as possible, we
19 were storing three, four stories of mulch there,
20 was on our 70th Avenue site that we were
21 fortunately able to lease, and it worked out
22 very well.

23 So we have a logistics problem. We don't
24 have -- City of Miami has an area just before
25 Key Biscayne, you can just keep on dumping,

1 dumping, dumping out there and then you can
2 mulch whenever you want. We don't have that
3 luxury.

4 MR. NORMAN: I think you described in prior
5 storms we had stored material at Country Club
6 Prado and Coral Way, but the citizens there had
7 great concerns and, therefore, we set up north.
8 And I am just wondering why were we successful
9 in pacifying the citizens on north of County
10 Club Prado, where we couldn't do that in the
11 more southern areas?

12 MR. IGLESIAS: We set up an operation right
13 on 8th Street, in just that small area there,
14 and we closed off all the streets, used all the
15 actual streets, and used that as one of our
16 smaller operations.

17 However, it was logistically important
18 because part of our strategy was how do we
19 retain all the truckers, all the equipment, and
20 not pay what the county did, which they really
21 killed us by going to that higher rate, and it
22 was efficiency. We used that site. That site
23 helped on efficiency on that north area, on that
24 north area of Coral Gables.

25 So we were able to get some quite large

1 trucks because we gave them that area, and they
2 just used that facility to actual perfection
3 there, as far as that is concerned.

4 So we look at the -- so we were able to use
5 that logistically quite well. However, we kept
6 our operations until seven o'clock. We put the
7 mulching facility at the end. Trucks came in
8 and out through 8th Street. So we had zero
9 complaints. Zero complaints. Had we gone in --
10 and the trucking was kept out of Country Club
11 Prado. The trucks came in on 8th Street and
12 came out on 8th Street. So we isolated Country
13 Club Prado from that operation, and it worked
14 very well. Very efficient site for us, very
15 productive for a site as -- again, all three
16 sites were getting to the point where we had no
17 place to go, but we were able to work it out and
18 get that done.

19 MR. NORMAN: Thank you.

20 MR. MLADENOVIC: 70th Avenue?

21 MR. IGLESIAS: 70th Avenue.

22 It is right near public works. It's two
23 blocks from public works.

24 MR. MLADENOVIC: That additional site that
25 was per the discussion of last month, that we

1 secured that now a longer term?

2 MR. IGLESIAS: We're trying to, yes. Yes.
3 However, if they do sell it, they do have the
4 ability to sell it, so we do have an agreement.
5 It worked out very well. We left the site in
6 pristine, pristine condition to make sure we had
7 it again.

8 So the site looks 300 percent better than it
9 did before, and the owner is very pleased. He
10 was a little bit scared because it looked pretty
11 rough before, and when we left it, it looked
12 pristine.

13 So we have a good rapport with the owner,
14 and as long as it is available, the owner has
15 indicated that we will -- we are making
16 arrangements with that now. So it should work
17 out.

18 But we do have an issue with that, and that
19 was probably as close as we came to not making
20 it was the logistics issue.

21 MR. NEAL: That site that you leased, you
22 can run 24/7 there because it is not near a
23 residence; is that correct?

24 MR. IGLESIAS: Because it is all industrial.

25 MR. NEAL: Okay.

1 MR. IGLESIAS: It is industrial.

2 MR. NEAL: That makes it more valuable
3 because in the event of another large storm like
4 this, those coastal facilities can also run
5 24/7, so you can run the trucks during off hours
6 and get in and out quicker. So I think
7 strategically that is very important for many
8 reasons.

9 MR. IGLESIAS: Extremely important site for
10 us. We were very fortunate to get it, and it
11 worked out very well.

12 The 72nd Avenue site has residences across
13 the canal and it can certainly create a problem,
14 as the issue does. Any site that we use inside
15 the Gables is going to have that kind of issue.

16 MR. NEAL: Sure.

17 MR. IGLESIAS: Lincoln would be a great
18 site, except I'm a little concerned about the
19 logistics with the school.

20 MR. NORMAN: Thank you.

21 MR. MLADENOVIC: Thank you.

22 MS. WALKER: Okay. Well, that is the end of
23 the information that you actually requested for
24 this particular meeting, so unless there is some
25 other specific topics that you would like to

1 discuss, you can let me know, and we can provide
2 the information to you for the next meeting.

3 So is there any other business that you
4 would like to include today before we close?

5 MR. MLADENOVIC: No.

6 MR. NORMAN: No.

7 MS. BRUMLEY: No.

8 MR. NEAL: No.

9 MS. WALKER: Okay. If not, then I will be
10 sending out a request for the meeting, also
11 setting a date for the next meeting, and also
12 ask if there is anything specifically that you
13 want to think about in the meanwhile that you
14 would like presented during the next meeting.

15 So if everyone agrees, we will adjourn. I
16 thank you for your time.

17 MR. MLADENOVIC: I know we cannot discuss
18 the lawsuit with FPL. Can we get up to date on
19 our discussion?

20 MS. SWANSON-RIVENBARK: At the next meeting
21 we will have the city attorney there.

22 MS. WALKER: Okay. Okay. so we will do
23 that.

24 MR. MLADENOVIC: Thank you very much.

25 MS. WALKER: Okay. Thank you.

1 MR. NORMAN: So do you need a motion to
2 adjourn?

3 MS. WALKER: Yes.

4 MR. NORMAN: Motion to adjourn.

5 MR. MLADENOVIC: Second.

6 MS. WALKER: Thank you.

7 MS. BRUMLEY: Thank you.

8 (Thereupon, the proceedings were concluded
9 at 10:40 a.m.)

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COURT CERTIFICATE

STATE OF FLORIDA:

SS.

COUNTY OF DADE:

I, SALLY STARK, Court Reporter and Notary Public in and for he State of Florida at Large, certify that I was authorized to and did stenographically report he foregoing proceedings and that he transcript is a true and complete record of my stenographic notes.

I further certify that I am not a relative, employee, attorney or counsel of any of he parties, nor am I a relative or employee of any of he parties' attorney or counsel connected with he action, nor financially interested in he action.

Dated this 23rd day of March, 2018.

SALLY STARK
Notary Public - State of Florida
Commission No. FF 976823
Expires 5-13-2020