

DRAFT

CITY OF CORAL GABLES

PUBLIC MEETING

CITIZENS ADVISORY COMMITTEE

FRIDAY, AUGUST 22, 2014

CITY HALL COMMISSION CHAMBERS

405 BILTMORE WAY

SECOND FLOOR

CORAL GABLES, FLORIDA

BOARD MEMBERS:

CRISTINA MORENO, Chairperson

JOSÉ MAS

MANNY KADRE

RUDY FERNANDEZ

WAYNE "CHIP" WITHERS

ALSO PRESENT: Craig Leen, City Attorney

Walter J. Foeman, City Clerk

Billy Y. Urquia, Deputy City Clerk

Patricia Diaz, RPR, FPR

1 (The following proceedings were had:)

2 MS. MORENO: Good morning.

3 MR. LEEN: Madam Chair, the first issue to
4 decide is we -- the City of Coral Gables is a big
5 believer in transparency and we have been
6 broadcasting everything involved with this matter
7 and the search for a city manager and we plan to
8 continue to do so.

9 One issue has arised [sic] related to this
10 particular proceeding. Because there are eight
11 candidates over the course of four to five to six
12 hours, there would be a possibility that people
13 could watch this on TV and see your questions.

14 One, you should be aware of that in case you
15 decide to continue the broadcast in terms of the
16 questions you asked and be aware that some may have
17 a little bit of an advantage.

18 But secondly, the question that's going to be
19 presented to you now, how you want to deal with
20 that.

21 There is basically three options. You could
22 broadcast the part of the hearing where you make
23 your decision and then everything -- and this is on
24 TV now -- but you could broadcast the part of the
25 hearing where you make your decision and then we

1 will tape everything and play it later this evening
2 so that everyone can see all the interviews.

3 Two, we can just broadcast it live throughout,
4 or three, we could not broadcast the interviews and
5 just not broadcast them.

6 So ultimately, it's your decision. It's your
7 process and we want make you comfortable with
8 whatever is done. So I turn it over to the board
9 to decide.

10 MS. MORENO: So I'd like to hear from the
11 other members of the board. Although I like the
12 idea of transparency, there seems to be an element
13 of unfairness in letting later candidates see what
14 has happened with earlier candidates.

15 MR. FERNANDEZ: Can you provide, Craig, some
16 historical perspective to this because, I mean,
17 obviously, the past search for a manager was under
18 the Sunshine, and I presume the process was similar
19 and the interviewed -- you know, the commission
20 certainly at some point probably looked at more
21 than one candidate. Was that broadcasted live?

22 MR. LEEN: Well, I am going to let Colin
23 respond to that, but before he does, with the city
24 attorney selection, the commission interviewed two
25 people, and we were both here in a room. So there

1 was no concern about one of us coming up and -- or
2 one of us watching it. And if one of us had come
3 and watched, which we had the legal right to do,
4 the whole commission would have seen that and known
5 that. So we broadcast that live.

6 I don't think we, at least -- and I would
7 defer to Commissioner Withers, actually, because he
8 probably has more knowledge in this --

9 MR. WITHER: I don't remember.

10 MR. LEEN: I don't think we have ever had a
11 committee process like this where the committee
12 interviewed so many people, so I do think it's a
13 distinct situation. And I do think if you decided
14 to defer broadcast, that that would be proper.
15 Likewise, if you decided to broadcast it would be
16 proper.

17 I think either decision you could make and
18 feel good about it.

19 MR. MAS: I do not think we should live
20 broadcast for the reasons mentioned. I think it's
21 a huge disadvantage to the candidates that are
22 coming up early.

23 MR. KADRE: I don't want to spend a lot of
24 time on this. You know, I think the tape delay
25 option, option one, is in the best interest of

1 transparency and in the best interest of doing it.

2 MR. WITHERS: Let's do it.

3 MR. KADRE: So I am going to move it.

4 MR. MAS: I second.

5 MS. MORENO: Unanimous.

6 MR. LEEN: So just for the members of the
7 public, what's going to happen is the broadcast is
8 going to stop at this moment, but we are going to
9 be taping everything. Later this afternoon at,
10 approximately, 2 o'clock when the decision is made
11 as to the five that will be recommended to the
12 commission, that will be broadcast live, that
13 portion of it, and then all of this will be
14 broadcast later, either this evening or tomorrow in
15 a deferred broadcast so there will be complete
16 transparency.

17 Is that the will of the board?

18 MR. KADRE: Yes.

19 MS. MORENO: Yes, please.

20 MR. LEEN: So that should be done now.

21 Let's wait one moment. She just needs a
22 couple of minutes.

23 So the broadcast is going to be tomorrow for
24 anyone at home who wants to watch all the different
25 candidates.

1 MR. BAENZIGER: One of the candidates asked me
2 should they wait around after the interview, would
3 there be a possibility there would be follow-up
4 questions sometime later in the day. My reaction
5 is probably not, but I needed to ask you.

6 MR. KADRE: I don't think there will be
7 follow-up questions, but I don't want to preclude
8 someone from staying around if they want to stay.

9 MR. BAENZIGER: Well, certainly if they want
10 to stay around, yeah. I understand that.

11 MR. MAS: I agree.

12 MS. MORENO: I don't have a problem with that.

13 MR. BAENZIGER: We will let them know they can
14 leave then when they are done with their interview.

15 Thank you.

16 MR. LEEN: Madam chair and committee, are
17 there any other procedural matters you want to
18 address before we start? Okay. We're good.

19 So we are no longer being broadcast, still a
20 public meeting, of course. So if there are any
21 other procedural matters, we can take them up now
22 and then we can go to the first interview.

23 MR. KADRE: Okay.

24 MR. MAS: Do we have a way in which we are
25 going to down select at the end of the day? Is

1 there going to be a score card or what's going to
2 be the process of determining who the candidates
3 are that we pass on?

4 MR. LEEN: Colin, before you answer, I have
5 spoken to the mayor about this and he wanted me to
6 pass along some thoughts that he had.

7 It's his view, and it's my understanding that
8 the commission did want, I think from one of their
9 prior meetings, five nominees.

10 Now, they also want you to be able to say that
11 any one of them could be city manager. Those are
12 two separate requests, so if you only have four
13 that you can say you believe would be a good city
14 manager, you can always provide a fifth name but
15 you should indicate that.

16 The second -- the second issue that came up
17 was they didn't want you to rank them. And so one
18 concern that was raised was that by doing a ballot
19 like occurred last time, if that's your final
20 decision, there may be one person with five votes
21 and one with four and three.

22 One thought that was raised was maybe you
23 could vote to remove people, but that's ultimately
24 up to you to decide.

25 MR. BAENZIGER: I was going to suggest a

1 ballot but that may be -- I think that's the
2 easiest way to do it is just to ask you to pick
3 your top five and then see how it sorts out. My
4 guess is that it will be fairly consistent.

5 MR. KADRE: Well, there is another way to do
6 it. You can choose the three people that you'd
7 want to eliminate.

8 MR. BAENZIGER: We could do that.

9 MR. KADRE: That's probably a better way to do
10 it since --

11 MR. BAENZIGER: Yes, that would avoid any kind
12 of appearance of ranking.

13 MR. LEEN: Right. Although you may want to
14 individually provide your comments on members that
15 you do select. As long as there is not a vote,
16 they do want to know your thoughts on them, too.

17 MR. KADRE: I think that's fine. We are
18 inclined to send five people. I think that's the
19 best thing to do to protect the commission and, you
20 know, have a transparent process is to eliminate
21 three.

22 MR. BAENZIGER: Very good. Are you ready for
23 your first candidate or do you want to talk about
24 who is going to ask the first question or -- I
25 mean, typically what happens is you give the

1 candidate a couple of minutes to introduce
2 themselves to you. Obviously, with only 30 minutes
3 hopefully they won't take more than a couple of
4 minutes. That helps the viewing public that may
5 not know the candidates.

6 And then usually the chair just goes to one
7 end of the dais or the other and says, you know,
8 Committee Member Withers, would you like to start,
9 or Committee Member Moss.

10 MS. MORENO: Do we want to ask them some
11 general questions for everyone to address at the
12 beginning or just wait and let everybody ask their
13 own questions?

14 Do we want to give them a chance to say why
15 they want this job as opposed to the job they
16 currently have, or do we leave that for the
17 individual questioning?

18 MR. KADRE: I would suggest that they make a
19 two-minute opening, two or three-minute opening
20 statement and then open it up to questions.

21 MS. MORENO: But with the opening statement
22 including that idea?

23 MR. KADRE: Yes.

24 MS. MORENO: Okay.

25 MR. BAENZIGER: Very good. Then you are

1 technically allotted 30 minutes. They are
2 sequential so if you want to run over a little bit
3 of time or if you want to cut it short.

4 MS. MORENO: I already made us run over. So,
5 thank you.

6 MR. BAENZIGER: Thank you.

7 Our first candidate is Alex Rey.

8 MR. REY: Good morning.

9 MS. MORENO: Good morning.

10 MR. BAENZIGER: Good morning.

11 MR. REY: Should I just go?

12 MS. MORENO: Yes. Would you please introduce
13 yourself and tell us why you are seeking the job of
14 city manager of Coral Gables, in two minutes or
15 less?

16 MR. REY: Sure. Yeah, my name is Alex Rey. I
17 am seeking the position of city manager for Coral
18 Gables because this is a great city. This is
19 really one of the premier cities in the Miami-Dade
20 County area. I have lived here for over 30 years.

21 I have been a city manager in Miami Lakes for
22 the better part of the last ten years. I am
23 already in the Florida Retirement System DROP
24 program, so the amount of time that I can stay in
25 Miami Lakes is now -- I have four years left. My

1 contract leads through the end of my DROP period my
2 next four years, so when the opportunity became
3 available, I read the job description. I think I
4 am the person that you are looking for based on my
5 qualifications, my experience, my ability to deal
6 with the commission, the residents and the
7 employees.

8 I think I can be a great city manager for you.

9 MS. MORENO: Okay. Thank you.

10 Do we want to start with Commissioner Withers?
11 Do you want to start the questioning?

12 MR. WITHERS: Sure. Thank you, Mr. Rey, for
13 being here and welcome.

14 I have gone through your résumé and I just
15 have a question. It seems that you started with
16 Miami Lakes, you moved for a couple of years to
17 Miami Beach. You still live in Miami Beach. Then
18 you moved back to Miami Lakes.

19 Explain that transition and how that happened.

20 MR. REY: Sure.

21 MR. WITHERS: And would you be willing to move
22 to Coral Gables if you were the city manager?

23 MR. REY: In 2008, there was an election
24 scheduled for November of 2008. The mayor that was
25 there decided that he wasn't running again and

1 there were two commissioners that were running for
2 mayor. At that point, my contract was expiring the
3 following year and I wasn't sure, really, as to
4 what was going to happen in the political
5 landscape. This is my career. This is what I do
6 for a living. This is how I support my family.

7 So I began looking in the summer of '08 for a
8 job. I got two offers, one to go back to
9 Miami-Dade County, one with City of Miami Beach,
10 and I took the opportunity to go to the City of
11 Miami Beach. I worked there. My wife works there
12 also as an assistant city manager. So I would have
13 been there for two years when the city manager they
14 had hired in my replacement was let go and I was
15 offered the opportunity to go back.

16 The City of Miami Beach is not in the Florida
17 Retirement System, Miami Lakes was, and I had the
18 ability to go and complete my 30 years by just
19 working there for four more years.

20 So financially, it was really an opportunity
21 that I couldn't pass up. So I decided to go back
22 to Miami Lakes and I have now completed my 30-year
23 tenure in the Florida Retirement System.

24 MR. WITHERS: As far as moving to Coral
25 Gables, is that something that you'd be willing to

1 do?

2 MR. REY: That's something that we can
3 contemplate. It's a beautiful city, and I would be
4 happy to entertain that discussion.

5 MR. WITHERS: Thank you. That's all I have.

6 MR. FERNANDEZ: Thank you for being here and
7 spending some time with us. We have all reviewed
8 the résumé, etcetera. I am more interested in
9 getting your thoughts about the job that you are
10 seeking in the City of Coral Gables.

11 As you look at the City of Coral Gables and
12 you think about the next five years, what do you
13 think are some of the greatest challenges facing
14 this city?

15 MR. REY: There are several. Your pension
16 issue is clearly right there front and center of
17 everything that is going on. You are below
18 60 percent funded on your pension system. Even
19 though some steps have been taken towards
20 addressing that, it's important that you continue
21 to meet your financial assumption so the pension
22 system can be able to continue to bring it at least
23 to, like, 70 percent. So that's really important.

24 You are about to have a lot of growth in the
25 City of Coral Gables. There is a lot of projects

1 on the pipeline to come in. We need to make sure
2 that we match those projects with appropriate
3 resources in terms of transportation resources,
4 fire, police, everything that needs to be done to
5 make sure that the impact of those projects, even
6 though financially is going to be a windfall, is
7 properly addressed.

8 I have heard some concerns about your
9 infrastructure. One of my council members is a
10 fireman here in the City of Miami Beach and some of
11 those conditions of your fire stations that he has
12 described are concerning to me. I would go, if I
13 was your manager, go and look at all your
14 infrastructure needs and everything else and make
15 sure that those are addressed because the people
16 who work here for you deserve great working
17 conditions, and some of the things that I have
18 heard are really less than that.

19 The other thing that I found surprising that I
20 think you need over the next five years is a
21 strategic plan. In Miami Lakes I manage, you know,
22 the city with the guidance of a strategic plan that
23 has been adopted by the residents and the
24 commission. That makes our job a lot easier
25 because we know what we want to accomplish. We

1 know what we need to do.

2 We don't manage from month to month as to
3 whatever is the last decision that the commission
4 made or the last direction that they took. So
5 that's the other thing that I think this city
6 needs, especially with all the growth that's coming
7 in, with all the things that are going to be
8 happening. You have to be able to capitalize on
9 that and translate that into proper planning.

10 MS. MORENO: Manny.

11 MR. KADRE: Thank you for applying, first of
12 all. We appreciate you coming into the city and
13 interviewing with us.

14 Let me ask you a question: The City of Miami
15 Lakes has had some well publicized challenges
16 lately, which I won't elaborate on. They have been
17 pretty public and some of them have led to some
18 corruption charges, etcetera.

19 How has that affected you, number one? And
20 number two, how do you think we should analyze that
21 in the context -- I know you haven't been involved
22 in any of it, but how should we analyze that in the
23 context of your application?

24 MR. REY: Sure. That's a very fair question.

25 First of all, you said it correctly. I have

1 not been involved. I have not been named in any of
2 the allegations that are happening regarding to
3 Mayor Pizzi. If the committee wants to talk to the
4 FBI, I would be happy to, you know, give you the
5 numbers because I have been in touch with them
6 throughout this issue.

7 What the trial regarding Mayor Pizzi was about
8 something that he did that never really got
9 executed at the administrative level. So he,
10 through somebody, he brought an item to the
11 commission and the item passed. But the item, once
12 we researched the company, was never executed. So
13 the city was never at risk financially.

14 He allegedly got paid money for bringing that
15 item in front of the commission.

16 He was cleared of all charges last week and
17 now we have basically a political legal crisis that
18 is between the governor and the attorneys for
19 Mr. Pizzi who have taken very different opinions in
20 terms of his rights to go back to the position.

21 As of last night, Mayor Pizzi's attorneys have
22 filed a case in the supreme court against the
23 governor to basically force the governor to act and
24 put him in his position.

25 My job as the city manager, and my biggest

1 challenge has been to keep my employees focused, to
2 keep the work going.

3 Like I said, this is a political legal crisis
4 that is there that is creating a negative effect on
5 the branding of Miami Lakes.

6 Miami Lakes, you know, for years went without
7 any kind of articles, negative articles happening
8 in Miami Lakes. All of a sudden, you have this
9 that is a result of an individual and it is a
10 result of a political legal crisis.

11 So we are going to have to rebuild our brand.
12 We are going to have to let people know that what
13 was going on here is simply the actions of one
14 individual that never really, you know, permeated
15 through the organization and I need to keep my
16 employees focused and keep my employees -- I had a
17 long meeting with all of the employees in the city
18 Monday afternoon after all the cameras had been
19 there and explained to them -- because I believe in
20 them knowing everything that's going on. I said,
21 "This is what is going on. It's not in our hands.
22 You have a job to do. Get back to doing your job."

23 MR. KADRE: Can I just follow up with you a
24 little bit?

25 MR. REY: Sure.

1 MR. KADRE: Does the City of Miami Lakes have
2 a strong manager form of government similar to
3 Coral Gables?

4 MR. REY: Correct, yes. Similar to Coral
5 Gables, yes. The mayor is just one member of the
6 council.

7 MR. KADRE: All right. Thank you.

8 MS. MORENO: José?

9 MR. MAS: Sir, thank you for being here with
10 us today. I'd like to learn a little bit about
11 your management style. So how would you describe
12 your management style, the way you manage day to
13 day?

14 MR. REY: From the -- I would say it's a
15 participatory democratic management style. I bring
16 in the employees to be part of my decision-making
17 process. I believe that department directors are
18 the experts on each of the subject areas, and I
19 always consult with them in terms of when we make
20 decisions.

21 I encourage them to disagree with me in
22 private and give me all of their blunt opinions. I
23 think that the worst thing an employee can do for
24 their boss is not to let them know when they are
25 making a mistake. So they are encouraged to

1 disagree with me. They are encouraged to put their
2 opinions forward.

3 We work in a collaborative environment in
4 Miami Lakes. I mentor the employees. I want them
5 to succeed. I want for the organization to have
6 choices and if I am in Miami Lakes tomorrow, there
7 are several people there that are ready to step in
8 and become managers. And I think that's really
9 part of what the organization deserves is that the
10 manager is working and mentoring his employees so
11 you have succession planning, so you have the
12 ability to rely on the people that are there, that
13 are coming to the ranks in order to be able to
14 handle the city.

15 The other part that is very important to me is
16 that I feel that whatever decisions they make that
17 I know that they can make mistakes, that I am going
18 to have their back.

19 I make mistakes, too. I am going to tell you
20 that if you select me, I will make mistakes,
21 hopefully never the same mistake twice but, you
22 know, you do try to learn from that.

23 But if you are doing things, if you are making
24 a lot of decisions every day, as a city manager
25 should, he is going to make mistakes. That person

1 is going to make a hundred decisions a day and if
2 you are really good, 90 of them are going to be
3 great, five are going to be mediocre and five are
4 going to be wrong. And I treat my employees with
5 the same respect that, it's okay, you made a
6 mistake, now how do we fix it.

7 MR. MAS: A quick followup, if I may. You
8 said you made mistakes, hopefully you don't repeat
9 the same mistake twice, which I think is a great
10 comment.

11 So looking back at your time as city manager,
12 what is one mistake that you would like to take
13 back and what did you learn from it?

14 MR. REY: Part of what sometimes is hard is
15 that -- as a city manager that when you think that
16 a problem has been solved, if you don't keep your
17 eye on the solution for a long period of time, then
18 organizations tend to go back to their ways of
19 doing things. This is almost like a kinetic energy
20 that exists within the organization that revert
21 back to the way you were doing things.

22 So if you refocus too early on the next issue,
23 then you might lose the improvements that you have
24 made, so you really have to stay focused for a
25 period until the issue is institutionalized and you

1 have champions in the organizations that are
2 pushing for the issue to stay on the right track.

3 MR. MAS: Okay. Thank you.

4 MS. MORENO: I am concerned about the growth
5 and development that's coming to Coral Gables, and
6 I'd like to know what relationship you have with
7 Dade County Public Schools and Dade County Parks in
8 addressing the needs of the additional students
9 that will be coming, you know, the local schools
10 and local parks and recreation for that influx in
11 population.

12 MR. REY: All right. We work in Miami Lakes
13 very closely with the Miami County School Board. A
14 parent of ours, Carmen, lives in Miami Lakes and
15 she is a champion for everything that we do in
16 terms of the interrelation. We have an educational
17 advisory committee. We provide funds for SAT
18 classes. We provide funds for advanced classes
19 within Miami Lakes, and we are partners with them
20 in terms of trying to address the needs for the
21 kids.

22 In the development agreement that we did about
23 two years ago, we specifically set additional
24 funding aside. These are separate from impact
25 fees, an additional commitment from the developer

1 to help subsidize the cost to make sure that we
2 keep our schools as A schools. All of the schools
3 in Miami Lakes are A schools, and we have worked
4 really hard with the school board to do that.

5 On the Miami-Dade County Park side, I spent
6 20 years in the County. I know just about every
7 department director in Miami-Dade County. Jack
8 Kardys and I kind of came up through the ranks
9 during the 1990s and early 2000s. They have a
10 great park system. They have huge financial
11 constraints right now. Their body is being
12 decimated as part of the financial problems that
13 Miami-Dade County is having.

14 But that partnership can work. The people
15 there have the right mentality to demand the right
16 mindset to make it work, and if we can come in with
17 funding that would be available through the
18 developer and develop an agreement, I believe that
19 we will find a great partner to be partners with
20 them.

21 MS. MORENO: One of my concerns is that when I
22 was on the planning and zoning board, some of the
23 money that the developers in Coral Gables paid for
24 parks went to parks like Tropical Park instead of
25 benefitting parks in Coral Gables that would

1 provide more immediate recreation for especially
2 the small children.

3 How do you feel about that and what would you
4 do in that regard?

5 MR. REY: Most cities, and I haven't read your
6 park impact fee ordinance, but the impact fees for
7 parks typically stay within the municipality in
8 which they are collected. So I would look at your
9 ordinance and everything else in making sure that
10 the money is staying here. If we control the
11 money, then we can control the partnership with
12 Miami-Dade County.

13 I would have to really research as to why the
14 money is going outside the boundaries of Coral
15 Gables on development that is occurring here for
16 parks.

17 I understand the school board and, you know,
18 fire and transportation impact fees are going
19 countywide or to the school board, but the police
20 and park impact fees should be staying here.

21 MS. MORENO: I do have one more question, but
22 I do want to give someone else a chance.

23 MR. FERNANDEZ: I have a question related to
24 going back to the strong manager framework and your
25 experience in dealing with the city commission in

1 Miami Lakes or city councilmen and your views as to
2 what's the proper communication framework with the
3 commission, because obviously transparency is going
4 to be very important and how you see your role as
5 manager vis-a-vis a commission is important.

6 MR. REY: One of the most important things for
7 the next manager is to rebuild the trust and the
8 relationship between the commission and the
9 managers's office, and that will not happen on day
10 one. It comes in the initial of interpersonal
11 relationships, honesty and them realizing that you
12 are there as a strong manager to execute the will
13 of the commission.

14 When a commissioner has an item that he is
15 bringing to the agenda, I work with them. I try to
16 polish the item and address all of my concerns
17 before the item even comes to the agenda, but
18 certainly if at the end of the day the item is not
19 something that I was crazy about to begin with when
20 it came to the agenda, I try to -- the same way
21 that I tell my employees they are going to need to
22 tell me when I am wrong, I will tell them when they
23 are wrong. I will tell them in private and try to
24 work through those issues with them. But if that's
25 what gets approved, we will be there to execute

1 that.

2 Over time when they know that, the
3 relationship grows and if you talk to any of my
4 seven elected officials, they will tell you that
5 they have that relationship with me, that they know
6 that if they tell me something, it is between them
7 and I, that if they have an item that they want to
8 get done, I am going to work with them to get that
9 item done for the good of the residents.

10 That relationship takes time to build, but it
11 is key because, otherwise, you are really always
12 fighting with each other and then the energy
13 doesn't go into getting things done. The energy
14 goes into CYA and that's just a lot of wasted
15 energy.

16 Nothing that I do is secret. My calendar is
17 always available for any commissioner that wants to
18 see what my calendar is, who I am meeting with. I
19 copy them, all of them. When I send responses on
20 an issue, I copy all of them, our PIO is
21 continuously sending e-mails so they all stay
22 informed on the issues that are going on.

23 MR. FERNANDEZ: Quick followup, if I may.
24 Talk to me about your experience in dealing with
25 the police department and views of the police and

1 fire.

2 MR. REY: Okay. Fire is one area where I
3 don't have experience. I never supervised a fire
4 department. I believe that you have 14 different
5 departments in the City of Coral Gables. I have
6 experience in dealing with 11 of them, but fire is
7 not one of the departments.

8 The police department that we run in City of
9 Miami Lakes is contracted. We contract with the
10 Miami-Dade County Police Department and we have a
11 cadre of 50 officers and the police chief that is
12 selected by me. All of the priorities in terms of
13 the deployment of staff, in terms of what are we
14 going to be doing for special police actions, are
15 run by, you know, the police chief with my direct
16 involvement and authorization. None of those
17 happen, you know, without me being involved.

18 I am also involved in the selection of the
19 lieutenant and the sergeants that are part of that,
20 and the reason why I do that is because Miami-Dade
21 County Police is one of the best police departments
22 in the country. However, the needs in a town like
23 Miami Lakes where crime is very low are slightly
24 different, and I wanted to make sure we have the
25 right cultural philosophy in the offices and the

1 people that we're bringing in because you are not
2 going to get the big gang fights, the big drug
3 bust. It is mostly patrolling.

4 It is the interaction that we have with the
5 public, and not every officer within the 3,000
6 officers that they have in Miami-Dade County fits
7 that. But I have found that we have a great group
8 of officers right now and the relationship is
9 magnificent.

10 MR. WITHERS: Let me ask: How do you feel
11 like -- has Miami Lakes fully recovered from the
12 economy?

13 MR. REY: Is it fully recovered? I would say
14 that it's substantially recovered. We still have
15 some vacant office space and our economic
16 development committee is working on filling the
17 office space.

18 Our industrial space has rebounded quicker
19 than the office space. Through the efforts of the
20 economic development committee, it's almost
21 becoming like the little mecca of medical
22 technology in the industrial site.

23 One of the differences, if I may, between
24 Miami Lakes and Coral Gables, we have a strong
25 residential side. We are about 30,000. You are

1 about 45,000.

2 We have office space, but there is hardly any
3 commercial space in Miami Lakes. It's mostly
4 industrial space. So where you have a lot of
5 commercial, we have a lot of industrial space. We
6 have employers that easily have 800 people,
7 900 people in their businesses in the industrial
8 parks, but we are still working on the office
9 space.

10 MR. WITHERS: I spent a little bit of time
11 going through your operating budget and your
12 capital improvement budget, and I didn't see how
13 many frozen positions you had projected for this
14 year's budget.

15 Do you have any frozen positions?

16 MR. REY: No, no. We don't budget positions
17 to freeze them. If we need them, we need them. If
18 we don't need them, we take them out.

19 MR. WITHERS: During the downturn of the
20 economy, did you have frozen positions or did
21 you --

22 MR. REY: No. No.

23 MR. WITHERS: So you don't believe in the
24 philosophy of freezing positions?

25 MR. REY: Yeah. I prefer for the position to

1 be gone from the budget and the potential not to
2 be -- we did downsize during the economy,
3 especially in the building department where
4 activity went down for about 50 percent of the
5 permit level. We downsized that, and we had to lay
6 off some people. And we did.

7 MR. WITHERS: Are you trending towards
8 outsourcing or building staff back up again?

9 MR. REY: Miami Lakes from the very beginning
10 has been -- really is an outsource city. What we
11 have basically is key core professionals at each of
12 the departmental levels. So if you think of the
13 organization of Coral Gables, you have will have
14 your department directors and your assistant
15 directors. That is the level of people that we
16 keep as in-house employees.

17 Everybody who is actually doing physical work
18 or from that level below is essentially contracted
19 out. Our IT department is contracted out. Our
20 code enforcement officers are contracted out. All
21 our parks are contracted out, so it is basically a
22 lot of management through multiple contracts that
23 we do, and it gives you a lot of flexibility in the
24 downturn. You can adjust your service levels very
25 quickly when you have that because then the unions

1 you don't have to work with.

2 MS. MORENO: How does that affect your pension
3 and other benefits?

4 MR. REY: They are essentially such a small
5 part of our budget that we don't really worry too
6 much about that. We are part of FRS. FRS is
7 funded at around 70-something percent, so it's a
8 well-funded program, but it has basically not put
9 us in having healthcare issues, pension issues
10 because all that is passed out to contractors.

11 MS. MORENO: Anything else, José?

12 MR. MAS: Yes, let's assume you get the job.
13 Your priorities the first 90 days, what would you
14 do?

15 MR. REY: The first 90 days I need to get to
16 know the finances of the city. I have a very
17 strong financial background, as you can see from my
18 résumé, and you need to know who you are
19 financially, so you know where you can take the
20 ship. Rebuild the relationship with the
21 commission.

22 I will do an assessment of the infrastructure
23 needs of the city and begin a process of talking
24 about a strategic planning that I think is
25 essential for that feedback to come from the

1 residents to the commission, to staff, to know
2 where we are going to be going.

3 MS. MORENO: My question is: Have you gone
4 through a hurricane in Miami Lakes and how did you
5 address the needs of the citizens after the
6 hurricane or before the hurricane, hurricane
7 preparedness?

8 MR. REY: Yes. I did go through the big one
9 when I was in Miami-Dade County and spent many
10 months down south, you know, rebuilding from
11 Hurricane Andrew. In Miami Lakes, I have gone
12 through Wilma and Katrina and we got hit
13 significantly because Miami Lakes has very large
14 tree canopy.

15 In a city of six square miles, we have a
16 hundred parks and 18,000 trees, so we had a lot of
17 damage. We had contracts for the management and
18 for the pickup of the debris. We were in -- in
19 that general area, we were the first ones to clean
20 up. Within 45 days, we had completely cleaned up
21 the entire city, so we removed it quickly.

22 Our residents were extremely satisfied about
23 how responsive the town was.

24 We began clearing roads within six hours of
25 the storm being given the clearance. So

1 immediately people were able to get out of their
2 homes and we went back over and over to clean up
3 the swale areas because what happens is that people
4 originally they would clean up on the outside. And
5 then you clean that up then two weeks later you go
6 back and then they finally got around to cleaning
7 the back yard and all the stuff come in again. So
8 it's not something that you just do once. You have
9 to do it over and over again.

10 But all -- and something else that we did is
11 everybody shifts really essentially to hurricane
12 mode. Our priority was basically the restoration
13 of the town, the restoration of the areas and
14 everything else, so people could get back to
15 normal.

16 MS. MORENO: Terrific. I don't have any more
17 questions.

18 MR. MAS: I have one last one. I asked you
19 earlier about what you thought the biggest mistake
20 you thought you had made as city manager.

21 To end on a different note, what do you think
22 your biggest accomplishment has been?

23 MR. REY: If I may, I will mention two. I am
24 very proud that when I first went to the Miami
25 Lakes in 2001 there was a secretary, there was a

1 clerk and there was an accounts payable person. I
2 built all of the departments for the city from
3 zero, so I know all the different functions that
4 you do because I did them all and began building
5 up. Within a three-year period, we basically
6 became a fully functioning city, so I am very proud
7 of that.

8 The other one was when I got back in 2010, the
9 commission made it very clear that they wanted to
10 build a city hall. The interest rates were low,
11 the construction cost was low, so we went to the
12 market, first time getting rated by Moody's and
13 Fitch, got a AA rating for a first time rater. We
14 borrowed the money, purchased the land, designed
15 the building, and moved in in 24 months.

16 If you have been in government, that is really
17 fast pace, so we ended up with 26,000 square foot
18 building at \$150 a square foot, including soft
19 costs because we invested at the right time. It's
20 a beautiful city hall right now that sits up there
21 and I am very proud of that accomplishment.

22 MR. KADRE: Thank you.

23 MS. MORENO: Thank you very much.

24 MR. FERNANDEZ: Thank you.

25 MR. REY: Good luck today. I know you have a

1 long day.

2 MR. LEEN: Madam chair, at this time I would
3 just like to distribute the supplemental questions
4 and answers for Don Elliott. You had received them
5 earlier, but when I sent the most recent, I did not
6 include those, so I want to make sure you have
7 them.

8 MR. FERNANDEZ: Are we going to take
9 five-minute breaks between each candidate? Is that
10 the plan?

11 MR. KADRE: I think we should try to catch up.

12 MR. FERNANDEZ: I need to step out for three
13 minutes.

14 MR. KADRE: If someone needs one, that's fine.

15 (Recess taken.)

16 (Donald Elliott entered the room and the
17 following proceedings were had:)

18 MS. MORENO: Okay. We are ready for
19 Mr. Elliott.

20 MR. ELLIOTT: How are you?

21 MS. MORENO: Good morning.

22 MR. KADRE: Good morning.

23 MR. FERNANDEZ: Good morning.

24 MS. MORENO: We would ask that you introduce
25 yourself and tell us a little bit about with why

1 you are seeking the job of city manager of Coral
2 Gables, and we thank you for applying for the
3 position.

4 MR. ELLIOTT: Excellent. Thank you all for
5 having me. I had an opportunity last night to walk
6 around the city a little bit and it is a beautiful
7 community with a lot of rich heritage. I certainly
8 understand your desire to make sure you bring
9 someone in here who can maintain that heritage and
10 also help you address some of the issues and
11 challenges that you have before you.

12 I will tell you a little bit about what
13 interests me about this position. When I saw -- I
14 have been very deliberate and very intentional
15 about the roles that I have accepted in the past.
16 When I saw this opportunity on the Colin's website,
17 I knew that this was the opportunity for me. All
18 the things you all were looking for in terms of a
19 leader, someone to lead this community, was things
20 that I have done historically and I have done in
21 the past.

22 I am an administrator of an operation with
23 15 years of experience managing global operations,
24 managing healthcare operations. I served two years
25 as the county administrator for Lancaster County,

1 Pennsylvania, so I do understand how government
2 works. I sit on a federal board appointed by the
3 president of the United States. I understand how
4 federal governments operate.

5 I had a lot of opportunity during that time to
6 address a lot of challenges that you are currently
7 facing as an organization.

8 I found in this job something that I am
9 looking for where I can bring my 15 years of
10 industry experience, 15 years of public sector
11 experience, 15 years of private sector experience
12 to an organization I think that can really use the
13 experience I bring, and also the value that I have
14 attributed to the organizations that I have been
15 with.

16 So I think it's a tremendous opportunity and
17 one that I would certainly be able to add a lot of
18 value to.

19 MS. MORENO: José, do you want to start this
20 time?

21 MR. MAS: Sure.

22 I am interested in learning a little bit about
23 your management style.

24 MR. ELLIOTT: Sure. Very collaborative. My
25 personal belief is that employees of any

1 organization are its most important asset and you
2 invest in your asset.

3 So I believe in collaboration. I believe in
4 internal and external networking. I'm a -- I
5 believe in delegating. My belief is that important
6 work -- people who work want to do more good in the
7 world than bad, and I think that if they understand
8 their roles and responsibilities and the
9 expectations are laid out -- and then I believe in
10 coaching -- I think that organizations will
11 function well.

12 So very collaborative, team building, I
13 believe in delegation.

14 MR. MAS: Okay. Thank you.

15 MS. MORENO: Manny.

16 MR. KADRE: Thank you for applying and thank
17 you for coming in.

18 MR. ELLIOTT: Sure.

19 MR. KADRE: Your accomplishments are obviously
20 impressive. One of the things that concerns me
21 about you is the issue of learning curve.

22 MR. ELLIOTT: Sure.

23 MR. KADRE: You know, a lot of the candidates
24 we have have the obvious learning curve of taking a
25 new job. You have what I call a double learning

1 curve issue, which is relocating to a new community
2 and coming to a new job, so how are you -- what do
3 you think the challenges are from that standpoint
4 and how are you going to handle it?

5 MR. ELLIOTT: Sure. I think that's a very
6 good point. Thank you.

7 The challenge, obviously, is I am not from
8 this area. You have several candidates that are
9 from this area. They know the community. They
10 know the challenges.

11 I think one of the strengths that I bring to
12 the table is the fact that I have been in several
13 different industries and I think I have been
14 relatively successful in different industries and
15 different locations. I relish the challenges of
16 going into new communities and learning new things.
17 I get in pretty quickly and I understand -- it's
18 not as much -- my philosophy is not what you know
19 but how you think. Getting an understanding of
20 organizations, knowing what questions to ask. It's
21 about getting the trust of the people you are
22 working with, the people you are working for, the
23 people you are working with, the community.

24 Lancaster County was a very tight-knit
25 community. I had not been involved with government

1 at that point. I was able to go in and really gain
2 the trust, and it's a process I used to do, that
3 the trust of the employees and the trust of the
4 civic leaders as well as the commissioners that I
5 work for, and that's getting in and understanding
6 that you don't know anything.

7 Being willing to listen and learn, having
8 analytical skills to assess what's going on from a
9 business perspective, but also having the people
10 skills to really listen to what the people are
11 saying and what challenges they're facing.

12 So I think I have been pretty successful in
13 going in and understanding. And again, it's
14 something that I relish being able to do that.
15 It's a lot of listening. It's having a plan going
16 in. It's learning the business. It's learning the
17 organization. It's learning the people and
18 developing the people. It's asking the questions
19 and listening, more listening than anything else.

20 I think the people know that you want to
21 learn. They know that you're not coming in
22 thinking that you know the answers. They are more
23 willing to listen and trust, but it's all about
24 gaining the trust of the people you're working for.

25 MR. KADRE: Thank you.

1 MR. FERNANDEZ: Following up on Manny's
2 question about the learning question --

3 MR. ELLIOTT: Sure.

4 MR. FERNANDEZ: -- how much in the recent
5 weeks since you've applied for the position, how
6 much have you learned about the City of Coral
7 Gables and what do you feel are the biggest
8 challenges facing the city over the next three to
9 five years?

10 MR. ELLIOTT: Well, when Craig came in I was
11 reading the city code but -- kidding.

12 I will say I have spent a lot of time learning
13 about the city. I think the biggest challenges
14 were stated in the write-up that we received from
15 Colin.

16 I mean, you've got some issues and challenges
17 with pensions. You've got a plan in place there
18 that will leave you underfunded. Build pension,
19 and from what I have also seen a bit from the
20 budget report, it looks like you guys are making
21 progress there. That's good.

22 You've got a couple of -- development is
23 something when you live in a community like this, a
24 very desirable community, you are going to have
25 people that want to come here. You are going to

1 have developers that see opportunities here.

2 I think those are the challenges. We had the
3 same sort of challenges when I was in Lancaster
4 County known for its farmland preservation.
5 Tourism was very big there and the challenges they
6 had was how to have smart growth. They had a very
7 robust planning commission that did a great job
8 with a lot of input from the citizens and it all
9 has to be happen around the citizens. They have to
10 be involved.

11 We came up with a tremendous master plan. I
12 think that some of the challenges that you are
13 facing with developers and private -- business
14 private partnerships and private public
15 partnerships, I think a master plan would be key to
16 that.

17 But, again, I mention that the business part
18 of partnership we also have some challenges with
19 that. The County we looked at it as opportunity.
20 So we did a lot of work with organizations coming
21 into the community to do work, did a lot of work
22 with the university who was building some mixed-use
23 housing and opportunities for students.

24 But I see those -- and then you've got the
25 global, the globalization that's taking place. We

1 have a challenge. You guys are home to 120
2 consulates, I think, and you've got 125 or so
3 organizations that have an international presence.

4 You've got to think beyond Coral Gables and
5 how that's a strategy to attract those businesses
6 here and keep them here. You have to think about
7 how to do that, but at the same time you have to
8 think about how to do that in the process of
9 maintaining your cultural heritage.

10 If I am a resident here, you have to ask
11 yourself, why do you live here? Why do you play
12 here? Why do you work here? It's because of
13 cultural heritage. You have to maintain that.

14 Your challenges, do you grow -- and you've got
15 some global issues that are confronting Coral
16 Gables. At the same time you have to be able to
17 maintain that cultural heritage that you have
18 that's made you the world city that you are.

19 MR. FERNANDEZ: Thank you.

20 MR. WITHERS: I have a couple of questions and
21 they are all over the board.

22 MR. ELLIOTT: That's fine.

23 MR. WITHERS: First of all, the former mayor
24 was a Virginia Cavalier, so if he was here I think
25 your chances would improve significantly.

1 MR. ELLIOTT: Wahoo Wahoo. Well, the fact
2 that you knew that, that's going to carry over.

3 MR. WITHERS: Here we go. Have you seen any
4 of the information that was gathered to put your
5 package together that we were reviewing or anything
6 like that?

7 MR. ELLIOTT: I am assuming you are reviewing
8 the information that I submitted.

9 MR. WITHERS: I don't know, Colin, if they
10 have access to any comments from backgrounds of
11 employers.

12 MR. BAENZIGER: It's a public record. If they
13 ask for it, yes, but nobody has asked for it.

14 MR. WITHERS: Let me read you a couple of your
15 -- I want a little more explanation. Reasons for
16 leaving. Novant Health is an excellent
17 organization. I had a wonderful experience
18 sharpening my change management and systems
19 implementation skills, blah-blah-blah. And here is
20 what I am looking to:

21 I am looking to apply the knowledge that I
22 have gained in a role more aligned with my
23 administrative and operational leadership
24 background and experience.

25 I don't understand what that means.

1 MR. ELLIOTT: That simply means, I took that
2 role, which is an individual contributor role and
3 my 15 years of experience up until that point have
4 been around leading people. I have lead up to
5 3,000 people globally.

6 I took that role for a number of reason. One,
7 personal reasons, quality of life reasons. We
8 wanted to move to the Charlotte area.

9 MR. WITHERS: Okay.

10 MR. ELLIOTT: I was -- in a networking
11 process, I was told through some people who were
12 University of Virginia grads who said, hey, there
13 is a neat project going on at this hospital that
14 you may want to look into.

15 When I moved down to Charlotte, again, it was
16 for quality of life and personal reasons, family.
17 So I went down without a job. I worked in
18 Pittsburgh for about six months and commuted back
19 and forth and moved the family there, which was
20 great. So it was an opportunity. And I took the
21 opportunity. I knew it was an opportunity that was
22 where I had been four or five years ago in terms of
23 not having -- 15, 20 years ago in terms of not
24 having anyone report to me, not having a leadership
25 responsibility, but it also allowed me -- what it

1 did allow me to do was sharpen my change management
2 skills.

3 I am a firm believer that you can have the
4 best strategy in the world, you can have the best
5 plan in the world, you can be the smartest person
6 in the world, but if you can't get people to follow
7 you, it's not going to implemented or happen.

8 So that was something.

9 MR. WITHERS: You know, that's a perfect
10 lead-in to this next question. Hold on one second.
11 Let me find it.

12 This was from Bill Bartlett. Now is he a
13 direct report, too, for you?

14 MR. ELLIOTT: He is a director, yes.

15 MS. MORENO: So you reported --

16 MR. ELLIOTT: I report to Bill, yes.

17 MR. WITHERS: I guess Bill then reports to
18 Doug, the CEO.

19 MR. ELLIOTT: Doug is a CEO of a company I
20 worked with to prior to coming to --

21 MR. WITHERS: Okay. I got it. That's all
22 clear. Now I understand. So it's all clear. Now
23 I understand.

24 Here is what -- here was a weakness that Bill
25 pointed out. This ties in, I think, with what you

1 just kind of alluded to. It says, "awkwardness
2 because he wants to do more and knows he can do
3 more for the organization but is not comfortable
4 pushing the boundaries of his job description."

5 MR. ELLIOTT: I don't know what Bill meant by
6 that.

7 MR. WITHERS: You know him better than I do.

8 MR. ELLIOTT: I don't know what Bill means by
9 that. I mean, the first part of it, he knows that
10 I come from -- I have been C level for the last 15
11 years, and now I am working as an individual
12 contributor for a hospital.

13 Has that been a little bit more frustrating
14 than I anticipated it would be, absolutely. When
15 you can look at things and see from past experience
16 how things can be changed but you don't always have
17 the forum to present that information, it gets to
18 be a little frustrating.

19 I hope it doesn't ooze out of my being when I
20 am doing what I do, and I don't think that's what
21 Bill meant. Bill is a real supporting --

22 MR. WITHERS: He was very complimentary.
23 Extremely complimentary of you.

24 MR. ELLIOTT: It is frustrating. It's
25 frustrating, and it's sort of a culture when you

1 are new. I was told, you just kind of watch and
2 you don't say much and kind of -- if they don't ask
3 you questions, don't give any response.

4 MR. WITHERS: Okay. Continuing that thought,
5 and this is my final question: So it looked like
6 you went private sector, public sector, private
7 sector.

8 What was your feeling in the transition from
9 private to public and back to private?

10 MR. ELLIOTT: Private, and I don't know if I
11 shared that when I wrote my response to Colin's
12 questions, you mean the difference between the two
13 cultures?

14 MR. WITHERS: Yes.

15 MR. ELLIOTT: Sure. One day I am running a
16 global organization for Eden Corporation and I
17 write a memo that says effective tomorrow, we are
18 going to be doing this, this is going to be a new
19 process. This is how we are going to deal with
20 this customer, this and this, and I have people
21 around the world that say absolutely, boss, we are
22 going to do it tomorrow.

23 The first couple of days in my role at Wesley
24 Spectrum, which was a nonprofit --

25 MR. WITHERS: You said the first day on your

1 public you --

2 MR. ELLIOTT: The first day in the public
3 sector -- it wasn't necessarily the first day, but
4 the first month or so, I was kind of learning the
5 business and looking around and I had a suggestion,
6 an idea, and I said, why don't we do -- have we
7 thought about doing something this way, who is our
8 competition? You start asking those kind of
9 questions to get a feel.

10 I asked if they would try doing something a
11 certain way and the janitor says, well, no, we are
12 not going to do it because we've always done it
13 this way. It takes a certain amount of humility
14 and humbleness, and getting back to Mr. Kadre's
15 question.

16 Going into a new environment is a lot of
17 learning, a lot of listening. A lot of -- I
18 probably put a suggestion out there a little sooner
19 than I should have, not that it would have been
20 that way in the private sector, but in a
21 non-private sector. So understanding the culture
22 of an organization is a big part of being
23 successful when you go into a new business as well,
24 and knowing in that culture that you have to earn
25 the trust first -- and I had a big X on me because

1 I come from the for-profit world.

2 In the nonprofit world, a lot of people say,
3 here comes the for-profit guy who is going to be
4 cutting things and moving things around and
5 changing things, and I learned a lot from that. I
6 took a step back, and it took me about three years
7 to get something done in the nonprofit world that I
8 could have done in about six months in the
9 for-profit world, but it was a valuable lesson.
10 That's just the way things work.

11 You are not going to change rapidly in some
12 cultures, and I understand that.

13 MR. WITHERS: Thank you.

14 MR. FERNANDEZ: I have a quick question that
15 is in some way related to what Chip was mentioning.

16 What is your communication style with your
17 direct reports? I noticed that at one point you
18 said you had 22 direct reports. That number is
19 probably larger than the ideal. So what's your
20 communication style with your direct reports and
21 then what's your communication style with the
22 people that you report to?

23 MR. ELLIOTT: Sure. In direct reports, I have
24 monthly meetings, but I also have what I call
25 drive-by conversations where we sit and talk. And

1 I believe in concurrent conversations with
2 concurrent feedback, especially my direct reports.
3 So they are scheduled meetings, they're planned
4 meetings and they're not just meetings for the sake
5 of meetings. If we don't need to have them, we
6 don't have them.

7 We have huddles with that group and the larger
8 group we have all-hands meetings where we will
9 bring the big team on. We do that not as
10 frequently as I like because people have to get
11 work done but we do that.

12 But I believe in communication through
13 e-mails. I do a lot of walking around. I believe
14 in management by walking around. In the for-profit
15 world we call it rounding, in the healthcare world,
16 but I believe in doing that. I don't believe you
17 really make an impact by sitting in the office
18 behind a desk and a phone all day. I believe in
19 getting out, in communicating, people talking.

20 Again, the essence of leadership is making
21 sure people understand the expectations.

22 MR. FERNANDEZ: And then with your
23 supervisors?

24 MR. ELLIOTT: Supervisors, again, we have the
25 all-hands meeting which supervisors are brought in.

1 I try to have meetings with the entire staff once a
2 year, but the supervisors is the same thing, it's
3 walking around, it's managing. I don't manage
4 them --

5 MR. FERNANDEZ: No, people you report to.

6 MR. ELLIOTT: Report to. Okay. I'm sorry.

7 Well, I mean, I manage my managers. Bill, for
8 instance, may -- we have weekly meetings. We talk.
9 If I have an issue or something I need to talk to
10 Bill about, Bill is open. I give Bill a call, I
11 will set up a meeting and go talk to him. So he
12 makes himself available, but as an employer it is
13 my responsibility to make sure that I am
14 communicating up when there is that something I
15 need between the meetings, the scheduled meetings
16 that we have.

17 But I am open communication, concurrent
18 conversation with things that I believe
19 whole-heartedly in, even things like performance
20 evaluation. There are people that do them
21 annually. I don't believe in just having them
22 annually. If something happens in February of the
23 calendar year and you don't have a review until
24 December, you have missed 11 months of an
25 opportunity for improvement. So I believe you have

1 those -- I generally have meetings around
2 expectation, and I put together a quick one-page
3 chart of these are the goals, this is how I am
4 going to measure the goals, and we meet monthly to
5 see where they are towards those monthly goals that
6 lead up to quarterly goals, lead up to annual
7 goals.

8 MS. MORENO: So one of my concerns is that I
9 am confident that your financial background is
10 suitable. What I'd like to know is how you are
11 going to address what the city manager in Coral
12 Gables does in terms of running a police
13 department, running a fire department, making sure
14 that the citizens are happy with public works,
15 dealing with hurricane cleanup, managing
16 development.

17 How does your experience translate to all of
18 those challenges that face the Coral Gables city
19 manager?

20 MR. ELLIOTT: Sure. I will say that when I
21 was elected for county administrator, I was
22 responsible for emergency management so I do have
23 some experience in that. I don't have a ton of
24 experience in managing all those functions, but I
25 do have experience working with the people who have

1 managed those functions in the communities I have
2 been in. And it's a matter of leading and making
3 sure that in this particular case that the will of
4 the commissioners are carried through in those
5 organizations and meeting with the leadership and
6 management of those organizations.

7 It's knowing what I don't know and relying on
8 the subject matter experts to help me. From what I
9 read, you have a very strong emergency management
10 leadership in Coral Gables, so it's just a matter
11 of me having to get in and learn those businesses
12 and learn what I need to know as city manager and
13 relying on the people that are subject matter
14 experts at this point to get that knowledge.

15 MS. MORENO: But how do your skills translate
16 to acquiring that knowledge and utilizing it?

17 MR. ELLIOTT: Yeah, I mean, I think I have
18 good emotional intelligence in that I know what I
19 don't know and I know where to get it. And that's
20 90 percent of the challenge is knowing where to go
21 get it. And I am comfortable that everything I
22 have read and the awards that the police and the
23 fire organizations have received in this community,
24 we've got people that really know what they are
25 doing.

1 My role at that point is to be a resource
2 provider and to make sure that what they're doing
3 is consistent with the fill of the board.

4 MS. MORENO: My last question is, you had what
5 seems to be a terrific job in Pittsburgh and you
6 moved to Charlotte. You said that was for family
7 reasons. Now you are going to move to Coral Gables
8 and leave Charlotte?

9 MR. ELLIOTT: Yes. My mother-in-law passed
10 away. My wife went into this -- she had -- we have
11 a place in Hilton Head and we have gone through
12 there, we have gone through Charlotte, and she
13 loves Charlotte. At that time she needed a change,
14 so I left what was a very rewarding opportunity
15 because I love my family.

16 She is now in a better place. I wouldn't be
17 here today if she didn't support it. So things
18 have gotten better, thankfully, and she is willing
19 to support me in doing something that I enjoy doing
20 in a place where I would enjoy doing it.

21 I appreciate your question.

22 MS. MORENO: Thank you. Anybody else?

23 MR. KADRE: I don't have anything further.

24 MR. FERNANDEZ: Thank you for your time and
25 your thoughtful answers.

1 MR. ELLIOTT: Thank you all. I appreciate it.
2 You have a great community here, and I'd love to be
3 a part of it.

4 MR. WITHERS: Thank you very much.

5 (Recess taken.)

6 MR. LEEN: We are ready.

7 (Peter Bockweg entered the room and the
8 following proceedings were had:)

9 MR. BOCKWEG: Good morning.

10 MR. KADRE: How are you? Good morning.

11 MR. MAS: Good morning.

12 MR. FERNANDEZ: Good morning.

13 MR. WITHERS: Good morning.

14 MS. MORENO: Welcome. We thank you for
15 applying for this position. We'd like to hear why
16 you would be a good candidate for city manager and
17 City of Coral Gables.

18 MR. BOCKWEG: Good morning. Thank you for the
19 opportunity to come to you and present myself.

20 When I was reading the recruitment profile,
21 there were some significant challenges and
22 statements that were made in there that I thought
23 would qualify me to obviously apply.

24 A couple of those things where there were
25 concerns I feel that I have some strong suits that

1 I think I can help the city out with.

2 We talk about the challenges, the capital
3 improvement projects. I oversee the CRA Omni in
4 Midtown. I used to oversee the Overtown CRA. I'm
5 not sure how familiar you are with that, but my
6 responsibility is to revitalize and redevelop and
7 eliminate blight for a designated area within the
8 City of Miami. One of those tasks that I did was
9 to increase the streetscape projects and capital
10 improvement projects, increase infrastructures,
11 water mains, all of which we used as a tool to
12 increase that investment and to absorb that cost
13 for the developers to incentivize them to start
14 developing.

15 One of the other challenges that the
16 recruitment profile referenced was the
17 redevelopment that is occurring now and that is
18 moving forward.

19 Because of the negotiations that I have done,
20 not only for the city but also as executive
21 director of the CRA, whether it be development
22 agreements, infrastructure projects or developing
23 our own historic preservation restorations and
24 buildings, I felt that I had a strong suit to
25 oversee those projects and to make sure that they

1 move forward as the commission wishes.

2 One thing I'd like to point out is in all of
3 my negotiations and all of my projects that I have
4 been overseeing or have constructed, they all came
5 under budget and on time. I am very keen to that,
6 very sensitive to that, and I make sure that those
7 are things that I look at very closely.

8 We talked about, in the recruitment profile
9 about the staff and the building of the staff and
10 allowing the staff to make mistakes and, you know,
11 not get punished and whatnot, and I am a firm
12 believer as a manager that you are only as strong
13 as your weakest link. And you need to allow people
14 to grow and you need to allow people to know that
15 it's okay to make a mistake. It's only through
16 mistakes that you learn from those mistakes and you
17 can grow.

18 I feel that two people that have worked under
19 me have been promoted to different positions, one
20 within the city. My engineer is now the capital
21 improvements director for the City of Miami, and my
22 previous assistant director is now the executive
23 director of the Overtown CRA. They are more than
24 qualified, and I'd like to think that part of that
25 is because of my management style and allowing them

1 know that it's okay to make mistakes, so they are
2 okay to take those risks and know that they have
3 somebody that backs them up in those cases.

4 Those are only a few of the comments that I
5 have read in your recruitment profile that I felt
6 would be a good opportunity for me to apply for
7 this position.

8 MS. MORENO: Thank you.

9 Manny, do you want to start us off?

10 MR. KADRE: Sure. One of the issues that is
11 always important in every city, and it's the same
12 in this city, is the issue of being able to manage
13 your police and fire relationships. That's an
14 issue that I think is near and dear residents'
15 hearts. You don't seem to have experience in that
16 area.

17 How would you deal with that issue, and if you
18 think it's a shortcoming, you may not. If you
19 could just elaborate how you would deal with that.

20 MR. BOCKWEG: Absolutely. Actually, as part
21 of the redevelopment of the CRA areas, I actually
22 worked very closely with the police department and
23 Fire-Rescue. Quality of life is of primary
24 importance to us at the CRA. Every since I have
25 been at the CRA, we have provided grants to the

1 City of Miami Police Department for increased
2 visibility, police visibility programs, and
3 outreach. I oversaw those grants directly. I have
4 worked with the hierarchy of the police department.

5 This year I have initiated, and it will be the
6 first of its kind in the State of Florida, a CRA
7 police unit where we have our own specialized
8 police unit within the boundaries.

9 My involvement with the police has always been
10 very good and close for quality of life issue, and
11 I have always worked very closely with the
12 hierarchy of the police department. So I don't
13 believe it's a shortcoming, in that sense, from a
14 police standpoint.

15 From the fire department standpoint, I have
16 worked closely with the unions of the fire
17 department and also the fire department directly.
18 Our new offices, which is in a historic building,
19 fire house number two, was owned by the fire
20 department. It is now one of ours. I have worked
21 very closely with the fire department to enhance
22 those services within the CRA, whether that be
23 providing equipment, providing new opportunities,
24 providing some insight on how I think that may
25 happen, but I have also worked very closely with

1 them.

2 Have they reported directly to me? Of course
3 not. I am not a police chief, and I don't pretend
4 to be one, but those are how my involvements with
5 the police and fire department, which I think have
6 been very successful and the crime rate within the
7 CRA and the response time has reduced I believe
8 because of those involvements.

9 MS. MORENO: Rudy.

10 MR. FERNANDEZ: Talk to me a little bit about
11 your views on the role of the manager in looking at
12 the various things that a manager needs to
13 accomplish successfully in a city like this one.
14 What do you feel is the area where you have the
15 most to learn and how would you accelerate that
16 learning gap?

17 MR. BOCKWEG: Well, within every city and any
18 organization there are internal politics and there
19 are external politics, and as any newcomer to a
20 city it's important to understand those and learn
21 those as quickly as possible.

22 First and foremost, the city manager is at the
23 behest of the city commissioner. I work under
24 their direction and under their supervision. Of
25 course, there is a line where the city manager is

1 responsible for advising the commissioners and
2 making sure that their policies and legislation fit
3 within the budgetary standpoint of the city and
4 also moving forward on other aspects. So the
5 day-to-day operation is directly with the city
6 commission.

7 Learning the community and things like that,
8 one of the things that I would do is start walking
9 those streets, start meeting with corporate people
10 that are here, headquarters that are here, holding
11 community meetings where people get to learn me and
12 I get to learn their concerns and listen to them.

13 I would definitely start attending some of the
14 board meetings, individual board meetings that take
15 place, whether it's a planning board, code
16 enforcement, or whatnot. Those are all, I feel,
17 important aspects to start learning them and that
18 doesn't go, of course, with the fact with the
19 enormous amount of reading that you would have to
20 do to catch up on, briefing and sitting down with
21 senior staff and all staff, for that matter, to get
22 an understanding of their concerns and the
23 improvements that they would like to see.

24 The learning curve is high. I feel very
25 comfortable that I can maintain that learning

1 curve. And I did so when I overtook the CRA and I
2 was appointed unanimously, and there were a lot of
3 internal politics with the CRA as well. My board
4 members are the five senior commissioners and I
5 have managed that in a very effective way to make
6 sure that things get done and completed on time.

7 MS. MORENO: José.

8 MR. MAS: I've got two questions. One, what
9 do you think are the biggest challenges facing the
10 city?

11 MR. BOCKWEG: The City of Coral Gables?

12 MR. MAS: The City of Coral Gables.

13 MR. BOCKWEG: From the research that I have
14 done and looking forward, there is a couple of
15 challenges. I think from a budgetary standpoint
16 the pension fund and making sure we prepare
17 ourselves for the pension fund and whether that
18 will ultimately come to fruition or not.

19 I think one of the concerns is the litigation
20 that's going on right now with the City of Coral
21 Gables regarding the COLA and how that may affect
22 the city budgetary standpoint moving forward.

23 And the other thing that I think is important
24 are the new developments that are planned for not
25 only Coral Way, Giralda and the other big

1 developments regarding the parking garages and
2 whatnot. I have overseen and managed streetscape
3 improvements, like I mentioned, to increase the
4 wider sidewalks to make it more pedestrian
5 friendly. I have negotiated tax incentive
6 agreements and development agreements with
7 developers to make sure that their view of what
8 they want to build coincides and is cohesive with
9 the community that there is.

10 I think those, from what I have learned, are
11 three of the biggest challenges moving forward.

12 MR. MAS: My second question is similar to
13 Rudy's but a little bit different. I am not a city
14 manager, never been a city manager and just
15 learning the process I already see if I was tagged
16 with that role there's challenges that I face day
17 one just in the way that I operate today in the
18 private sector versus how a city manager would have
19 to operate.

20 This role is a little different for you as
21 well. So what do you think is the single biggest
22 challenge in the role as you are transitioning into
23 a city manager role?

24 MR. BOCKWEG: The single challenge, like I
25 say, is having to come to grips and having that

1 learning curve of understanding the priorities of
2 the commission and the staff and the community.

3 As a city manager, no, I have never been a
4 city manager, but being executive director of a CRA
5 is in some aspects similar to as a city manager. I
6 get the complaints. I get constituents calling me,
7 the business owners, the residents, why is
8 construction taking so long? Why is the trash not
9 picked up?

10 These are all things that a city manager would
11 incur and community service, but also customer
12 relations is very important.

13 So even though the challenge for me would be
14 to understand and get to really grasp the internal
15 aspects and external of what the interests are and
16 the priorities primarily of the mayor and the
17 commission, I feel that I do have somewhat of
18 experience on a smaller scale because of that
19 interaction that I have with the constituents in
20 the area that I oversee, which is a pretty
21 substantial area.

22 MS. MORENO: Commissioner Withers.

23 MR. WITHERS: So you are the guy that tore up
24 Biscayne Boulevard and blew out my right front
25 tire?

1 MR. BOCKWEG: That was actually FDOT. If you
2 drove down Northeast 14th, that was me.

3 MR. WITHERS: Hey, Craig, can I ask you a
4 question? What exactly is public record as far as
5 people reaching out to us or us reaching out to
6 people asking about candidates and qualifications?

7 MR. LEEN: All of that is up to your
8 discretion. You can disclose that. If it's oral,
9 you don't have to disclose it, but you can if you
10 want. If it's oral you don't. It's not a public
11 record until you disclose it in the public record.
12 But you have the right as member to disclose any of
13 that. It does not violate the Sunshine law when
14 you put it in a public meeting.

15 MR. WITHERS: Just a couple of quick
16 questions. If you are really sold on an idea and,
17 you know, you come to a point at a hearing like a
18 commission meeting and you think this is a great
19 idea, but you see that two or three commissioners
20 are kind of pushing back a little bit -- you know,
21 we have a big streetscape project on Miracle Mile
22 coming up and there is discussion about how much
23 tenants -- owners should pay and whether parking is
24 parallel or whether it's angle, but you really feel
25 something is the best. How hard are you going to

1 push? When do you know when to stop pushing, I
2 guess, because I am sure you have been to points
3 with your CRA where you said, and then you just
4 kind of slap yourself in the head and say, we went
5 the wrong direction on this, someone made a bad
6 decision.

7 MR. BOCKWEG: I like to take care of the
8 issues that come up as it relates to my board which
9 are the city commissioners or I would, in this
10 case, with the city commission. Obviously, the
11 briefings would be extensive and I think the best
12 way to handle any kind of misunderstanding or
13 disagreement or different vision, for that matter,
14 is to talk to people with evidence.

15 I will never walk into a meeting or into a
16 briefing where if I feel strongly about a certain
17 thing that it's not backed up with documentation
18 and logic, sound reasoning.

19 Ultimately, I would advise the commission on
20 what I believe as city manager would be the best
21 case for the reasons that I would have brought to
22 them in our briefings and whatnot and how the
23 discussion escalates is public record, of course.

24 But ultimately, it is the board's decision. I
25 am here working for the city commission and the

1 mayor and the constituents. I am not here to --
2 the board will have to make that policy decision
3 and I would have to then enforce that policy
4 decision as city manager.

5 I am by no way -- and anybody that has worked
6 for me or that I have worked with -- a yes man. I
7 do have my opinions on certain matters and I think
8 it's important that the commission understands and
9 hears those opinions, but ultimately they are the
10 commission and they need to make that policy
11 decision and I need to execute their directive.

12 MR. WITHERS: You know, the people that I did
13 reach out to kind of said the same thing about you
14 so I feel that, you know -- I think the City of
15 Coral Gables is at a point where we are ready to
16 just blast off. It's the best the city has been in
17 a while, so I have a comfort level with you on your
18 toolset as far as government.

19 You know, I think you have passed the test as
20 far as what others have said, but on the
21 administrative side of running the city, the other
22 issue is the pension.

23 Are you -- do you know much about pensions and
24 how it works and assumption rates and all that kind
25 of stuff?

1 MR. BOCKWEG: I have not been as familiar with
2 pensions as maybe other applicants. We do have a
3 pension at the CRA. It's actually a 401(a) so it's
4 not the same, obviously.

5 When I was with the city, I worked very
6 closely with the administration and did a lot of
7 research as it relates to their collective
8 bargaining agreements, but since then I have tried
9 to minimize that learning curve, if you will, by
10 trying to learn about how the City of Coral Gables
11 just changed the multiplier to three percent, the
12 effects thereof and whatnot and how those will
13 affect moving forward.

14 I was happy to see that the FOP has ratified
15 their agreements. So these are things that I feel
16 very comfortable with to learn more about.
17 However, I think it's also important that it's --
18 as the City of Coral Gables or with anything, it's
19 almost impossible for a manager to know every
20 little detail.

21 So I am a big believer in surrounding yourself
22 with a team that you trust that can advise you,
23 that can give you advice and suggestions and the
24 effects thereof.

25 I think as a city manager it's also important

1 not only to give answers, but to ask the right
2 questions not only from staff but from the board
3 itself.

4 So I feel very comfortable that, you know, if
5 I was so lucky to be chosen that the staff around
6 me would advise me correctly and moving forward and
7 I would then ask the right questions.

8 MR. WITHERS: Where do you live now, what part
9 of town?

10 MR. BOCKWEG: I live in downtown Miami. I am
11 actually glad you brought that up. One of the
12 things that I like to say is that I do have a son,
13 seven years old, but I am very mobile. I am not
14 stationed in one location, and I will commit to you
15 all as I will to the commission that I will move
16 to -- if I were selected, I would move to Coral
17 Gables immediately. I think it's an important
18 factor that the manager is local and is seen and is
19 interactive with the community.

20 MR. WITHERS: Thank you.

21 MR. FERNANDEZ: I got a question that is
22 important to me and is at the heart of my concerns
23 about the position.

24 We have all done extensive reading on all the
25 candidates and I am less concerned than Chip about

1 your ability to beef up on your knowledge of a
2 pension plan.

3 What does concern me is managerial temperament
4 and understanding I think temperament is very
5 important when you are managing a city like Coral
6 Gables, dealing with the staff, dealing with a lot
7 of the VIPs in the greatest South Florida community
8 that happen to reside here.

9 I think you are -- understanding what drives
10 you is something that I can't get from reading your
11 CV and understanding your passion. What makes you
12 eager to take on this role and where are you
13 heading in your career?

14 Give us a little insight as to your thinking.

15 MR. BOCKWEG: I like to get things done. I
16 mean, that really is where the bottom line is. And
17 it sounds very idealogically -- very idealogic a
18 little bit, but I enjoy making a difference. I
19 really do. And I believe that I have that
20 temperament where I know how the bureaucrats are,
21 the bureaucratic games played, if you want to call
22 it that. I am a straight shooter.

23 I don't necessarily always -- the commission
24 will always know where I am coming from, is the
25 bottom line, but I like making a difference and I

1 like getting things done. I was appointed to the
2 CRA because I got things done.

3 I enjoy seeing things impacted in a positive
4 way, in the way that the community is enhanced. I
5 think it's an important factor. I like knowing
6 that I am part of that difference at the direction
7 of the board and the commission and the community.

8 I am a people person. I enjoy walking the
9 streets as I did at the CRAs. Once or twice a week
10 I actually walk around my neighborhood and talk to
11 the people. I enjoy that interaction, but when the
12 time comes to make that decision, I am more than
13 comfortable making a decision.

14 I am not afraid to make decisions because I
15 know any decision I make is backed up with logic,
16 sound logic, and it's something that I am not
17 afraid of.

18 You know, the life of politics, if you will,
19 you stick your head above water, you get it shot
20 off. That's not part of my philosophy. I don't
21 believe in that philosophy. I am okay with making
22 the tough decisions, moving forward, building staff
23 morale, knowing they have a leader, if you will, to
24 back them up and I enjoy making a difference.

25 I will tell you this, though, one of my

1 weaknesses, and this is one of the questions that I
2 have been anticipating before coming here, is that
3 I am a very passionate person. I take ownership of
4 the things that we do and that I do. I make sure
5 that things are on time and under budget, but that
6 passion is always there and that has sometimes some
7 effects on whether it be my personal life or how
8 things are communicated, but it's always done in a
9 respectful way. But sometimes it can be done in a
10 very direct way.

11 MS. MORENO: My concern with you is that you
12 seem to have the skill-set and the experience to
13 deal with the developmental issues and the delivery
14 of service, but do you have the experience and
15 education to deal with the financial issues? And I
16 heard you say that what you would do is rely on
17 people who know more, but do you have enough
18 experience and education and knowledge to
19 understand what they are reporting to you and make
20 a reasoned decision based on what they report to
21 you?

22 MR. BOCKWEG: The short answer is yes, and the
23 reason why is, I oversaw an \$80 million budget that
24 I was responsible for. After I resigned from the
25 Overtown CRA, it's now around \$34 million. When I

1 originally resigned, it was \$40 million.

2 I have also negotiated the debt service
3 agreements that we are a part of regarding the port
4 tunnel. The CRA is responsible for the \$50 million
5 loan for construction of the port tunnel, and I was
6 the one negotiating those terms with the rating
7 agencies because, you know, it comes out of our
8 budget.

9 I needed to make sure that forward planning
10 was their in vision of the budget. I am more than
11 capable of reading budgets, analyzing budgets and,
12 more importantly, knowing what questions to ask.

13 MS. MORENO: And what to cut?

14 MR. BOCKWEG: I always know what to cut,
15 unfortunately. My operating budget is two percent
16 of my overall budget. It has never gone above two
17 percent. I am very fiscally conservative, and I
18 will give you a very brief story as an example.

19 When I over -- there was a point where I was
20 assigned to overtake the economic development
21 department for the City of Miami, we were preparing
22 our budget for next year. I had a staff member
23 come to me and say, "Oh, no, we need to buy more
24 paper."

25 And I go, "Why? Don't we have enough paper?"

1 And she said, "No, no, no. We have more than
2 enough paper, but if we don't buy it, then they
3 will reduce our budget next year."

4 That to me is completely unacceptable so, of
5 course, I did not buy more paper. For that matter,
6 I even reduced our budget for that department at
7 the behest of staff, however, but it was the right
8 thing to do.

9 I am fiscally conservative. I do not like to
10 waste money. And that is why budgets have come
11 under budget and on time. But I am more than
12 capable, I feel, to do that, ma'am.

13 MS. MORENO: Thank you. Anyone else have a
14 question?

15 MR. KADRE: I just have a quick question. Can
16 you give us a snapshot of what your first 60 days
17 as city manager of Coral Gables will look like?

18 MR. BOCKWEG: The first thing I would do, of
19 course, is meet with all the commissioners
20 individually and get a full briefing with them.
21 The second thing I would do is call all senior
22 staff together as a group and then sit down
23 individually with each one of those.

24 I would make sure that I visit each department
25 and try to shake their hands and know the people

1 that are working within the building and for the
2 community.

3 The second thing -- the third thing I would do
4 is immediately start or try to have a community
5 meeting where the community can meet me and I can
6 meet them. And most likely, I would like to do two
7 of those within the first 60 days. I think it's
8 important that there is a familiarity that comes
9 about.

10 I have an open-door policy and that would be
11 widely known, but I need to make sure that staff
12 and, most importantly, the commission and the
13 mayor, we are on the same page and we are moving
14 forward as a team. That would most likely be the
15 first 60 -- and, of course, it doesn't include all
16 the work and the reading and all of that, but
17 that's -- that would be my first 60 days.

18 MS. MORENO: Thank you very much.

19 MR. MAS: I have got one last question.

20 MS. MORENO: I'm sorry.

21 MR. MAS: I think you have done a great job.

22 MR. BOCKWEG: Thank you.

23 MR. MAS: Your passion comes across, your
24 energy. I think you seem to be a very strong
25 leader in the leadership style that you want, which

1 I think is really important and really effective,
2 but I think it can also come out a little bit
3 across too aggressive so --

4 MR. BOCKWEG: I was told to be confident this
5 morning.

6 MR. MAS: For me, it doesn't -- it doesn't
7 bother me one bit. Just to kind of put the issue
8 on the table, how would you address it if anybody
9 here had a concern with that?

10 MR. BOCKWEG: You know, my personality is such
11 that it sometimes can be strong. I don't think
12 it's a negative that I am confident in my ability
13 and what I can do. However, I am also a very good
14 listener and I always listen to the advice of
15 others in consideration.

16 I am not one that is single-minded and thinks
17 about one thing, it has to go that way. I sit down
18 with people and I listen to them and listen to
19 their concerns. So I always have an open mind.

20 Ultimately, you know, if we get to know each
21 other, maybe we will play golf sometime, you will
22 see that the personality is not always that, but in
23 the profession and when you are working, I think
24 it's important that people also see a strong
25 leader, somebody they can rely on and they can, you

1 know, that they have their back. But I can assure
2 you that in individual meetings and in private
3 meetings it's not always that case.

4 MR. MAS: Good job.

5 MR. BOCKWEG: Thank you.

6 MS. MORENO: Thank you very much.

7 MR. BOCKWEG: Thank you very much. Good luck.

8 MR. KADRE: Thank you for your time.

9 MS. MORENO: We are now scheduled for an
10 official break.

11 (Recess taken.)

12 (Thomas Mattis entered the room and the
13 following proceedings were had:)

14 MR. FERNANDEZ: Welcome.

15 MS. MORENO: Good morning and welcome.

16 MR. KADRE: Good morning.

17 MR. MAS: Good morning.

18 MR. MATTIS: Good morning.

19 MS. MORENO: Could you please introduce
20 yourself and tell us a little bit about why you
21 would make a good city manager for the City of
22 Coral Gables, and then we will ask you some
23 questions.

24 MR. MATTIS: Okay. Good morning. I am
25 certainly glad to be here. My name is Tom Mattis.

1 I know my stuff says Thomas, but I go by Tom. I am
2 sure proud to be here today. I consider it an
3 honor to have this opportunity to talk to you all
4 about this job.

5 I am very excited about it. I am not in the
6 job market. I haven't applied for any other job,
7 and, frankly, this wasn't exactly on my schedule,
8 but Coral Gables is such a unique city I am real
9 excited about this chance.

10 I have a pretty diverse background in a lot of
11 different ways. I was born in Ohio. I spent most
12 of my adult life in Texas since I got out of
13 college and I am in Virginia now. But I consider
14 myself a Texan. I am what you call a naturalized
15 Texan. I lived there long enough. My wife is a
16 native Texan. My kids are natives. My truck and
17 my dog are native Texan, so I think that qualifies
18 me for that. But I am in a great situation in
19 Virginia now and it's been really good to me.

20 We have always been interested in relocating
21 to South Florida and am just excited for this
22 opportunity. I am glad to go through my résumé
23 line by line if you like, but I am sure you are not
24 looking for that today.

25 Is that enough to start?

1 MS. MORENO: Thank you.

2 Manny, I'll let you start.

3 MR. KADRE: I've spent a lot of time in Texas.

4 It's a great state to do business. Government
5 usually runs wonderfully, so why would you want to
6 leave the great state of Texas for the city
7 beautiful?

8 MR. MATTIS: Well, as I said, look, if I was
9 going someplace else, I'd be worried about laying
10 it on too thick, but you all know you have a
11 wonderful city to run. I mean, it is the envy of
12 cities everywhere and it really is just that
13 simple. This is a once in a career type
14 opportunity for a city manager to come to a city
15 like this, an opportunity to come here.

16 You are right, certainly by comparison to
17 Virginia I have been reminded about why Texas has a
18 business friendly state, some of the work we've
19 tried to do there. We had a great run there, and I
20 did some of my best work when I was in Texas.

21 Truthfully, moving down the line is where we
22 will probably end up retiring, I should say, but
23 the opportunity here is just too great all the way
24 around. It's a perfect fit for me on the personal
25 side. I really think my whole career, the

1 diversity I have had, the experience I have gained,
2 the confidence I have gained, I am really at a
3 unique point where I really do think I could do the
4 best work in my career, and this is an opportunity
5 where I can get a chance to show that.

6 MS. MORENO: Commissioner Withers.

7 MR. WITHERS: Hey, Tom, nice to meet you.

8 MR. MATTIS: Thank you.

9 MR. WITHERS: I have a question. I spent some
10 time on the website in Virginia and I don't quite
11 understand the organizational chart. It showed
12 lines connected to all the departments. I sketched
13 it out here. It showed the citizens, which was
14 kind of cool. Then it showed the city commission
15 coming down, the city attorney, and then at the
16 bottom the city clerk or whatever you call that
17 person, and then the city manager was kind of
18 floating in the middle with no direct line attached
19 to it.

20 Was that just an error in drawing that or how
21 does the city manager fit into the clerk and the --
22 I am trying to get a grip.

23 MR. MATTIS: Well, it's a unique situation in
24 Virginia dealing with the state, and the cities
25 there are called independent cities. So it's not

1 quite the same traditional setup as we had in Texas
2 as I perceive it to be in Florida where it's pretty
3 straightforward council manager.

4 You have city clerk, which is appointed by the
5 council. You have city manager appointed by the
6 council. And then all the operations fall on the
7 city manager day-to-day operations. However, as an
8 independent city, Colonial Heights, literally every
9 government service inside the city limits falls
10 under the city's umbrella.

11 For example, there is a city sheriff in
12 addition to the city police. There is a
13 commonwealth attorney, social services. The
14 schools even are in our budget.

15 MR. WITHERS: Okay. So that explains why your
16 résumé said 700 full-time employees and the city
17 website said 243, I think, full-time and 59
18 part-time and 48 seasonal or something like that.

19 So that was my next question, why the
20 discrepancy between 700 employees and 310
21 employees.

22 MR. MATTIS: It's a situation where all those
23 employees, the sheriff's office, the commonwealth
24 attorney, the district attorney, the county
25 attorney, we call them different things in

1 different states, they are separately elected
2 officials, but yet they fall under the city's
3 budget. They are all city employees. Their checks
4 say city employees, yet they have autonomy over who
5 they pick.

6 So, yes, if it were to get down to details,
7 it's about who the city manager can hire and fire,
8 it's probably 350.

9 MR. WITHERS: Well, a \$70 million operating
10 and capital improvement budget with 700 employees
11 and 17,000 citizens, I am saying, that's like
12 Beverly Hills. I am just thinking, you know, with
13 the number of employees to residents and budget
14 numbers, it seemed just out of whack.

15 MR. MATTIS: But it is that. You pay a tax.
16 You pay your tax bill in Colonial Heights, and it
17 goes to one place. And we divide it up from there.

18 So if you were comparing it to here, you would
19 have to add all the school, all the county service
20 and all that.

21 MR. WITHERS: If I remember, your ad valorem
22 taxes made about 35 percent of your operating
23 revenues.

24 MR. MATTIS: That's right.

25 MR. WITHERS: That's -- of the \$70 million

1 budget, that's the number you are -- so
2 35 percent -- now, has that gone, trended up or has
3 that trended down because I tried to go back to
4 previous budgets and they didn't have --

5 MR. MATTIS: Property taxes have been pretty
6 level.

7 MR. WITHERS: I mean, as a percentage of
8 revenue, they have maintained themselves at
9 35 percent of your revenue base?

10 MR. MATTIS: The percentage of revenue has
11 probably gone down a little bit. Colonial Heights
12 is a market center for an area of about 120,000
13 people. It's right outside of the Fort Lee, a big
14 Army base. Colonial Virginia on one side,
15 Petersburg, Virginia on the other side. Two major
16 counties, but Colonial Heights is where all the
17 retail, the mall, the regional mall, restaurants,
18 we serve that entire area. So we kind of have a
19 disproportionate share of sales tax. Virginia has
20 a food tax.

21 MR. WITHERS: Do you get a piece of that?

22 MR. MATTIS: We get a piece of that and split
23 that with the state, 11 percent.

24 MR. WITHERS: Okay. So this goes other
25 intergovernmental -- okay. I got it now.

1 MR. MATTIS: So we -- I am glad you can see
2 that because sometimes we don't have our citizens
3 that live there a long time appreciate the level of
4 services they get for them paying a relatively low
5 property tax.

6 MR. WITHERS: So just one more question until
7 I probably think of something else. Let's talk
8 about, I notice some discussion about pension.

9 What is your assumption rate on your
10 investment return on your pension plan? Do you
11 know what the commission set it at?

12 MR. MATTIS: It's a state system that we are
13 part of.

14 MR. WITHERS: Okay. So you don't have the
15 individual --

16 MR. MATTIS: That's right. I believe it's
17 seven percent now.

18 MR. WITHERS: Seven percent assumption rate.
19 Wow, that's pretty solid. Less realistic. It's
20 still a little bit high.

21 MR. MATTIS: That's another different story.
22 They have also -- the legislature has dipped into
23 that, I think in an inappropriate way, but they are
24 way behind and need to catch up. We definitely
25 have concerns about pensions as well.

1 MR. WITHERS: Thank you, sir.

2 MR. MAS: Thank you for being here. Your love
3 of Texas comes through.

4 Why did you leave Texas for Virginia?

5 MR. MATTIS: Well, I needed a job. We were in
6 a situation where I was -- in the city where I was
7 at, we had a parting of ways with the city council
8 and a long story, but actually the council made a
9 dramatic change in a short period of time. The
10 mayor and four of six council members changed in
11 about a 90-day period. It was a weird sequence of
12 events of people leaving office and this and that
13 and it just kind of came down to, I could have
14 stayed but I had reached the end of the run, had a
15 good run, so we parted ways.

16 MR. MAS: And your biggest challenge when you
17 got to Virginia?

18 MR. MATTIS: I think the biggest challenge I
19 have had there is probably maintaining the existing
20 level of services, yes, the expectations that
21 people have, which I think is comparable to this
22 situation.

23 For a manager to come into a place where
24 everything is falling apart, it's not hard to
25 improve, it's not hard to build on that. It's not

1 hard to demonstrate how you can change and make
2 things happen.

3 When you have a city that has a long-time
4 standard of high level of service, it makes it --
5 there is basically only one way to go. That in
6 some ways is more challenging to continue to
7 maintain what is expected, what's been the standard
8 for many years.

9 I think if I had to set one challenge it would
10 be that. And then we built a courthouse there that
11 had a lot of political drama about it.
12 Fortunately, that was set before I got there. I
13 just got to build the courthouse, but we got that
14 done. Not a lot of major challenges there, not
15 certainly what we had in Kyle in Texas.

16 MR. FERNANDEZ: Following up on that,
17 obviously, you know, there is a learning curve with
18 any outside candidate. What have you learned about
19 the city so far and if you think of the City of
20 Coral Gables, what do you think are our biggest
21 challenges over the next three to five years?

22 MR. MATTIS: Well, I have thought about that
23 question, and I want to offer a little disclaimer
24 up front first by saying, I have done this long
25 enough where I am always a little sensitive to some

1 guy coming to my town and saying, here is what you
2 all need to do to straighten this out, so I
3 wouldn't want to suggest that I have some kind of
4 insight that can help with that.

5 I think the challenges for me will come when
6 the city commission identifies what those
7 challenges are and I think that's what's important
8 about the city manager and his role. The system
9 works best when everyone stays in their lane a
10 little bit.

11 So what the priorities are, what the
12 challenges are and what the focus should be of the
13 manager and the staff is not something for the city
14 manager to decide. The city council has to
15 decide -- the city commission, excuse me, to pass
16 that on.

17 I have done the basic research. I've Googled.
18 I don't know if you all are aware of this, but
19 there are some people that write blogs about Coral
20 Gables. I found a couple of those that were very
21 entertaining, especially when your name is not in
22 there, it makes it really nice.

23 But if I could, I'd like to expand on that
24 just a little bit to say, I really think that's
25 what I bring to the table. I don't want to suggest

1 for a minute -- you have read my résumé. You have
2 seen my qualifications. I haven't worked in
3 Florida, I don't act like I know a whole lot about
4 Coral Gables or Miami-Dade County, but I actually
5 think that's what I bring to the table, an
6 opportunity to have a fresh look, a new
7 perspective, a fresh perspective on things that
8 especially can be helpful in an operation where you
9 have such a good staff, good existing staff, and
10 there is not a need for major overhaul or major
11 changes and someone else can come in with a fresh
12 idea and help the conversation.

13 So I think that that's what I offer, and I
14 think, again, if you look through my résumé, the
15 last three positions I have taken I was the only
16 out-of-state candidate that made the finals, and
17 each time I was offered the job. I think that's
18 what I brought every time.

19 So I think when a city is in this position to
20 hire a new city manager, you start with two basic
21 premises and one of those are, are you really
22 satisfied the way things are and we want to keep
23 things going and keep things status quo, and I
24 don't mean status quo in a bad way, that's a good
25 thing. That's what we should strive for,

1 consistency, or do you want to see about making a
2 change?

3 I assume that's what comes across in my
4 package. I can offer that, but I don't act like --
5 I am a little weary of -- I have done this long
6 enough to know, I don't want to say the wrong
7 things about a sensitive issue.

8 So I did read the profile, the pension issue,
9 the three issues identified in there I think are
10 important and something I can be real confident of.
11 I think the pension situation is an example of
12 something that's simple but not easy, if you know
13 what I mean.

14 MR. FERNANDEZ: Yes.

15 MR. MATTIS: The right actuarial analysis
16 numbers can tell you what you need to do. Now what
17 can you afford, what's politically acceptable,
18 what's reasonable, that's the tough part.

19 The capital improvement, proven track record
20 in that. There is plenty of council people that
21 can tell you I love building things and spending
22 money some of them will say, but if the plans are
23 in place and the resources are there, with all due
24 respect to anybody involved in that, that's on the
25 staff to deliver. It really is kind of that

1 simple.

2 And then, finally, the redevelopment is a
3 great thing. That's a thing all cities have to do,
4 I don't care if you're in Rosewood, Texas or Coral
5 Gables, Florida. We can't just keep building and
6 building on green field sites and they are not
7 available to everybody.

8 So not only for the long-term health of the
9 city, but for business redevelopment is what we
10 should all be striving for. Those are some of the
11 best projects I have been a part of and I have been
12 really excited about knowing more about that here.

13 MS. MORENO: I have two questions.

14 MR. MATTIS: Yes, ma'am.

15 MS. MORENO: First, have you looked at the
16 departments in the City of Coral Gables and do you
17 have experience with running most, all or less than
18 half of those?

19 MR. MATTIS: I think I have had direct
20 experience in every one, even the trolley. We
21 bought a trolley in Kyle. I will say we invested
22 in one. I'm not sure -- it's not quite like you
23 all have working here, but all basic services,
24 sure, I have those every place.

25 Again, that's part of my experience has been a

1 lot, around a lot of different places, had a lot of
2 different experiences.

3 You know, the size of your operation is
4 obviously bigger collectively than what I've worked
5 with before, but the individual service areas, I
6 have direct experience in each one of those. I am
7 certainly not an expert in any of them. That's why
8 I am the city manager -- I only know a little
9 bit -- don't know a lot about everything.

10 But the other part that I certainly gleaned
11 from the website and from the news is that you have
12 excellent staff here, very high qualified staff,
13 high level of professionalism that would be a
14 pleasure to work with. And I am confident they
15 know what they are doing, so I have to talk to them
16 about it.

17 MS. MORENO: My second question is, do you
18 have any experience in addressing something like a
19 hurricane event and delivering services to the
20 citizens following such an event?

21 MR. MATTIS: Yes, I actually do in Virginia.
22 We do have a lot of hurricanes in Central Texas so
23 I didn't have that down there.

24 MS. MORENO: But you have tornados; right?

25 MR. MATTIS: We have tornados. When I was in

1 Ohio, I know a lot about snow removal, but I assume
2 that's not an issue here. But since I have been in
3 Colonial Heights, we have worked there, have been
4 part of a crew. They have a great response team up
5 there.

6 We -- I forget the one that was recent.
7 Isabel, two or three years ago, it was a major
8 hurricane, and we actually had an earthquake there,
9 too, a couple of years ago. That was a first for
10 me, too. I had never been around an earthquake
11 but, again, from the management perspective,
12 frankly, managing the hurricane event is all about
13 preparation, all about having the right people in
14 place and, you know, when the hurricane comes,
15 police chief and fire chief. My job is just
16 keeping council informed, stay out of their way,
17 and let them respond. I've got a great team and
18 we've done that.

19 MS. MORENO: Anybody else?

20 Thank you very much. It was a pleasure having
21 you.

22 MR. MATTIS: Thank you.

23 MR. WITHERS: Thank you.

24 (James Beard entered the room and the
25 following proceedings were had:)

1 MR. BEARD: Good morning.

2 MS. MORENO: Good morning.

3 MR. WITHER: Good morning.

4 MR. FERNANDEZ: Good morning.

5 MR. KADRE: Good morning.

6 MR. BEARD: Ready to start, ladies and
7 gentlemen?

8 MS. MORENO: Yes.

9 MR. BEARD: Hi.

10 MS. MORENO: Welcome and thank you for
11 applying to the city manager of Coral Gables.

12 MR. BEARD: Thank you.

13 MS. MORENO: We would ask that you produce
14 yourself and tell us why you think you would be a
15 good fit as our city manager.

16 MR. BEARD: I'm Jim Beard. I am currently the
17 CFO for the City of Atlanta. I have been in that
18 position for four years. I have been in Atlanta
19 for four years, CFO for three.

20 Many people would say, well, Jim, why would
21 you want to be in Coral Gables? The answer is
22 simple. This is not new to me. South Florida, in
23 the 20 years prior to going to Atlanta, was home.
24 I lived in Broward County, Palm Beach County, and
25 Dade County during that period of time. So I see

1 this more as an opportunity to do good while doing
2 well back at home.

3 I went to grad school right around the corner,
4 Northwestern's Coral Gables campus, had many
5 dinners at Ortanique's on the Mile, was there when
6 they opened many years ago. As I said, it is not
7 new.

8 What have I been doing for the last four
9 years? As the CFO for the City of Atlanta, I am a
10 dual reporter. So I report directly to the mayor
11 and to the city council. I'm used to government in
12 the Sunshine. We have similar open record rules
13 and laws there.

14 Some of the things I am proud of in the City
15 of Atlanta are four balanced budgets, cutting taxes
16 the last two years, improving government services,
17 clean audits, and being what I would call a
18 collaborative CFO. Not a bean counter, never been
19 one. More looking for what's the win-win and
20 getting value for dollars spent on behalf of the
21 citizens.

22 So, in effect, I think I am a right candidate
23 for the City of Coral Gables. I have looked at the
24 challenges that you have outlined in the hiring
25 brochure, and I think I have done or seen just

1 about everything, if not everything, on those
2 lists.

3 Thanks for your time and I will be willing to
4 answer any questions you have for me.

5 MS. MORENO: Commissioner Withers, let's start
6 with you.

7 MR. WITHERS: So Hotlanta, huh?

8 MR. BEARD: Yes, sir.

9 MR. WITHERS: I saw many years ago when
10 underground Atlanta was the hot spot. You guys
11 have done something different to it.

12 MR. BEARD: Yes, sir. Underground Atlanta has
13 been one of those, really, drains in the last
14 several years. Costs roughly \$8 million a year
15 negative, so we basically decided to put it on the
16 free market and see what the market will give us
17 for it.

18 I can't go into great detail, but we think we
19 have an option and solution that will remove it
20 from the city's books, put it in private hands, and
21 get clear of that and put it back on the tax rolls
22 doing positive things for the city.

23 MR. WITHERS: How do you feel about taking
24 public land and turning it over to a private
25 developer?

1 MR. BEARD: So that's one of those -- it's a
2 touchy topic, and that's why when you do these
3 things you have to get community involvement. You
4 have to be transparent. You have to have an open
5 process for doing it.

6 If you try to do it in a back room, it always
7 blows up on you. So we have talked about this for
8 years and if you follow AGC, what you will see is
9 that we reported continuously.

10 MR. WITHERS: What is AGC?

11 MR. BEARD: AGC, Atlanta General Constitution,
12 the local paper. If you follow it, you will see
13 that over the years we have told people repeatedly,
14 this is a drain on the city's coffers. It is
15 costing you \$8 million a year. We need to do
16 something about it.

17 MR. WITHERS: So take me through the process.

18 MR. BEARD: So we put out an RFP saying to the
19 powers that be that are in the redevelopment and
20 development space, we have this property, here are
21 the dimensions of the property. Here is what it's
22 currently used for. Here are the limitations on
23 it, and yes, we can get clear title to it.

24 We wait. Get bids back. We got four bids
25 back. Two of them were deemed pretty much not

1 feasible, so then you start talking to the
2 different bidders about it and you come with what
3 we would consider a solid solution to the problem
4 that allows it to go back on the tax rolls and
5 generate positive revenue for the city as opposed
6 to being a drain.

7 MR. WITHERS: Okay. So you are on the CFO
8 side of things so you are looking at the beans that
9 you don't count. So have you the commissioner, the
10 counselor, whatever, I don't know what the --

11 MR. BEARD: The city council, sir.

12 MR. WITHERS: Okay. Are they -- when do they
13 get invested, involved into any rezoning or planned
14 area development? How do the two departments talk
15 with each other?

16 How does the CFO side of things that's looking
17 at the money side and the net drain versus the
18 commission that has to put on their developer's hat
19 or their planning hat? How do those two groups
20 work?

21 MR. BEARD: So everybody is in the room in the
22 beginning. Council is there, they know about the
23 RFP. Planning and development is there. We talk
24 about what's the best and current use, what's the
25 current zoning. Everybody in their proposals put

1 forth what they would need the zoning to be.

2 So then you go through -- after all those
3 things, you go through a series of charrettes about
4 what is planning. So everybody is at the table in
5 the beginning. It makes it a lot more difficult.
6 These are always difficult jobs. It makes it more
7 difficult, but it also gets you to what we consider
8 to be an optimal versus suboptimal result when you
9 have everybody in the room from the beginning.

10 MR. WITHERS: When you were in West Palm
11 Beach, I think the number was right, there was a
12 two billion dollar portfolio?

13 MR. BEARD: Yes.

14 MR. WITHERS: Is that for the pension fund or
15 what was that portfolio for?

16 MR. BEARD: So that's, basically, all the
17 reserves for the city and all the basically pre-
18 cash that's waiting to be spent or in bond
19 proceeds.

20 MR. WITHERS: Was it property value buildings
21 or is it just pure assets/cash?

22 MR. BEARD: No, that pool is assets/cash.

23 MR. WITHERS: Wow.

24 MR. BEARD: Two billion there. Also, just so
25 you know, it's roughly about two billion in Atlanta

1 as well.

2 MR. WITHERS: Okay. And then the fixed debt
3 portfolio of 1.7 billion, that was used for capital
4 improvements, how was that funded? Was that funded
5 through --

6 MR. BEARD: GO bonds, revenue bonds, Sunshine
7 commission paper. There is various different
8 mechanisms behind financing all the capital
9 improvements in the city -- in West Palm Beach.

10 Atlanta has a similar structure.

11 MR. WITHERS: So was that a balance that you
12 carried or that was just a total?

13 MR. BEARD: That was the total debt portfolio
14 at that particular time. Obviously, every year you
15 have a debt service payment you make so you pay
16 that balance down over time.

17 MR. WITHERS: So was there a conscious effort
18 on the commission or West Palm Beach County,
19 whatever, was there a -- did they say, we are going
20 to have a debt ceiling of two billion for capital
21 improvements or what was the mindset in putting
22 that together?

23 MR. BEARD: That's a great question. So the
24 way the portfolio is structured, certain things
25 have revenue streams. So now what happens is the

1 bond market tells you how far you have to leverage
2 those streams. Other things are GO, so the
3 citizens tell you how far they are willing to go.

4 Within the math of it all, Palm Beach County
5 and Atlanta are nowhere near what we call their
6 debt ceiling. They can basically put on more debt.
7 Wealthy county, fairly wealthy city, so we don't
8 get anywhere near the caps. There is always a
9 push-back against debt, that's Palm Beach, Atlanta,
10 most other cities. So it's always a delicate
11 balance between what does the city want to see,
12 what does the city want to be, and what they are
13 willing to pay for that in the form of GO millage
14 rate or, in some cases, fees for services.

15 MR. WITHERS: I have a couple more questions.
16 Should I just keep going or do you want to --

17 MS. MORENO: Let's get rid of people. Because
18 that's way you can sum up for all of us.

19 MR. WITHERS: Great. Thanks.

20 MR. FERNANDEZ: I have enjoyed the exchange
21 from the former commissioner to -- I can sort of
22 see you in an official proceeding sort of answering
23 these questions before the commission.

24 It's clear that you have a strong grasp of the
25 financial aspects of the job, but obviously when

1 you are a city manager there is a lot more to it in
2 terms of city operations, dealing with police and
3 fire, negotiating with unions.

4 What can you tell us that would give us
5 confidence that you can tackle everything else that
6 there is to the job?

7 MR. BEARD: Once again, I want to stress, as
8 the CFO for the city, I am in the room. I am part
9 of the mayor's cabinet. Basically four people --

10 MR. FERNANDEZ: There is a difference between
11 being in the room, though, and being -- right?

12 MR. BEARD: There is four people that run the
13 City of Atlanta, chief operating officer, chief of
14 staff, city attorney, CFO. All direct reports to
15 the mayor.

16 So in those negotiations is various aspects.
17 Different people take the lead role. Dealing with
18 the unions is always tricky because what you are
19 doing there is you're balancing the citizens versus
20 the workers in the form of do I pay higher taxes to
21 pay higher wages or what's the efficiency play
22 there? Do I ask for changes in work rules?

23 Been there multiple times over the years to
24 have those discussions. What happens, everybody is
25 welcome to have their own opinions but the way you

1 start these negotiations that I find work most
2 successfully is when you start with some basic
3 facts.

4 So you let the unions get their actuaries in
5 because they're doing numbers, pensions involved in
6 that.

7 Once the actuaries, theirs and ours can agree,
8 now you can start a dialogue around the gives and
9 takes, what's needed from the citizens' side versus
10 what's needed from the employee perspective.

11 Police and fire are a little different because
12 of their retirement schedule. They get to leave
13 after 20 years on the job, whereas everybody else
14 has to stay longer. So you will find that the ARC,
15 annual required contribution into the pension tends
16 to be higher there.

17 I also sit as a trustee on all three pension
18 boards so I know what the numbers are from the
19 operational side of the pension.

20 So, I am there, working in the trenches,
21 having the discussions, the hard discussions, the
22 lunch meetings, the dinner meetings, the talk to
23 the police officers and they find all numerous
24 things to talk about.

25 Example, in the last of the negotiations, I

1 don't know if you know it here, but the Crown
2 Victoria, the police car of police cars, is no
3 longer made. So we got into, in the union
4 discussions, about what's the new police car? Do
5 we want -- they wanted the Dodge Charger, the Dodge
6 Charger, V-8, gas guzzler. Administration said, do
7 we really want to turn you loose in a no-pursuit
8 city, because we have a no-pursuit policy in
9 Atlanta, with a V-8 car that burns gas?

10 After some back and forth, they agreed the
11 Taurus was a better vehicle. That's part of what I
12 did. That's my portfolio.

13 From there now you get to a place where, okay,
14 that's kind of a small car. How do you deal with
15 that? I personally dealt with Ford. We worked on
16 what's called an offset cage. The cage goes back
17 farther in the driver side, further in the
18 passenger side.

19 So now an accused person has room to get in
20 from the rear passenger side and the police officer
21 still has room to get -- what about larger
22 officers? So we went to another vehicle there, the
23 Explorers. So we have police Explorers that are
24 being tested and the cruisers that are the
25 Tauruses.

1 One of those things that people say, well, how
2 did the CFO get involved in that? I raised my hand
3 and said, I will take that one, boss. That's how
4 we do it there.

5 MR. FERNANDEZ: That's a good story, but I
6 have one quick followup. In the City of Atlanta --
7 this is a high visibility job. You are familiar
8 with South Florida. Being manager to the City of
9 Coral Gables is a high visibility job.

10 In Atlanta, talk to me about your experience
11 in dealing with private enterprise and you have
12 huge corporations in Atlanta, like Coca Cola who is
13 very invested in the city.

14 Your experience in dealing with private
15 enterprise and with non-profits. You have a lot of
16 important universities there. You know, there's an
17 important university here I'd like to think being
18 chief of staff of the University of Miami
19 presently.

20 Talk to me about your interactions with
21 non-profits and private enterprise leaders in
22 Atlanta.

23 MR. BEARD: Okay. So my mentor went to UM,
24 George Knox, I don't know if you know the gentleman
25 or not.

1 In Atlanta we have something called Atlanta
2 Committee for Progress, the CFOs and -- well,
3 actually the CEOs from the major corporations come
4 together once a quarter. We report out on what
5 we're working on. They establish working groups
6 around what the things that they are interested in.

7 It's not just the CEOs, though, it's all the
8 universities and the non-profits. They are in the
9 room when we talk about what are the challenges as
10 a city.

11 I would probably look for a model similar to
12 that, let's sit down and talk about the things and
13 you, as a CFO or, in this case, CEO would say,
14 well, I am interested in this, I'm interested in
15 redevelopment here. I am interested in the belt
16 line here. I am interested in these various
17 projects. Non-profits, the arts, they all sit in
18 the room and say, well, we think we contribute in
19 this way.

20 So what you do is you get engagement from
21 those ladies and gentlemen on various issues that
22 are a concern to them. The worst thing you can do
23 to a CEO is not engage them. They have a very
24 short span of attention in a short period of time.

25 If you ask them to do a task, they will

1 execute on that task with military precision, but
2 if you let them flounder around, they lose interest
3 and they will not talk to you anymore because they
4 don't see value in having a dialogue.

5 So, whether it's crime, whether it's
6 homelessness, whether it's property taxes, if you
7 engage them, they will respond.

8 Then after you get them engaged, you have to
9 have one-off meetings with them. So I sit down on
10 a fairly regular basis and have lunch. The CEO of
11 Delta Airlines, personal friend over time. CEO of
12 -- CFO of Coca-Cola, CFO of Home Depot, all these
13 people become personal friends over time so I can
14 call them and say, I have this issue. This isn't
15 going how we planned, are there private dollars
16 that can be put against this effort that don't come
17 from public coffers to try to execute against a
18 particular item.

19 I hope that gives you a color of the stuff.

20 MR. FERNANDEZ: It does. Thank you.

21 MS. MORENO: Thank you.

22 Manny.

23 MR. KADRE: First of all, thank you for
24 applying. You, obviously, have very impressive
25 credentials.

1 MR. BEARD: Thank you, sir.

2 MR. KADRE: I was just wondering, just to get
3 a feel, have you been applying for other jobs --

4 MR. BEARD: No, sir.

5 MR. KADRE: -- or is this sort of a coming
6 home?

7 As a second part of it, I want to point you to
8 explain what sort of really allures you to this
9 job?

10 MR. BEARD: Okay. The answer to your first
11 question, no. In four years, I have applied to one
12 job, that's this job. I am not interested in going
13 over to the City of Miami. I am not interested in
14 going over to Miami-Dade County. Not interested in
15 going back to Palm Beach.

16 I see Coral Gables as the premier community
17 outside of the City of Miami, and in the southeast
18 if there is a place to go to take that next step,
19 this would be it.

20 You are not faced with a lot of the issues
21 that some other cities are faced with, I won't name
22 any names in the area, but what you do have is you
23 have a community that seems to be based and built
24 around being a city beautiful and being the best it
25 can be. That's what you want to be involved with

1 as you make that first step, because then you get
2 supportive folks, such as yourself.

3 When I do take the job and I call you up and
4 say, I've got a problem, can you help me deal with
5 this, we can go have lunch, have a discussion, you
6 can pen out some of your thoughts and I can come
7 back and digest them and move forward.

8 So, I am not looking to jump around. That's
9 just never been my thing. If you look at my
10 résumé, you will see that I was with Palm Beach
11 County roughly six years. Before that, I can't
12 even think of the last job I was before that, and
13 the only reason I am here is because it is Coral
14 Gables.

15 MR. KADRE: Thank you.

16 MS. MORENO: José.

17 MR. MAS: So thank you for applying. I think
18 you have tremendous credentials. I think you have
19 done a great job of articulating the role of the
20 CFO in Atlanta and the things that you do that
21 maybe we weren't aware of and aren't traditionally
22 CFO roles.

23 My question is still related to that because I
24 think there is still a difference; right?

25 MR. BEARD: Oh, definitely.

1 MR. MAS: What is the difference, in your
2 mind, between what the city manager role at the
3 City of Coral Gables would be versus the role you
4 are doing today and what are the major differences?

5 MR. BEARD: I see it as visibility and
6 transparency. So as a CFO, at the end of the day,
7 the COO really takes the point on most
8 non-financial, non-portfolio issues.

9 What do I mean by non-portfolio? Certain
10 things that I take as not really my traditional
11 role but is part of my portfolio that I've ask for.
12 Everything else falls on him.

13 When the cameras to city hall, if the mayor
14 chooses not to speak on a topic, guess who has to
15 do it? The COO. They become the face and
16 embodiment of the people and the interface between
17 the people who do the work and the policymakers who
18 set forth the policy. So it's my job to execute
19 against the things that this body, the commission,
20 decides they want to see as a representative of the
21 people.

22 So you are that focused focal point between
23 the people who have to execute and the people who
24 make the policy. A little different role, little
25 more pressure, but I can take the pressure.

1 Some examples of that come with knowing the
2 people in the area. So as you are visible, and I
3 am fairly visible in Atlanta, people say, Jim, what
4 about this? Jim, what about that?

5 My close example of that, and something you
6 may not have picked up on, I ran the water
7 department for basically a year in the City of
8 Atlanta. So in that, I had little old ladies come
9 to me asking about the water meter, their water
10 bill, the pothole that some pipe generated.

11 So I am used to some of that. I see this as
12 just taking my experience and pushing it up a
13 notch.

14 We can keep going.

15 MR. MAS: It's a next step. You used the word
16 the next step in your career, and I think it's
17 great, right, the next step is really taking the
18 operational range of the job and not just a
19 financial, and not just playing a role on the
20 background but actually playing a role in the
21 forefront.

22 So with that said, you get hired, what are
23 your first 60, 90 days like?

24 MR. BEARD: Certainly to understand what is
25 going on, but there are some visual things you have

1 to do. One of the things that I did when I took
2 over the water department is, I went out with the
3 work crews that did water work, read meters, got in
4 the water meter reading truck and went around the
5 city to read meters.

6 A story I tell is a lady had an appeal for the
7 water and sewer appeals board. I was dressed in
8 blues, I had gone out to work the appeal beforehand
9 and when it was time to do the appeal, I was
10 sitting on the dais sort of like you.

11 She came up and told her story about her
12 appeal. I said, yes, ma'am, I remember your house.
13 She says, how do you mean you remember my house?

14 I was on the crew that came to fix your issue.

15 That was you?

16 Yes, ma'am, I didn't have on the suit and tie,
17 but you have to be visible in the community. But
18 you have to understand also the workers, what are
19 they doing, what are the tools that they need?

20 The only way to get that is to kind of get out
21 there. So I show up when it's wet, cold, and rainy
22 and I go work. For that year, I'd go out on a
23 Friday or Saturday and work with the crews in the
24 field.

25 Here, similar, I would say one of the first

1 things you have to do is go with the trash crew.

2 The trash crews see everything. You also have to
3 have an interface in your ability for your people
4 to report back.

5 The trash crews, once again, see everything.
6 Your public works guys see everything. So what
7 happens if a curbstone is run over on a corner?
8 How do you get that work? Do you wait until the
9 citizen tells you or does the trash crew, which
10 comes by, say, hey, public works, there is a
11 curbstone missing? They are all empowered to fix
12 that problem. Should they have to come to me to
13 fix it? Probably not.

14 That's how I see interacting. Talk to the
15 police union. Understand what their issues are.
16 Talk to the fire guys. Well, this piece of
17 equipment is ten years old. It doesn't work
18 anymore. How do we budget for that? How do we
19 budget for having a fleet of anything that
20 operates?

21 So, in Atlanta, for example, the fleet ended
22 up on my portfolio. We developed a three-year
23 rotation for patrol cars. Patrol cars in Atlanta
24 run 24/7, 365, they don't last long. Turn them
25 over every three years.

1 One of the other things is when things get
2 damaged, and they always do get damaged, you can't
3 go crazy on staff for that. Accidents happen.
4 These guys are running hard. You have to give them
5 the vehicle to communicate. You have to handle
6 their issues and they have to see you as not the
7 enemy but as the person who can enable them to do
8 their job better.

9 MR. MAS: Very good. Thank you.

10 MS. MORENO: How do you handle a situation
11 where citizens are calling you, for example, to
12 complain about police presence and the police chief
13 has decided that instead of having regular patrols,
14 what he wants to have is response to crime calls or
15 whatever, and you don't agree with that? How do
16 you deal with a police chief on a truly police
17 issue but that is having repercussions on you
18 because the citizens are calling you?

19 MR. BEARD: So if I remember the org chart
20 here, the police chief reports to the city manager.
21 A police car is a physical embodiment of a promise
22 that the city makes to its citizens. A police car
23 can't sit somewhere until you call for it. It must
24 be visible.

25 So my response to the police chief, chief, I

1 understand what you are trying to do, but you have
2 to have some level of zone policing. You have to
3 have people where people can see.

4 Crime/education are the killers of cities.
5 High crime rates, poor schools kill cities. There
6 is no two ways around it. How do you get rid of
7 crime? How do you help -- I won't say get rid it
8 of it. How do you hold crime under control is to
9 be visible.

10 If a car is invisible, if my girlfriend, wife,
11 husband, comes out of Publix and doesn't see a
12 police car every now and then, if you are riding
13 down the street and the only time you are seeing
14 them is when they are doing traffic stops, that's
15 bad. They have to be around. They have to be part
16 of the community, part of the fabric of the
17 community. It just is -- it's got to be that way.
18 There isn't any gray area in certain things.
19 That's one of those issues that I have learned from
20 being in Atlanta that you just have to be present
21 in the community.

22 You have to go to things like bike patrols.
23 Younger officers, bike patrols. Beat patrols on
24 areas like Miracle Mile where people can see you
25 because that is part of the promise. That is part

1 the deal.

2 MS. MORENO: So you would get involved with
3 the police chief and --

4 MR. BEARD: Oh, oh, yes. You can't advocate
5 that. If you have authority you have to have
6 responsibility. So if he is on the chart and he is
7 beneath the city manager, the city manager can't
8 advocate that.

9 Sometimes they are hard discussions, but at
10 the end of the day a choice has to be made. I
11 would expect the police chief if after discussions
12 the decision was we are going to a different
13 policing model for him to execute against that
14 model with all deliberate speed.

15 If he chooses not to do that, then I would be
16 in private chambers with the council members to
17 say, I have a problem. How do you want me to go?

18 If they make a decision that, maybe we need to
19 look to go in a different direction, I would
20 execute on that.

21 MS. MORENO: Commissioner, you have more
22 questions?

23 MR. WITHERS: Yes, I have a couple of quick
24 questions.

25 When you did your downtown improvements did

1 you assess property owners or was it strictly a
2 hundred percent paid for?

3 MR. BEARD: On which?

4 MR. WITHERS: If you are doing a sidewalk or
5 streetscape, is it 50/50? How do you --

6 MR. BEARD: So we have what's called tax
7 allocation districts in Atlanta. So what happens
8 is we have frozen tax bases back when the tax was
9 established. As property values increase, the
10 excess increment grow in that pad, so the
11 businesses and homeowners in a particular region
12 have capital they can pull back into that. So
13 street-scapes and those sorts of things would be
14 handled there.

15 There are other things that are just general
16 public works.

17 MR. WITHERS: So that tax increment increase
18 goes into a capital improvement budget and not into
19 the operating budget?

20 MR. BEARD: No, that's not operating. That's
21 segregated for that particular task.

22 MR. WITHERS: In your comments about pension
23 you talked about -- I understand the difference
24 between defined contribution, defined benefit. I
25 understand that, but you talk about a small defined

1 benefit plan. Is that a new -- what does that
2 mean?

3 MR. BEARD: So basically, what happens is the
4 bulk of new employees -- so the old employees are
5 kind of grandfathered into the old plan.

6 New employees, the bulk of their dollars would
7 go into a defined contribution plan, a part of it
8 would go into a defined benefit plan.

9 You are trying to give them some baseline and
10 also have the ability to get outside market base.

11 One of the things you have to remember about
12 Atlanta is we do not participate in social
13 security.

14 MR. WITHERS: I'm sorry, what?

15 MR. BEARD: We do not participate in social
16 security.

17 MR. WITHERS: So you have extra 7 --

18 MR. BEARD: 6.2 percent goes into this plan.
19 That's how these are funded.

20 MR. WITHERS: Two questions, and I kind of
21 have to ask these because they are important to me.

22 Howard Gary and Company, you had a stint with
23 them. They ran into a little bit of problems and
24 lost a contract with Fort Lauderdale, et cetera, et
25 cetera.

1 MR. BEARD: Several contracts.

2 MR. WITHERS: Were you there then?

3 MR. BEARD: Yes, I was.

4 MR. WITHERS: What was the story behind that?

5 Because, you know, I read the internet blogs. You
6 read all the other stuff, and it's better just to
7 ask the person directly.

8 MR. BEARD: Howard Gary -- Howard, and I do
9 consider Howard a friend and I don't run away from
10 my friends. I don't know if you know it, but he
11 has passed away. He passed away in 2009.

12 He basically ran into personal problems. He
13 did personal things on personal time that had
14 repercussions for the firm because his name was
15 over the door. That's the bottom line.

16 Did his activities involve securities
17 industry, securities trading, public finances, no.

18 MR. WITHERS: You answered the question. We
19 are good.

20 MR. BEARD: Okay.

21 MR. WITHERS: Last question. Your own
22 personal financial.

23 MR. BEARD: Correct.

24 MR. WITHERS: Excellent. It looks like you
25 hit a little bump in the road. I am not asking you

1 to pour out your soul, but kind of walk me
2 through -- how was that on you emotionally and how
3 did it affect you as a person?

4 MR. BEARD: So, basically, having a hard time
5 in any -- that's why I can relate to obviously the
6 work. Having a hard time in any business venture
7 is tough. It was basically business-related
8 activities.

9 When you go into business and you're doing
10 business-related things, you are always asked to
11 sign a PG. PG puts you on the hook personally. At
12 the same time that went on, I went through a
13 divorce.

14 MR. WITHERS: You had the perfect storm then;
15 didn't you?

16 MR. BEARD: All those events came where I had
17 half the assets --

18 MR. WITHERS: And all the responsibility.

19 MR. BEARD: So I had to make a hard decision,
20 work through it. Been through it. It was fully
21 disclosed in Atlanta. It was fully disclosed in
22 Palm Beach County.

23 MR. WITHERS: You have recovered nicely from
24 it, it seems.

25 MR. BEARD: Yes, sir. It was -- I won't say

1 it was strategic, but basically in consultation
2 with lawyers, they said this would get you on the
3 right path. It will be painful, it will hurt, and
4 you kind of move through it.

5 Everybody is -- a boxer said -- Tyson said
6 once, everybody has a plan until you get hit in the
7 face. I got hit in the face.

8 MR. WITHERS: I heard that on Sports Center
9 yesterday.

10 MR. BEARD: So now you have to buckle down and
11 move through it.

12 MR. WITHERS: Thank you very much.

13 MS. MORENO: Thank you very much.

14 MR. FERNANDEZ: Thank you.

15 MR. MAS: Thank you.

16 MR. KADRE: Thank you.

17 MR. BEARD: Thank you very much for your time.

18 (Guillermo Oldedillo entered the room and the
19 following proceedings were had:)

20 MR. WITHERS: Good afternoon.

21 MR. MAS: Good afternoon.

22 MR. KADRE: How are you?

23 MR. OLMEDILLO: So far, I am very well. Thank
24 you very much.

25 MS. MORENO: Thank you for applying to be a

1 city manager for the City of Coral Gables. Would
2 you introduce yourself and also give us some
3 background on why you think you would be a good
4 city manager?

5 MR. OLMEDILLO: Thank you very much and thank
6 you for the opportunity, and good morning to you.

7 Perhaps it's best that I go through quickly
8 what I have done both professionally and
9 personally. I was born in Venezuela, Caracas,
10 Venezuela. My family and I, my brothers, my
11 mother, my father and my step-sisters, my father
12 and my stepmother, we all moved here at the same
13 time. Different houses but we all moved at the
14 same time.

15 I went to Shenandoah, Gables High, University
16 of Miami. I graduated from the school of
17 architecture, University of Miami. I got married,
18 moved to Venezuela looking for employment
19 opportunities. I was fortunate to find employment
20 with the National Planning Agency and I spent there
21 a few years. I was lucky enough to be involved in
22 several national programs. I was also fortunate to
23 be selected by MIT to give me a fellowship to go
24 and do graduate studies at MIT dealing with urban
25 and regional planning.

1 What they do in that program, it's called the
2 SPURS program, S-P-U-R-S, program. They select 12
3 to 15 professionals throughout the world and they
4 invite them to be at MIT and take advantage of all
5 the educational activities there and the
6 environment and all the technical facilities that
7 they have.

8 I went back to Venezuela because since I was
9 sponsored both by the university and by the
10 government I had to kind of pay my time back to the
11 government.

12 I had the opportunity then to draft what
13 became the plan to support the investment that the
14 country wanted to make to create 100,000 units per
15 year and that had to be done in combination with
16 the private financial sector. So there were a
17 number of rules and a number of laws that were
18 passed so that the distribution of funds will be
19 done fairly throughout the country.

20 I drafted the original plan, the basic plan
21 that led into it. It was quite a challenge, but I
22 was successful in that. That gave me kind of the
23 entry into the financial, the private financial
24 sector and I became adviser to a couple of banks
25 who are still trying to figure out what law did to

1 them. So it was kind of an easy path to go into
2 the private sector, financial and private sector.

3 Then my wife and I decided to move back to
4 Miami, give our kids the same opportunities that we
5 had, educational opportunities that we had. We
6 moved here. I went to the City of Miami and I was
7 employed by the City of Miami and I became in a
8 couple -- in a couple of years I became the deputy
9 director for planning and zoning for the City of
10 Miami.

11 There are -- again, I had a couple of nice
12 challenges, which was one to create the first
13 comprehensive plan for the City of Miami, and then
14 to rewrite the zoning ordinance. I rewrote the
15 zoning ordinance, which was the Zoning Ordinance
16 11000. That was in effect until Miami 21 became
17 the zoning ordinance in the City of Miami.

18 Then there was the opportunity to move into
19 the County because the long-term -- long-time
20 planning director, Rich Walters, had retired after
21 33 years, and I was fortunate enough to be
22 appointed by the county manager to be the planning
23 director.

24 There I was given another challenge a couple
25 of years into my employment to restructure the

1 permitting department, to consolidate all the
2 permitting department, planning, building, zoning,
3 code enforcement, plats, a portion of the DERM,
4 into one very large property. I did that. I
5 completed that task successfully.

6 After a couple of years I decided that I was
7 going to try the private sector once again, and I
8 became a consultant. And I have consulted with
9 municipalities, cities, UM.

10 In matters of planning, I also -- one of my
11 challenging projects was to do the political
12 redistricting for both Miami-Dade County and the
13 school board.

14 For Miami-Dade County I have done it the last
15 two cycles, the 2000 and the 2010 census cycles.
16 As you know, redistricting has to occur within a
17 year after the numbers were published by the
18 census, the population numbers are published by the
19 censurers. That was another demanding task.
20 However, very successful. The County approved them
21 unanimously. There were no appeals. Nobody was
22 unhappy with the districts in Miami-Dade or in the
23 school board.

24 And I have continued working with either
25 municipalities or individuals that seek to go

1 through the process of getting permits or getting
2 their ideas through government, then bringing them
3 to fruition.

4 That brought me here. I think the City of
5 Gables has always been a very attractive city. I
6 have always lived around the Gables. I lived in
7 South Miami. I lived in the Gables. I went to the
8 University of Miami, stayed at the dorms so I was
9 part of the Gables. You know, the routine was to
10 Saturday morning stand and walk back to Miracle
11 Mile looking at all the pretty girls going by
12 shopping, but I have been a member of this
13 community.

14 I have been not only as a professional but
15 also as a personal role with activities in the
16 community. I think I can bring some positive
17 vision and some positive instruments to move
18 forward and to further the goals of the city.

19 MS. MORENO: Thank you very much.

20 José.

21 MR. MAS: Sure. A little bit of a change from
22 what you are currently doing to be city manager
23 even from the roles that you've held in the public
24 sector before.

25 What do you envision as the biggest challenges

1 in having to take that role?

2 MR. OLMEDILLO: Of course, you are dealing
3 with, on the one hand with five individuals, the
4 five elected commissioners. You are dealing with
5 the public in general, and you are dealing with all
6 the municipalities.

7 Remember, we live in a metropolitan area. We
8 are not an isolated city in the middle of nowhere.
9 I think those three issues have to be put on a
10 balance and look for the furthering of the goals of
11 the city. The city is very important because this
12 is a city, and I refer to a term that Katie Lynn,
13 she uses to explain the image of the city. The
14 image of the Gables is very particular to the
15 Gables.

16 The definition of the Gables you feel when you
17 are driving through the Gables, you know you are in
18 the Gables. When you are doing business in the
19 Gables -- my office has been in the Gables for the
20 last 12 years -- you know that you are in the
21 Gables. When you go to a store in the Gables, you
22 know you are in the Gables. There is that image.
23 That image is not only that physical image, but
24 it's the feeling that you have when you are dealing
25 with other individuals within the city.

1 So that's the challenge. You have your
2 elected officials who have a vision. You have the
3 general public that also has the vision and you
4 have all the governmental agencies that you have to
5 work with to achieve those visions so that balance
6 is the one that I think is the biggest challenge
7 for the city.

8 MS. MORENO: Manny?

9 MR. KADRE: What do you think is the largest
10 weakness that you are going to have to overcome to
11 be able to be effective here in the Gables?

12 MR. OLMEDILLO: Well, one thing, of course, is
13 that I do not know the entire staff that I am going
14 to be working with. I think it's very important
15 from the very beginning to recognize what the staff
16 can produce, how good at different things a staff
17 is and place them in the right positions.

18 MR. KADRE: What I was really asking you is of
19 a personal weakness that you think you are going to
20 have to overcome to be able to take this job.
21 Obviously, anyone who comes in, it doesn't matter
22 which of these people the commissioners pick, is
23 going to have that issue.

24 So I was trying for you to focus, to assess
25 yourself and to focus for us on what a personal

1 weakness that you would have in your -- if any.

2 You may tell me you don't have one.

3 MR. OLMEDILLO: We always have those things.
4 It's not easy to recognize them, but we all have
5 them.

6 Probably the -- there is always an
7 institutional structure that is very difficult to
8 change when you go into an already set institution
9 like this. That I think is going to be the
10 challenge so that I can work with that institution
11 and that institution can work with us to achieve
12 the goals.

13 MR. KADRE: Okay. Thank you.

14 MR. FERNANDEZ: Just following up, I want to
15 push you a little bit on that particular question.
16 Obviously, your strength is planning. I mean, you
17 have many, many years of experience in planning. I
18 would be confident that you could handle the issues
19 of managing growth effectively which is, of course,
20 very important to the city but on the operations of
21 the city, in dealing with police and fire, on
22 dealing with the financial issues that the city
23 will face as it relates to the pension, on your
24 financial acumen and your financial strengths, what
25 can you say that would appease my concerns about

1 your abilities to handle all the other aspects of
2 your role as manager?

3 MR. OLMEDILLO: As to, you know, the financial
4 side, remember, I travelled through the financial
5 world of being adviser to banks in Venezuela. I
6 haven't done any financing here, but I have done it
7 and the system is more or less the same. It's very
8 similar.

9 The other thing is that remember when the
10 County decided to create this mega department,
11 there was 500 employees, around 500 employees. We
12 had a budget, at least two budgets. ASME and GSAT,
13 I think is the name of the two large units that we
14 had to deal with every year, every cycle and I had
15 to do that not only push from the employees and the
16 unions, but also from the 29th floor saying, this
17 is it, buddy, you don't spend a penny beyond this.

18 So that, I was able to do it. People that
19 have dealt with me, they understand that I am clear
20 about my issues. I come up front. I do not hide
21 issues. I bring them all to the table. I disclose
22 them and I do so plainly because I assume that the
23 simplest way, the lowest common denominator is to
24 communicate to everybody what is going on.

25 So I feel that it's the same type of problem.

1 It may be a different scale. It may be a different
2 place, but when you go throughout Miami-Dade County
3 and all of the 36 municipalities, what you find is
4 that they are very similar in nature, and this was,
5 in fact, like maybe a mega department for the
6 county. Maybe a microcosm of what a city, a full
7 service city is, but it has the same issues;
8 talking to people, responding to complaints,
9 responding to demands from the public, responding
10 to demands from the county commission, elected
11 official, the other cities.

12 So I feel comfortable that I can handle the
13 different pressures that all of these areas will
14 bring into play.

15 MS. MORENO: Thank you.

16 Commissioner Withers.

17 MR. WITHERS: Thank you.

18 Coral Gables High School. So there was Don's
19 Den across the street and Jimmy's Hurricanes down
20 on Bird Road and Hot Shops on US1.

21 MR. OLMEDILLO: On US1. And skates, roller
22 skates.

23 MR. WITHERS: The Coliseum. In fact, I think
24 I had your calculus book. I think I read your name
25 a couple of years ahead of me.

1 MR. OLMEDILLO: It could be.

2 MR. WITHERS: Listen, you probably have one of
3 the better or best reputations from everyone I have
4 spoken to in this county on your planning ability.
5 I just want to let you know that the folks that I
6 have spoken to about you think that you are A plus
7 on your planning abilities.

8 MR. OLMEDILLO: Thank you very much.

9 MR. WITHERS: I kind of echo the concerns
10 about the administrative side, but I really don't
11 want to touch on that. Two quick questions:

12 Question number one is, we are getting ready
13 to do a major renovation on Miracle Mile with
14 streetscape and parking and all. How do you feel
15 -- and whether it's going to be a taxing district
16 or an assessment directly to the owners of the
17 property, how do you feel about that? Should it be
18 a 50/50 split? Should government pick up the
19 lion's share of it? I know they are extending us
20 six or seven interest-free year of possible loan to
21 the folks to pay it back each year as part of their
22 ad valorem tax bill.

23 How do you feel about assessing owners?

24 MR. OLMEDILLO: Let me go back to the
25 principles because I like to see things

1 holistically. The city is a corporation. It's a
2 corporation with a social conscious and a social
3 destiny. Financially, I think it's a matter of
4 numbers. How much can we push the property owners
5 so that we achieve enough funds so that we can do
6 the job.

7 MR. WITHERS: Okay. There you go.

8 MR. OLMEDILLO: That's one extreme. Now, you
9 say, well, should the city make that as an
10 investment? There are equations that you use and
11 in socioeconomic development that tell you how much
12 that social cost is, which has to be assumed by the
13 cities, by the way. Institutions, governmental
14 institutions have to assume that social cost
15 because rarely it's picked up by the private
16 sector. So I think that's the balance that we need
17 to see. How much of a social benefit are we going
18 to obtain by having, you know, the Champs-Elysees
19 in Miracle Mile and how much of the contribution
20 should we seek and explain to the property owners,
21 listen -- and the shop, and the merchants also
22 because they might not be the same, the property
23 owner and the merchant. What benefit that will
24 bring to them and how socially they are going to be
25 much better and the fact that they have an address

1 which is renowned through the world.

2 MR. WITHERS: So, I mean, at the end of the
3 day, the merchant will end up paying for it because
4 I'm sure the property owner will pass it through.
5 So I think I heard you say that you kind of like
6 responsibility on both sides.

7 MR. OLMEDILLO: Yes, sir.

8 MR. WITHERS: Last question is, I have been
9 involved with the city for a while and during that
10 time I have had three city managers, life
11 expectancies are, who knows, anywhere from five to
12 10 years with the city.

13 What do you see your timeframe as a city
14 manager? What is the lifespan of a city manager?
15 You have been around government a long time and you
16 have seen city managers at county level and city
17 levels.

18 In your mind, you are nice and safe in your
19 planning role. You've got a great reputation, not
20 that you are untouchable, but you are very secure.
21 But now you are moving into a city manager role
22 that could have a life span. What is your expected
23 lifespan of a city manager?

24 MR. OLMEDILLO: If you look throughout my
25 life, I have like a seven to eight year cycle.

1 MR. WITHERS: Okay. That's your incubation
2 time.

3 MR. OLMEDILLO: It goes that way, you know,
4 public sector, private sector. Public sector,
5 private sector, and I don't know what -- I don't
6 know what it is.

7 I guess it gets to a point that then I seek
8 additional opportunities or the challenge is not
9 there anymore.

10 MR. WITHERS: I got you. Well, thank you.

11 I never met you personally, but everything
12 everyone has told me about you you are a perfect
13 gentleman and a pleasure to speak with.

14 MR. OLMEDILLO: Thank you. People are very
15 kind.

16 MS. MORENO: Sir, I have two questions for
17 you.

18 First, if you saw that one of the departments
19 was not doing the job that you felt should be done
20 for the citizens of Coral Gables, how active would
21 you be and when you were the head of the building
22 and zoning department, how welcoming were you of
23 the city manager's input?

24 MR. OLMEDILLO: To me, government should work
25 almost -- like a bank is a good example. You have

1 the board of directors, the executive president of
2 the bank and you have staff. The manager is like
3 the executive president of the bank. The board
4 gives the goals, the objectives, the policies, what
5 has to be done.

6 Now he has to or she has to figure out how it
7 is going to be done, how quickly can it be done.
8 Remember, I treat every employee as my equal, and I
9 will talk to every employee as my equal. I will
10 never talk down to a person. And if I see that
11 there is no engagement, I would try to motivate
12 that person.

13 I want to make everybody that works for me or
14 with me to be happy working with me, but at the
15 same time I want to put pressure so that we can get
16 the results that we need in a timely manner.

17 Remember, an aspirin in time is better than
18 just cutting you open because you had a heart
19 attack. Sometimes it's just better to sit down
20 with that employee, work through whatever issues
21 they have, if they need motivation, if they need
22 removal, if they need displacement, those are the
23 decisions that have to be made on a day-to-day by
24 any manager, no matter what corporation they are
25 work on, public or private corporation.

1 MS. MORENO: Okay. My second question is, you
2 seem to be in a very good place in your career with
3 a good private practice were you control your
4 destiny. Why are you applying to be city manager
5 and again have to respond to citizens,
6 commissioners and a whole lot of employees?

7 MR. OLMEDILLO: I believe that public service
8 gives us the opportunity to affect positively a
9 number of people, much larger than you can do with
10 a private sector. With a private sector you have a
11 specific task, specific project, you complete it,
12 thank you very much, you get paid. Everybody is
13 happy and sometimes you see the fruit of that
14 project because you see either a building or a
15 group of commissioners that got to get, that agreed
16 with the plans that I presented to them and all the
17 districts are fine and it goes on for ten years.

18 But what you do in government stays for a
19 long, long time. You know, the work that the city
20 has done through its management and through
21 employees, it's a reflection of what it is today.
22 What the city is today, what the attraction that
23 the city has, that's it.

24 So I see that the activity under the public
25 sector are more fulfilling not only professionally

1 but personally, so that's why I think I can do it
2 and I will do it if given the opportunity.

3 MS. MORENO: Thank you very much. Does
4 anybody have any more questions?

5 Thank you. It was a pleasure having you
6 before us.

7 MR. OLMEDILLO: Thank you very much. I hope
8 your consideration is a positive one.

9 MR. LEEN: Madam Chair.

10 MS. MORENO: I am right on time.

11 MR. LEEN: We have a lunch set out for you in
12 the first floor conference room if you'd like to
13 take a brief recess and have lunch.

14 MS. MORENO: Okay.

15 MR. BAENZIGER: You are on schedule and just
16 so you know, I let the other two candidates know
17 that you are little ahead of schedule so if you
18 would like to start a little early after lunch, you
19 could.

20 (Lunch recess.)

21 (Arthur Noriega entered the room and the
22 following proceedings were had:)

23 MR. LEEN: Good afternoon, everyone. Art
24 Noriega.

25 MS. MORENO: Thank you very much for applying

1 for city manager. Could you give us a little
2 breakdown on who you are, what you do and why you
3 would be a good city manager?

4 MR. NORIEGA: Sure. Sure. Again, for the
5 public's perspective, my name is Art Noriega. I am
6 currently the CEO of the Miami Parking Authority.
7 I have been in this position now almost 15 years.
8 I have been employed in the public sector between
9 that tenure and a prior tenure with the Parking
10 Authority for almost 17 years. I moved to Miami
11 probably -- it's been almost 23 years now. I moved
12 here right after college from Tampa for a job with
13 a real estate investment firm. I stayed ever
14 since.

15 I built a family here, very, very involved and
16 engaged in the community. I do a lot of volunteer
17 work, sit on a number of boards, both non-profit
18 and even one that is a for-profit board. Very
19 actively engaged in education. That's sort of my
20 volunteer focus. Do a lot of work in the inner
21 city. Primarily Miami Northwestern Senior High. I
22 do a lot of work at that school, executive past
23 partner there, and have kind of kept my focus
24 there. That's sort of my volunteer time. What I
25 get probably very excited in terms of my personal

1 involvement.

2 As far as professionally, I have had the
3 pleasure, distinct pleasure of working for an
4 organization, the Parking Authority, that is very
5 unique, especially internationally. There aren't a
6 lot of parking operations, municipal parking
7 operations that are structured the way ours is. I
8 work for a five member board. They self appoint,
9 which is also very, very different from most
10 municipal authorities, ratified by the city
11 commission. So I do interact a great deal with the
12 city commission. They approve our budget. They
13 approve any bond issuances we propose.

14 They have total control and oversight over all
15 of our rates. So the engagement for me from a
16 public perspective, I almost serve two masters. I
17 have a board of five and six elected officials that
18 I have to interact with on a pretty regular basis,
19 so it's a pretty big body, and serving two masters
20 actually can have its benefits for me.

21 You know, my board provides on occasion a lot
22 of cover for us when we want to do things and the
23 commission certainly provides us with that extra
24 level of accountability to our constituents.
25 Obviously, the City of Miami is a very diverse

1 city. I deal with -- probably dealt with almost
2 every issue in every neighborhood.

3 I also have had the opportunity to manage the
4 Gusman Theater, which is an old historic theater
5 downtown, which is something I did for -- the
6 authority did for upwards of 35 years. We turned
7 that over to a non-profit about three years ago,
8 but that was also something that we -- sort of a
9 side operation that we oversaw. It was very
10 different from our normal every day-to-day
11 business, which was parking.

12 I interact a lot, obviously, from a standpoint
13 of city departments with every city department. We
14 do a lot of work with police, fire, finance,
15 operations, public works, capital improvements. So
16 I have a lot of interaction with all the other city
17 agencies, city departments, CRAs, PDA. I,
18 obviously, have very a good relationship with our
19 elected officials.

20 I have had the pleasure of working with, in my
21 14 and a half years, 18 different elected officials
22 when we count mayors and city commissioners, so
23 it's a pretty diverse group.

24 It's been a great experience I think for me in
25 terms of my role with the Parking Authority. It is

1 really one of the best jobs in South Florida and
2 Miami-Dade, probably in the country. It's very
3 unique and I wasn't looking for another
4 opportunity, certainly.

5 I am happy to stay where I am at now, but the
6 City of Coral Gables for me presented a really
7 interesting opportunity for me.

8 For me, the City of Coral Gables is a city
9 that has a very unique brand, wonderful leadership
10 in terms of its political leadership, obviously
11 great residents from what I can tell. My
12 interaction with people that I know within the
13 administration is really a great core group of
14 administrators.

15 So it was really kind of one of those unique
16 kind of special opportunities for me. I wasn't --
17 again, I wasn't looking, but thought long and hard
18 about the opportunity and felt for me it was -- I
19 was -- really from a skill standpoint and
20 experience standpoint, I felt I was a perfect fit
21 and really almost uniquely qualified to take
22 advantage of the opportunity.

23 You know, I manage a pretty substantial staff
24 right now, 189. I think that's one of my
25 strengths. I think communication is another.

1 You know, one of the things I do a lot of is
2 listening, both to constituents, property owners,
3 residents, my own employees, my staff. It's one of
4 the things that I think translates well to my
5 management style. For me, listening translates to
6 communicating, being able to be a facilitator,
7 problem solver. I don't fit the typical
8 bureaucratic mode in that sense. Even if it's
9 outside of my area of oversight or responsibility,
10 I am a big believer in getting things done.

11 So I will step outside of my parking operation
12 and that's part of where all that other interaction
13 comes from, public works, DEP, all the various
14 departments.

15 Both locally within Miami, I deal a lot with
16 Miami-Dade County. I deal a lot with the State of
17 Florida. We interact a great deal with the DOT.
18 We have a number of leases with them. We also --
19 which is kind of unique to municipal operations, we
20 also manage parking for private enterprises as
21 well. So we manage a lot of FEC's all aboard
22 properties, the future All Aboard sites downtown.
23 We have a longstanding relationship with them and
24 they came to us. We competed for that opportunity,
25 which is very unique in a municipal operation.

1 We also manage all the assets at Jackson
2 Memorial, so we do a lot of work with the Public
3 Health Trust, and obviously all the parking at
4 Marlins Park.

5 MS. MORENO: Okay. Manny.

6 MR. KADRE: Thank you for applying.

7 What do you think would be your biggest
8 obstacle should you get the job? I know you have
9 spent a lot of time in the government but really
10 have not been a city manager. So what do you think
11 your biggest obstacle will be?

12 MR. NORIEGA: Well, I think the first obstacle
13 to overcome is kind of I think restoring, or
14 probably a better word is empowering the staff
15 again. I think the current city staff probably
16 needs to feel like they are a lot more engaged in
17 city business in terms of their interaction at the
18 very highest levels. I don't like operating in a
19 bubble, and I think that they need to be empowered.
20 They need to be specifically focused on a very
21 clear-cut set of goals and expectations.

22 I think a strategic plan is ultimately very,
23 very important for the city. I know it doesn't
24 have a long-range plan in terms of strategically.
25 It's something I have worked with a lot within our

1 agency. I think it's almost essential, and you
2 can't have a plan like that without the input from
3 elected officials.

4 So they are really going to drive that process
5 for me. I am going to be looking for a lot of
6 direction from them, but I think immediately it's
7 to give the employees at every level within the
8 city a sense that they are engaged and involved and
9 they are empowered to do their job.

10 You know, I am not a micro-manager. I believe
11 that you give individuals at every level a very
12 clear expectation, marching orders, and then hold
13 them accountable at the end, but they really need
14 to be able to do their jobs and to be able to do
15 that, you know, you have to engage them.

16 MS. MORENO: Commissioner Withers.

17 MR. WITHERS: Hey, thanks for being here.

18 A couple of quick questions so I understand
19 how you work with your other departments.

20 I read about the Marlins stadium, and I read
21 about the different cooperative relationships that
22 you have. And I guess there is a lot of private
23 public relationships with the Parking Authority --

24 MR. NORIEGA: Correct.

25 MR. WITHERS: -- and developers and whatever.

1 How do you interface with your planning
2 department and development? Where does parking
3 come into play? Because in the city parking is
4 meet the requirement, the commission votes on
5 variances but parking is just kind of thrown under
6 planning.

7 Is parking separate from planning at the
8 county level?

9 MR. NORIEGA: At the city level, not at all.

10 MR. WITHERS: I mean, the city level, sorry.

11 MR. NORIEGA: In fact, we just did -- we are
12 actively involved. I will give you a very specific
13 example of that in our Design District.

14 So we have what is called a parking waiver
15 provision within our code which allows for
16 developers to come into a particular area. Instead
17 of physically building a parking, they can pay a
18 waiver, that goes into a fund and that fund is
19 drawn on later. We have had one in the Grove for
20 20 years.

21 We had one in the Design District, but it was
22 kind of dormant. There wasn't a lot of activity in
23 it, and obviously suddenly the design district for
24 us with Dacra's redevelopment project has really
25 kind of grown. We went in, we did sort of a top to

1 bottom evaluation of the program, realized that our
2 value on the waiver was way, artificially low given
3 the current cost of parking.

4 MR. WITHERS: Is that based on per space?

5 MR. NORIEGA: Yes. It's a per space value and
6 in the Design District we had the option where you
7 could buy them on an ongoing basis or do a
8 permanent purchase.

9 In other words, if you bought this space from
10 a zoning perspective, it just runs with the land
11 forever. There is a covenant that runs with the
12 land.

13 So we went in, did a top to bottom evaluation.
14 We took the initiative as the Parking Authority
15 because we were interacting with the property
16 owners within the district. We brought planning in
17 for purposes of, you know, not stepping out of
18 bounds or not violating our new Miami 21 code. We
19 all worked together. It took us months, a lot of
20 back and forth within the Design District from
21 various property owners. In that particular case,
22 you know, there was at least initially a lot of
23 animosity towards Dacra. That's just the nature of
24 the beast in the Design District, and we did a lot
25 to compromise and to mediate and ultimately I think

1 we were left with a really good provision within
2 the code and one that now we have 200 -- almost 280
3 waivers applied for and active in the Design
4 District and before we had one.

5 MR. WITHERS: So that waiver can trump zoning
6 and planning?

7 MR. NORIEGA: It doesn't trump. It's a
8 provision within the zoning code. So in other
9 words, if you have -- let's say you are doing a
10 change of use, you are taking an existing building
11 and you want to modify it and go from, let's say,
12 straight retail to restaurant, which has a higher
13 parking requirement.

14 You can take that extra requirement, pay into
15 the waiver instead of physically having to provide
16 space. It works in areas like Coconut Grove and
17 design district because you have very small
18 properties that can't always accommodate the
19 increased parking supply or can't accommodate for
20 it.

21 So literally they buy the waiver, buy the
22 zoning, buy the parking, it runs for the full life
23 of the property and then they use that and apply it
24 towards the project.

25 MR. WITHERS: So another question: Do you

1 actually run ratios or metrics or whatever on,
2 like, the value of the property, the parking garage
3 is valued at or the value versus the revenue that
4 it brings in?

5 I mean, do you -- because the City of Coral
6 Gables has probably, I don't know, a hundred and
7 something million dollars worth of real estate;
8 yet, I don't know what the number is now but I
9 think it spins off 3, 4 million bucks a year. So
10 when you look at that return on investment, it's
11 very low for a piece of real estate.

12 So, saying that, would you, as a city manager,
13 push for redevelopment of that to incorporate
14 parking and development on top, or I am trying to
15 get a feel of how you push your parking in agenda.

16 MR. NORIEGA: Okay. So I have a development
17 background. That's where I start.

18 MR. WITHERS: Okay.

19 MR. NORIEGA: Naturally, I come at every
20 opportunity from our perspective in terms of
21 development from me how to get the highest and best
22 use out of a particular site. It's not parking
23 centric. It's real estate centric.

24 Parking is a piece of a total project, so
25 everything we build, our brand new garage, which we

1 built four years ago, Courthouse Center is a mixed
2 use project, retail with offices.

3 MR. WITHERS: I just wasn't sure. So that's
4 your approach from your current --

5 MR. NORIEGA: Yeah.

6 MR. WITHERS: Last question. I always thought
7 that whether it's an antigrowth condition in our
8 development code or whatever, parking always seems
9 to be a determining factor on what developers can
10 do in Coral Gables, and there is a bunch of ways of
11 getting around it, however you get around it.

12 But one of the things the city -- I know that
13 we tried to incorporate that idea of pay for 25
14 grand a space and the city uses it in some future.

15 Have you ever thought about condo-minimizing
16 -- is that the right word -- parking spots were a
17 developer can come in and say there is a 600-unit
18 garage and they pay 100,000 bucks a spot for 50 of
19 them and they can use them for 99 years?

20 Have you ever seen anything like that work?

21 MR. NORIEGA: Okay. So we are working on a
22 project in the Design District with Goldman
23 Properties, it's a joint venture where we are going
24 to actually have a segregated group of spaces which
25 will be open and available to the public. We will

1 condo those out so that they don't incur any tax
2 liability, real estate tax liability because they
3 will be for public use.

4 There will be another component of the garage
5 which will be for development itself, the office
6 and whatever. That, obviously, will have a tax
7 liability or be subject to real estate taxes.

8 We are doing that now. We are contemplating a
9 similar idea at Miami World Center. We are
10 negotiating a big project with them. That's a
11 \$110 million garage.

12 So, yeah, I know it can happen. Ultimately,
13 it is for developers, you know, putting that
14 perspective on it, I think that it's all a function
15 of value. So, for me, as a developer, if I can --
16 if I have the capacity, the space, the real estate,
17 the FAR, whatever the specific components are to
18 build my own parking, then I am going to do that if
19 I can do it, because ultimately then it's a revenue
20 stream to me.

21 So the devil is in the details of that because
22 ultimately if he buys the space for use, can he
23 resell that space again later? Can he turn it into
24 a profit center?

25 So there is a lot of dynamics. I think it's a

1 great idea. I think that what ultimately you have
2 got to decide as a city is, if you allocate spaces,
3 you never get them back.

4 MR. WITHERS: Exactly. As opposed to carrying
5 more debt, I guess, to build a building.

6 MR. NORIEGA: Yeah. We did a deal like that
7 on Lofts 1 and Lofts 2, which were two related
8 projects downtown. We had a garage, which was our
9 College Station Garage right next to Miami-Dade
10 College, way underutilized. The college, when they
11 built their own garage, they were a heavy user of
12 our facility. Then they built their own facility.
13 It was way underutilized.

14 We did a joint venture with Related, but we
15 took the top two floors of the garage, made them
16 available for both the Loft projects. They were
17 able to build those projects without parking on
18 site because our zoning code allows for it if you
19 are within a certain distance of a transit
20 location. They were near a Metro Mover station.

21 We have a 40-year lease with them. It has
22 escalators in it, but we had to condo those floors
23 out, segregate them from the rest of the garage so
24 we didn't incur the tax liability.

25 MR. WITHERS: You've answered my question.

1 You have a very good handle on the development side
2 of things, not just the parking. When you hear
3 parking director, you think of someone who takes
4 care of meter maids going around the city, you
5 know, collecting money, but you, obviously, are a
6 lot more in-depth with the development side than
7 just collection of parking meters.

8 MR. NORIEGA: I hope so.

9 MR. WITHERS: Thank you.

10 MS. MORENO: José.

11 MR. MAS: What do you feel are the biggest
12 challenges facing the City of Coral Gables?

13 MR. NORIEGA: Wow. Well, you have a lot of
14 opportunity. I don't know if I call them
15 challenges. You have two parking garages that are
16 about to go out to RFP. You have the Old Spanish
17 Village site, which is a probably once in a
18 generation type opportunity for the city and it's
19 got to be managed well.

20 I think, ultimately, it was kind of good news
21 to hear that the labor contracts were negotiated
22 and settled without going into impasse, which was
23 kind of a little different from what happened a few
24 years prior to that, so labor seems to be in pretty
25 good shape.

1 You know, Miracle Mile is another big
2 challenge. I think there is an item at next
3 Tuesday's commission meeting to approve that
4 project as well and I think that's going to be a
5 major challenge just addressing some of the
6 concerns of the business owners and property owners
7 along Miracle Mile and the side streets and how you
8 manage what the expectations are in terms of their
9 financial contribution versus the city's
10 responsibility. And Miracle Mile is a vital, vital
11 artery, and the retail component of that is so
12 important for the city.

13 So from a redevelopment and growth standpoint,
14 those are all major issues. I think the
15 relationship with UM is critical as well. I mean,
16 it's good to see that that relationship is healthy,
17 so from that perspective it's good.

18 I will circle back to the labor issue. I
19 think that from an employee perspective, from a
20 management style, I think I bring a much different
21 management style from the prior manager and I think
22 in a lot of good ways.

23 I think that my track record sort of speaks
24 for itself. I have been in the same job for 14 and
25 a half years. I don't think you have that kind of

1 tenure. I certainly haven't had a lot of turnover.
2 I would think that I have really done a good job of
3 developing the people that work with me. Those
4 that who have moved on have moved on to better
5 opportunities.

6 I mean, you look at the landscape of parking
7 in our community. All the senior people are all
8 former MPA guys. So we have done a good job of
9 developing our employees.

10 I think that's the next step, taking the
11 staff. I know the prior manager also did a great
12 job of hiring. That's something that's pretty
13 consistent across the board. They just need to
14 feel like they can do their job.

15 MR. MAS: All right. Thank you.

16 MS. MORENO: Rudy.

17 MR. FERNANDEZ: Thank you for being here. Let
18 me start on by congratulating you on your many
19 accomplishments. The buzz on the street about you,
20 Art, is that you're not a bureaucrat. Obviously,
21 you know, people recognize that you run the Parking
22 Authority extremely well and they see you as an
23 outside the box thinker, which I like.

24 Now, the one concern that a few folks have
25 expressed, and it may be unfair to a certain point

1 but I want you to respond to it, is that you have
2 run this Parking Authority very successfully to the
3 point that, you know, the people that you report
4 to, you know, have sort of given you -- they have
5 such a high trust on you that you are running a
6 system with little oversight. I think that's
7 unfair, but I want you to respond to it.

8 MR. NORIEGA: Sure.

9 MR. FERNANDEZ: The question is important
10 because you are a local guy, you follow the
11 political dynamics of the Gables, and having
12 someone in the manager's job, which is a strong
13 manager here, that will understand the importance
14 of communicating with a young commission that wants
15 to be active and wants to be engaged is going to be
16 very, very important.

17 So finding someone with the right temperament
18 is going to be important.

19 MR. NORIEGA: Sure. I am not in any way,
20 shape or form autonomous. So there is a great deal
21 of accountability in my job. First off, I start
22 with my board.

23 Now, I have very professional people, very
24 diverse group, and they are a group that certainly
25 holds my feet to the fire. I mean, we are dealing

1 with a major issue now, give you an example, which
2 is Wynwood. We are about to implement a parking
3 program in Wynwood in an area that hasn't had
4 parking ever in its existence. It was a major
5 industrial area that has been entirely, completely
6 transformed. The social media sphere has gone off
7 the radar. So we are dealing with that issue now.

8 My board, immediately, they're socially --
9 they're social media savvy so they reach out to me
10 and say, hey, what is going on here? How are we
11 addressing this? And I have kept them in the loop
12 throughout the entire process. I have even brought
13 some of them in to help me because, ultimately,
14 they are a resource team.

15 Part of that, I think, concern in terms of
16 where you may have heard it or from where it sort
17 of generates is the fact that there is actually a
18 level of trust between me and my board. And they
19 do empower me to make decisions, but ultimately I
20 am accountable to them both financially.

21 We have a very, very strict and rigid approval
22 process. RFP process. All of our procurement is
23 done to the letter of the code and we are bound by
24 the city code in terms of procurement.

25 So that's I think misleading for a lot of

1 people. They think that because a guy has been in
2 a job for as long as I have and because I am very
3 active in the community and I am not a guy that
4 sort of shields himself a little bit, I am happy to
5 take chances and make mistakes and get criticized
6 for it and learn from it. I am not afraid of a
7 challenge. I never have been.

8 When have you that kind of relationship with
9 your board -- I mean, I have been called out on
10 more than a few times for stuff that we have tried
11 and maybe didn't work and, you know what, I learn
12 from it. And my relationship with each of the
13 board just gets stronger because of it. I don't
14 take anything personal. None of what I do is
15 personal. Even my political interaction with our
16 elected officials on the political side, none of it
17 is personal.

18 It's the only way you survive in the job I
19 have been at long enough. Otherwise, you would
20 drive yourself crazy. You have to sort of develop
21 a thick skin. But it takes a lot to manage it. I
22 am a whole lot better at it now than I was when I
23 first started. I mean, given I got the job when I
24 was like in high school pretty much.

25 So, for me, it's a learning process. I think

1 I am at a point now professionally where I actually
2 can be a resource to others in that way. I try to
3 take on a little bit of a mentorship role with some
4 of my colleagues because sometimes they don't get
5 it.

6 My staff learns a lot from me in that regard
7 because they always want to be ultra-aggressive and
8 I have to sort of temper that a little bit.

9 MR. FERNANDEZ: One quick followup. Let's
10 assume you get the job, what would be the 60
11 days --

12 MR. NORIEGA: It would be a lot --

13 MR. FERNANDEZ: -- of the manager look like?

14 MR. NORIEGA: I go back to the list. You
15 know, I am not going to do a lot in the first 30
16 days. I am going to spend a lot of time meeting,
17 getting sort of my lay of the land a little bit,
18 understanding what the dynamics are really, not
19 from what you see from the outside, because I
20 understand the perspective is going to be entirely
21 different.

22 Fortunately, for me, I do have some
23 relationships within the city. I have worked with
24 them before, so I am pretty certain I can hit the
25 ground running, but I am not impulsive in any way.

1 It's not my style. My style is to be calculating
2 in terms of what we do here and understand that
3 there is a process for everything and, you know, I
4 am going to do the right thing.

5 Ultimately, you know, there are two groups
6 that I really want to focus in on. First and
7 foremost are elected officials. I need to get with
8 each of them and understand what their goals, what
9 their perspective is first, then circle back with
10 the staff and say, okay, you know, what have we got
11 going on? And, you know, just basic terms, give me
12 a sense of what you do, you know, and where you
13 bring value to the City of Coral Gables, and then
14 from there we will build on that.

15 But eventually I want to get to the point
16 where I am comfortable enough with the surroundings
17 that we can really start to plan the future because
18 I think that's critical.

19 That's not always easy to do with elected
20 officials because they live in life cycles, in
21 elected life cycles, so sometimes they don't want
22 to see eight years or ten years down the road.

23 It's funny because I was talking to someone
24 the other day because we engage in sort of a form
25 of pension reform in that we went to a defined

1 contribution plan as of January of this year for
2 all new hires. We explained it to the employees.
3 We walked them through. Obviously it wasn't going
4 to have an impact on the existing employee base.
5 We knew we were going to bite a little bit of a
6 financial bullet for the first five or six years
7 but ultimately we knew 10, 15 years down the road,
8 it's going to be a much healthier organization
9 financially. My board was 100 percent behind it,
10 but it was a different environment.

11 I am not sure that translates to what we want
12 to do here. You have to treat every situation
13 different. Just because I had that experience in
14 my own world, doesn't mean it will work here.

15 MS. MORENO: So my question is about the third
16 prong. You have addressed the commission and you
17 have addressed the employees, but the City of Coral
18 Gables has typically had an open door policy and
19 there is going to be residents that are going to
20 say, this is a development guy, he is going to be
21 in favor of the developers and we don't want any
22 more development in Coral Gables.

23 How are you going to deal with that? How are
24 you going to address -- usually their concerns are
25 more people on the street, less parking spaces,

1 less green space. How do you address that?

2 MR. NORIEGA: I live that every day in Coconut
3 Grove. I will give you an example. Coconut Grove
4 is sort of a little mini-version of that. There is
5 this constant tug of war because the central
6 commercial district, the businesses in the central
7 district and the residents that live in the
8 surrounding area.

9 I am -- and any of the neighborhood
10 associations we have in the City of Miami will
11 validate this. I can say this without any
12 reservation. I work very well with the
13 neighborhood associations. I work with them all
14 over the city. We have a lot of them. We have
15 implemented a lot of really cool programs to
16 benefit them. One in particular is our residential
17 park program, which sort of buffered them from a
18 lot of the commercial corridors. So I understand
19 that there is a little bit of a balance there that
20 you have to achieve. You are only going to do
21 that, really, by understanding the dynamics of both
22 sides, and I have a very clear perspective on both
23 because I have worked with residents and I have
24 worked with the developers. So I understand both
25 sides of that equation.

1 And so when you sit both of those sides
2 together and you don't need to sit them in the same
3 room, but when you are mediating that process, it
4 really is important to understand what the benefits
5 and the burdens for each side are because that's
6 how you reach compromise.

7 So my message to the residents of the City of
8 Coral Gables is, I have absolutely an open door
9 policy. I have it now. I don't believe in
10 communicating with residents or our constituents
11 through e-mail or texting or phone. I like to get
12 face-to-face with people. I am a little old school
13 that way. It bothers my staff to no end because
14 they want to get five pegs off the to-do list and
15 sometimes three of those you need to slow it down a
16 little bit because really that's what you will
17 accomplish.

18 I will accomplish a lot more in a ten-minute
19 conversation with somebody than I will bouncing 17
20 e-mails back and forth trying to resolve an issue.

21 So that's my style. The difference is, I
22 don't necessarily need them to come to me, I will
23 go to them.

24 So that's a big difference. So open door
25 policy is sort of deceiving. It's really just a

1 perspective of do you want to be engaged with the
2 residents and the property owners and whoever else
3 is doing business. You know, retailers, just
4 simple business owners who are working in the
5 Gables.

6 So, for me, I am a big guy. I don't like
7 sitting in an office a lot anyway. I like to be
8 out kind of getting face-to-face and getting a
9 pretty good sense of the landscape.

10 MS. MORENO: Terrific. Anybody else?

11 Thank you. Very thorough.

12 MR. MAS: Thank you, good job.

13 MR. NORIEGA: Thank you for the opportunity.

14 MS. MORENO: We need one minute.

15 MR. LEEN: Madam Chair, after the next
16 candidate, we need like at least three minutes or
17 so to set up the TV again so it can start for your
18 deliberations. Plus, there is technically a time
19 for public comment although we don't have very many
20 people, if anyone here. So we at least have to
21 open that up.

22 MR. KADRE: But we will invite it.

23 MS. MORENO: Yvonne McKinley.

24 (Yvonne McKinley entered the room and the
25 following proceedings were had:)

1 MS. MCKINLEY: Good afternoon.

2 MS. MORENO: Hi. Welcome here. We thank you
3 for applying for the job as the city manager of
4 Coral Gables. We would ask that you introduce
5 yourself, give us a very brief background and the
6 reasons you think you would be a good city manager
7 for Coral Gables.

8 MS. MCKINLEY: Thank you and thank you for
9 considering my application. My name is Yvonne
10 Soler-McKinley. You have hopefully my résumé.

11 I was born and raised in Miami, Florida, three
12 blocks from the Gables. I am a grandmother, a
13 mother, a wife, in that order. And I have lived
14 all my life in the City of Miami and I was educated
15 in Miami, Florida. Sorry that I didn't go to UM,
16 but I went to FIU, which is just as good.

17 MR. FERNANDEZ: It's a great institution as
18 well.

19 MS. MCKINLEY: It's a great institution.

20 I think I would be a good city manager because
21 I managed a city very similar to the Gables,
22 although diverse in a different way, but very
23 similar in size, very similar in population,
24 although your budget is much healthier than my
25 budget was in Doral.

1 But having said that, I think that issues are
2 the same throughout any community in Miami-Dade
3 County and it is important to keep citizens
4 informed so that they have as much knowledge as
5 possible so that they have -- so that they feel
6 part of their city government.

7 So my style is a very open door policy. I
8 meet with residents. I, you know, go to their
9 events so I have a very good relationship there.

10 I also am very amenable to businesses in the
11 community. They have different issues and it's
12 wonderful to be able to have, you know, good solid
13 construction like in the City of Doral. The City
14 of Doral is developing their downtown so that was a
15 big deal during my administration.

16 We developed the city hall. We did a lot of
17 parks. We did a lot of infrastructure because the
18 city was just five years old when I got there, so
19 there was a lot of lacking in infrastructure.

20 We did a public works building, which was then
21 transferred into a police building, et cetera, et
22 cetera.

23 I don't think I can give you anything else. I
24 am ready for questions.

25 MS. MORENO: I will start with you, Rudy.

1 MR. FERNANDEZ: You have had two difficult
2 jobs in South Miami and Doral. Talk to me a little
3 bit about your experiences there and the challenges
4 you faced and I am particularly interested,
5 Yvonne -- if I may call you Yvonne --

6 MS. MCKINLEY: Absolutely.

7 MR. FERNANDEZ: -- on your relationship, how
8 you interacted with city commissions in each of the
9 two municipalities.

10 MS. MCKINLEY: City commissions are just as
11 diverse as populations and that's just the nature
12 of the beast. I don't expect to be friends with
13 all five commissioners, but I do expect to have a
14 good working relationship with all five
15 commissioners, the mayor and the commission and the
16 reason is that I have found that the more
17 information that the commission has, the better
18 their decision-making process is.

19 The way I handled Doral was a little bit
20 different than South Miami. Doral is a different
21 form of government. It's a hybrid. It's a
22 manager, mayor, council form of government. The
23 mayor has all the negotiating abilities with other
24 governments, which you don't find that in strong
25 manager form of governments, so it was a very

1 complex but very healthy. It worked very well.

2 In the case of South Miami, it was a strong
3 manager form of government, and the community is a
4 completely different community than it is. It's an
5 older community. It is a community that has issues
6 with ethnic components so it was a little bit
7 different dealing in South Miami than it was in
8 Doral.

9 But the commission has always been, to me, the
10 mayor and the commission and the city attorney
11 are -- I cannot live without a city attorney, a
12 good city attorney because they are the ones that
13 give me the parameters that I can use to be able to
14 accomplish the vision of council with the concerns
15 of the residents, so that's complicated.

16 MR. FERNANDEZ: Can you quickly mention the
17 accomplishment that you are proudest of in each
18 municipality and one regret related to your tenure
19 in each municipality?

20 MS. McKINLEY: I think my most important
21 accomplishment in the City of South Miami was
22 building a parking facility, only because it
23 created an enormous amount of resurgence in the
24 downtown, which had been slowly but surely
25 declining. I think that parking garage just was

1 the catalyst that brought everything together and
2 the downtown of South Miami is something that is
3 amazing today.

4 In the city -- the regret that I have is that
5 we weren't able to build the community pool and
6 many years later the community pool still hasn't
7 been built. So that was my biggest regret that we
8 weren't able to build the community pool for the
9 residents of the City of South Miami.

10 In Doral, I always say that building city hall
11 to me was an amazing experience. It was under
12 budget, under schedule and it turned out to be a
13 magnificent structure. I had an incredible team
14 that -- construction team, and that to me is --
15 equal to that is Veterans Park.

16 So park-wise it was Veterans Park, even though
17 the dog park is unique and creative and amazing,
18 but the Veterans Park was special because I had a
19 commissioner that was a veteran and the only thing
20 he had asked me for is please complete it before I
21 leave, and I said, I promise you, I will complete
22 that park before your term is done. And six days
23 before his term was done we completed the park.

24 MR. FERNANDEZ: Thank you.

25 MS. MORENO: Commissioner Withers.

1 MR. WITHERS: Thanks for being here.

2 MS. MCKINLEY: It's my pleasure.

3 MR. WITHERS: I have had several people call
4 me and applaud you --

5 MS. MCKINLEY: Thank you.

6 MR. WITHERS: -- that she got a parking garage
7 built in downtown South Miami, so you have a lot of
8 supporters out there, but I do have some questions
9 because I probably read your file more than any
10 candidate we have and the reason was -- and don't
11 take this as a negative because we were just
12 talking about this -- that it seems that wherever
13 you went, there was some kind of controversy and
14 sometimes that's really good because that creates
15 change and that motivates people and gets things
16 going. So the questions I want to ask you about
17 specific instances are to hear your side of the
18 story and not what you read in blogs and the Voice
19 of Doral. My business is in Doral so I know the
20 politics of Doral. I don't know them, but I
21 coexist with them.

22 All right. Just a couple of questions here.
23 So you and the mayor of Doral seem to -- he kind of
24 wouldn't give you any recommendation in the letter.
25 He said -- he made some comments about you, but he

1 really said he can't recommend you for this
2 position.

3 So walk me through -- because the relationship
4 between the mayor and the City of Coral Gables --

5 MS. McKINLEY: The mayor now?

6 MR. WITHERS: Yes, the mayor now.

7 MS. McKINLEY: The existing mayor.

8 MR. WITHERS: I'm sorry, the mayor now.

9 Probably the relationship between the mayor of the
10 Coral Gables and the city manager of Coral Gables
11 is -- I don't want to say paramount, but it's as
12 important if probably not a little more important
13 than the city manager relationship with the other
14 city commissioners. Be that as it may, that is the
15 climate that seems to be there.

16 So walk me through the challenges that you --
17 because when people call me, I ask them the same
18 question: What was going on with that dynamic. So
19 can you take a minute and kind of tell me what was
20 going on there?

21 MS. McKINLEY: The mayor, the current mayor?

22 MR. WITHERS: Yes.

23 MS. McKINLEY: The current mayor of Doral
24 entered the political picture two years before I
25 decided to part ways with the city.

1 MR. WITHERS: Right.

2 MS. MCKINLEY: And he was a novice. He hadn't
3 been in politics ever. He hadn't been in any
4 community organization. He was a businessman that
5 was green, very, very green. And when he came on
6 board, I did my best to try and walk him through
7 the processes because of our uniqueness in form of
8 government. And I think he struggled with that. I
9 think he struggled with that because he couldn't
10 understand why if he told me build a park, I
11 couldn't do it, because he told me.

12 And I would explain to him, I can't do
13 anything you tell me. You need to take that to
14 council, and if council approves it and says we can
15 do it, then we move forward and we go and we do it.
16 But if you give me an order, I can't -- I can't
17 help you. I just can't do it.

18 So I think he struggled with that for a long,
19 long time.

20 MR. WITHERS: Okay.

21 MS. MCKINLEY: I always told him that my
22 commitment had been to Juan Carlos Bermudez. Juan
23 Carlos had brought me on board and that I would
24 make a decision when Juan Carlos Bermudez left as
25 mayor.

1 The day -- the last day of Juan Carlos' term,
2 I spoke to the city, to the new mayor and I told
3 him that I would not be part of his team, that I
4 would be leaving and that, you know, I wanted to
5 come to terms amicably and walk away. And that's
6 what I did. And that's what I did.

7 MR. WITHERS: That probably began the --

8 MS. MCKINLEY: He wasn't happy because -- I
9 guess -- I don't know. I don't want to speculate.

10 MR. WITHERS: I can see how that can happen.
11 Again, my questions -- the reason I am not asking
12 you about administrative, because you obviously
13 have ability, so I am just trying to clear up some
14 of these other things.

15 Tell me about Ricky Cabrera and the lawsuit.

16 MS. MCKINLEY: Okay. It's not Ricky Cabrera,
17 it's Pete Cabrera.

18 MR. WITHERS: Pete Cabrera. I'm sorry.

19 MS. MCKINLEY: Councilman Cabrera, Pete
20 Cabrera, a lawsuit was brought by the city clerk.
21 In the City of Doral, the city clerk does not
22 report to the city manager. She is on the same
23 level as me. She is elected by the city council,
24 unlike the city attorney and myself who are brought
25 forth by the mayor and then you get the three votes

1 or four or five. It's different. The city clerk
2 is different. They can all nominate people.

3 She was brought in and Mr. Cabrera was pretty
4 aggressive and she brought a harassment lawsuit
5 against him and she won.

6 MR. WITHERS: I couldn't understand whether it
7 had anything to do with the motion that he had
8 brought against requiring employees to resign to
9 run for city office. That didn't play into that at
10 all?

11 MS. MCKINLEY: That didn't play into that
12 because she was not going to run for city office.
13 The economic development director was going to run
14 for city office.

15 MR. WITHERS: Now, did you join that lawsuit
16 or did you file because the paper reports that
17 you --

18 MS. MCKINLEY: No. No. That was her lawsuit.

19 MR. WITHERS: That's why I am asking.

20 MS. MCKINLEY: No.

21 MR. WITHERS: Last question:

22 There was also reported that there was a
23 procurement position that you eliminated of \$50,000
24 and you went out and hired through a no-bid
25 contract for 50 and then asked that it be increased

1 up to \$125,000.

2 So I guess the question was, well, if you
3 eliminated a \$50,000 position and then you put out
4 \$125,000 no bid -- you can see me from reading that
5 from the outside I'm saying, what's going on here?

6 MS. McKINLEY: Absolutely. I get it.
7 Absolutely.

8 I had just begun in the city. The procurement
9 young lady that was there, unfortunately, was not
10 experienced. We had gone through three or four
11 really bad procurements and we had had to rebid and
12 rebid and rebid, which is never good.

13 I am very, very, very, very, very strict when
14 it comes to a procurement. So, unfortunately, she
15 wasn't able to do her job.

16 MR. WITHERS: Okay.

17 MS. McKINLEY: So instead of hiring somebody,
18 I knew that I was going to get a large amount of
19 procurements within at least the first two years
20 because there was a lot of things going on in
21 Doral. But I didn't want to take on a person if --
22 unless I could find somebody that was really,
23 really good.

24 So instead of hiring somebody as an employee,
25 I went to council and I said, listen, this is what

1 I want to do, do you approve it, and they approved
2 it, five-zero. And then I moved forward and I did
3 it the way I did it. And we did the consultant and
4 we had an enormous amount of work the first two
5 years, even the third year but not as much.

6 It started winding down, so I said, okay, why
7 don't we bring somebody in that can do additional,
8 not just procurement, that can do additional work.

9 MR. WITHERS: A consultant. Again, those are
10 just questions that after reading --

11 MS. MCKINLEY: Those are important questions.
12 They are important.

13 MR. WITHERS: That's it. Thank you very much.

14 MS. MORENO: Manny.

15 MR. KADRE: Hi, Yvonne, how are you?

16 MS. MCKINLEY: How are you?

17 MR. KADRE: I am just wondering, when you take
18 on the job of being the city manager of Coral
19 Gables, what your priorities will be and where you
20 think your challenges will be and, you know, just
21 give us a little perspective? I am sure you have
22 done your research.

23 MS. MCKINLEY: Yes. I know a variety of
24 issues in the Gables, but to me, those issues are
25 really part of the vision of the council. I do

1 business a little different. In Doral I
2 established a strategic planning session that would
3 take place every year in January. The priorities
4 of council were then discussed at those meetings.
5 They enumerated them, one, two, three, four, five,
6 in the order that they wanted, and once we got to a
7 decent number, five, six, seven, depending on the
8 issues, then I incorporated that into the budget.

9 So I always felt that mayor and council
10 represent the people. I am not elected by the
11 people. I am elected by mayor and council, so it's
12 a different dynamic. I think the people that are
13 elected by the people are the ones that their
14 vision has to be carried further. So that is how I
15 carried it forward in Doral.

16 I mean, the city council in Coral Gables can
17 be open to that process or not, but to me, the
18 vision of council is what needs to go forward. I
19 mean, I might make a recommendation that I think
20 they should do X, but the most important part is I
21 would have already talked to them individually to
22 get a feel for where they want to go and what their
23 major priorities are, and that's how I would deal
24 that way.

25 Go ahead.

1 MR. KADRE: I was just -- I was trying to sort
2 of get from you what you thought critical issues
3 are here and what are the issues that need to be
4 tackled.

5 MS. MCKINLEY: I know that Miracle Mile is a
6 hot issue and is something that we have to move
7 forward because I think council really -- the
8 commission -- Doral has council and you have
9 commission, so I am going to be back and forth for
10 a while.

11 MR. WITHERS: I know what you mean.

12 MS. MCKINLEY: The commission I know wants to
13 move the Miracle Mile district forward in doing
14 what needs to be done there. I know there is
15 issues with the old Spanish Village. I know that
16 that is something that is going to be moved and
17 brought before the mayor and council and commission
18 and it's something that also is a little bit
19 controversial.

20 Those are issues that every municipality
21 faces, development versus no development. It is
22 what it is. I think that the Gables has been
23 really good in striking that balance. I think
24 Doral was, too. They had a commercial, industrial
25 and residential and they struck a good balance

1 amongst them and I think that's important.

2 And it's up to you, the commission, to try and
3 figure out what that balance is for your city to
4 make the development community happy because you
5 want a good strong development community, but you
6 also want really happy residents with all the
7 amenities that they deserve because they pay good
8 taxes.

9 MS. MORENO: José.

10 MR. MAS: Good afternoon, Yvonne. How are
11 you? Can you talk a little bit about your
12 relationship with Mayor Bermudez and with the
13 council members at the time in Doral? I know we
14 kind of focused on the new mayor but --

15 MS. MCKINLEY: Do you know Mayor Bermudez?

16 MR. MAS: I do.

17 MS. MCKINLEY: I adore him. I adore him not
18 because of -- he is just so full of energy, so
19 committed, so ethical, so honest and with such
20 passion that, in all due respect to every
21 politician that I know, I will never meet another
22 J.C. Bermudez in my career. I know it because he
23 is unique.

24 He loves Doral with a passion that I cannot --
25 I just can't explain it. He is just amazing.

1 Mayor Bermudez and I didn't agree on everything we
2 did, on everything that went forward and at the end
3 of the day when we met -- because, again, the mayor
4 in the City of Doral is a little different. He
5 does set the agenda with the city manager.

6 So there were major conversations about the
7 agenda, what goes on consent, what doesn't go on
8 consent, why are you bringing this now, why don't
9 you bring it later, that type of relationship. And
10 I would always say, listen, let's put it on the
11 agenda and let's see where it goes, up or down, and
12 I would walk away. It's not a problem, not a big
13 deal.

14 My votes were always five-zero because at the
15 end of the day he would sleep on it and he would
16 always say, oh, no, you have a point, you have a
17 point, okay, so it was that.

18 He was a mayor a hundred percent of the time.
19 He was involved in everything. That's just the way
20 he was. That was his energy. That was his essence
21 and that was the way he was.

22 The council -- well, I had a divided -- you
23 know, there were -- I had two councils, two
24 councils. The first group was good until the
25 second election and then it became a little bit

1 contentious, but my responsibility with the
2 contentiousness, it was between factions on the
3 city council and I tried never to get involved in
4 that. I just tried to give everybody the same
5 information as quickly as possible so that they
6 were able to make the best decisions possible.

7 I can tell you that my record speaks for
8 itself. In four years, 90 percent of everything
9 that I brought forward to council was passed
10 five-zero and on occasions, rare occasions there
11 were four to one votes. I think there might have
12 been one or two three-twos. Other than that, it
13 was always a five-zero vote, and I think that's
14 because they were well-informed. And they were
15 given all the information.

16 MR. MAS: The second question, you talked a
17 lot about managing to the mayor or managing to the
18 council or commission. How about managing to the
19 people that will end up reporting to you, the
20 departments? Talk a little bit about your style
21 there.

22 MS. MCKINLEY: I will tell you how I view my
23 role with department directors. I am not an
24 attorney. I am not an engineer. I am not a park
25 specialist. I am a coach of an all-star football

1 team, and I depend tremendously on my directors to
2 do their work. And I expect a lot of them, a lot
3 from them and I -- I think I am good in that I
4 bring them all together and it's a team.

5 We would get the agenda, for example, and we
6 would sit around the table and discuss the agenda.
7 And the public works director would give input on
8 parks. Yvonne, you know, if you do this this way,
9 what do you think? It might not be better to do it
10 that way, so every one of my directors were capable
11 of discussing the issues of every single
12 department.

13 It's not tunnel vision. It's comprehensive
14 because you never know what a department director
15 is going to believe and there is institutional
16 members also to consider, and I think that strategy
17 worked really well.

18 I had such a great team that my team was like
19 stolen from Doral a week after I left. Everybody
20 was offered jobs and they took them.

21 There is one director left from my staff --
22 two, finance and parks.

23 MR. MAS: Thank you.

24 MS. MCKINLEY: They stole them all.

25 MS. MORENO: So it seems to me like your

1 present job is your life's dream. Why are you
2 leaving?

3 MS. MCKINLEY: I don't have a present job, as
4 a matter of fact.

5 MS. MORENO: You are not doing the human
6 rights anymore?

7 MS. MCKINLEY: No, I was asked to do it for a
8 year to put together a business plan and strategic
9 plan and that's what I did and I moved on.

10 MR. FERNANDEZ: Let me phrase that question a
11 little differently. You've had a great career.

12 MS. MCKINLEY: I have.

13 MR. FERNANDEZ: You could do a number of
14 things. What's the motivation? What's the fire in
15 the belly to do this?

16 MS. MCKINLEY: This is the crown jewel of city
17 manager positions, for me. I don't know for other
18 people but for me. One, I just moved here.

19 Two, I think that the experience that I have,
20 that I have accumulated throughout my tenure will
21 be something that is useful to the Gables and that
22 I could take the Gables to the next level where I
23 think it should be, so that is the fire in the
24 belly.

25 If you talk to my daughter, she is like on

1 strike because I have been with my granddaughter
2 doing a lot of ancillary work for the last five
3 months, so she is not happy.

4 MS. MORENO: Okay. That was my question.

5 MR. FERNANDEZ: Thank you.

6 MS. McKINLEY: Anything else?

7 MS. MORENO: Thank you very much.

8 MS. McKINLEY: Thank you for giving me the
9 opportunity of being in front of you and may the
10 best person win.

11 MR. WITHERS: How was your vacation?

12 MS. McKINLEY: My vacation was awesome.

13 MR. WITHERS: With your granddaughter?

14 MS. McKINLEY: No, this was the only trip I
15 didn't take her on because it was too long and she
16 had to start school.

17 MR. KADRE: Thank you so much.

18 MS. MORENO: Thank you.

19 MR. BAENZIGER: Would you like to take a break
20 for a minute?

21 MR. LEEN: Do you want to see some words?

22 MR. BAENZIGER: I have a ballot for you where
23 you can select the three that you would like to
24 eliminate and if you would like to break for a few
25 minutes, we can do that or we can proceed or we can

1 discuss.

2 MR. LEEN: It's up to you what you would like
3 to do, but I may say, you may want to talk a little
4 bit.

5 MR. KADRE: We may not want to do a ballot.

6 MR. LEEN: Why don't we just open it to the
7 public and have some --

8 MS. MORENO: We need to get --

9 MR. LEEN: Can I have a three-minute recess?

10 (Recess taken.)

11 MS. MORENO: Are we on?

12 MR. LEEN: Yes. Do you mind if I make a
13 remark, please?

14 For purposes of the public, the committee has
15 just heard from all eight candidates. Those
16 interviews will be available on television. They
17 will be airing, I believe, tomorrow or maybe later
18 today, but I believe it's tomorrow. They will be
19 available if anyone wants to see those videos.

20 Also, before we continue any further, on
21 behalf of the city, I'd like to thank the
22 committee. The amount of hours that you spent
23 reading literally a thousand pages of material and
24 doing this for free --

25 MR. WITHERS: Free?

1 MR. LEEN: It's a little late now.

2 MS. MORENO: We had lunch. It wasn't quite
3 free.

4 MR. LEEN: Doing that is such a public
5 service. It's a tremendous public service. Thank
6 you so much.

7 MR. KADRE: The candidates were great.

8 MR. WITHERS: They were great.

9 MS. MORENO: I'd like to open it for any
10 comments from the public. Do we have anyone who
11 would like to speak? Okay. We are closed to
12 public comments.

13 How would we like to proceed?

14 MR. KADRE: Well, I think that, you know,
15 first of all, I'd like to commend the city and the
16 search firm, in particular Craig, for all the hard
17 work, first of all. So that goes without saying.

18 And I think we have had some very good
19 candidates. Frankly, the interviews were even
20 better than I expected the candidates to be. They
21 were better than the paper, which is often the
22 case, so that's why we do interviews.

23 I think as we go forward now, I think that our
24 goal is to send the most qualified people to the
25 commission and we have sort of been charged with

1 sending them the five most qualified people, in our
2 opinion, for them to evaluate.

3 I think in order for us to go to the process
4 of elimination, I think probably the most prudent
5 thing to do is to take the ballots we have and try
6 for each of us to eliminate two names and then have
7 a tally, a vote, and that will narrow down what we
8 need to discuss.

9 I don't want to limit discussion, obviously,
10 but I think that having an initial vote and
11 eliminating two may get us to a place where we need
12 to be. But I'd like to hear from Commissioner
13 Withers.

14 MR. WITHERS: I think that's fine.

15 MR. MAS: That's good.

16 MS. MORENO: You all agree.

17 MR. MAS: Yes, let's do it.

18 MR. FERNANDEZ: Yes.

19 MS. MORENO: All right.

20 MR. KADRE: Just to be clear, we are picking
21 two people who we would be in favor of eliminating
22 at this stage.

23 MR. LEEN: Yes, check the two people that you
24 would be in favor of eliminating at this stage and
25 check below your name and sign the check and we

1 will gather the ballot.

2 MR. BAENZIGER: We will let Craig do the math.

3 MR. LEEN: We will both do it at the same
4 time.

5 MR. KADRE: If you are done, my preference,
6 just for the sake of analyzing it, I'd like to --
7 when you are done tallying -- know what candidates
8 did not have any negative votes. That should be
9 fairly simple to do.

10 MR. BAENZIGER: Okay. The candidates that did
11 not have any negative votes were James Beard, Peter
12 Bockweg, Yvonne McKinley and Art Noriega. That's
13 four. That's four, and then Guillermo Olmedillo
14 only had one negative vote.

15 MR. BAENZIGER: The others, Tom Mattis and
16 Alex Rey had two negative votes, and Don Elliott
17 had five negative votes. Donald Elliott, he had
18 five negative votes.

19 MR. FERNANDEZ: So no need to discuss
20 Mr. Elliott.

21 MS. MORENO: The only one that is out is
22 Elliott right now.

23 MR. BAENZIGER: Yes.

24 MR. FERNANDEZ: Who are the ones that got two
25 negative votes?

1 MR. BAENZIGER: Mr. Mattis and Mr. Rey.

2 MR. MAS: I would be able to start with the
3 discussion of candidates.

4 MR. KADRE: I think essentially we have three
5 people to discuss, right, because we have one
6 person with one negative vote.

7 MS. MORENO: No, I don't think you have should
8 do it like that.

9 MR. KADRE: We have four that had no negative
10 votes.

11 MS. MORENO: That means that somebody doesn't
12 think that they were the bottom two, at least
13 that's my analysis.

14 MR. FERNANDEZ: We have four that did not have
15 a single negative vote. I think those are the four
16 of the five names that should pass.

17 MR. WITHERS: Without a doubt.

18 MR. KADRE: I think it may be appropriate at
19 this point to move those four, unless someone
20 thinks there was a mistake in the ballots.

21 MR. WITHERS: Who was counting them?

22 MR. LEEN: We had two counting and we had both
23 had the identical --

24 MR. WITHERS: I'm just kidding you.

25 MR. LEEN: No, you are right to ask.

1 MR. FERNANDEZ: Just for the purposes of
2 clarity, could you repeat the four that we are
3 proposing to move the names?

4 MR. LEEN: Colin, can you repeat the names
5 with no negative votes?

6 MR. BAENZIGER: James Beard, Peter Bockweg,
7 Yvonne McKinley, Art Noriega.

8 MR. KADRE: I would move those four candidates
9 to go on a slate and open it up to discussion on
10 the other men.

11 MR. FERNANDEZ: Or on the other four?

12 MR. KADRE: On the other three.

13 MR. LEEN: Is there a second?

14 MR. MAS: Second.

15 MS. MORENO: Four board members.

16 THE CLERK: Board member Mas?

17 MR. MAS: Yes.

18 THE CLERK: Board member Kadre?

19 MR. KADRE: Yes.

20 THE CLERK: Board member Moreno?

21 MS. MORENO: Yes.

22 THE CLERK: Board member Fernandez?

23 MR. FERNANDEZ: Yes.

24 THE CLERK: Board member Withers?

25 MR. WITHERS: Yes, sir.

1 MR. LEEN: So the three remaining names are
2 Guillermo Olmedillo, who received one negative
3 vote, Alex Rey who received two negative votes, and
4 Thomas Mattis who received two negative votes, and
5 under the instructions the commission, one of those
6 three people you should choose.

7 MR. MAS: Can I ask a question?

8 MR. LEEN: Yes.

9 MR. MAS: Do we have to send five?

10 MR. LEEN: The commission asked for five but
11 they also asked that you say that those -- everyone
12 that you recommend, that this committee recommend
13 to be the city manager.

14 If you cannot say that about one of those
15 individuals, we can always let them know who the
16 fifth person is but that you're not saying that.

17 They don't want you to rank them. Those are
18 the instructions I received, and they were hoping
19 for five.

20 MR. KADRE: So, just to be clear, they didn't
21 require us to send for five. They had a preference
22 for five.

23 MR. LEEN: Well, they said they would like
24 five. I don't believe they can require you to send
25 five because they are also asking you to represent

1 to them that you would recommend this person as
2 city manager. And if you can't do that -- you can
3 always send it with reservations.

4 I do believe you would have followed their
5 mandate if you do that, or you can send the four
6 and we could just let them know the vote count for
7 the remaining three.

8 MR. FERNANDEZ: This is all public record. By
9 now, they know that we have made a decision to
10 move -- you know, we clearly feel strongly about
11 four and whoever we select or decide as a group to
12 send the fifth name, it's clear that we have ranked
13 these top four out of the fifth name.

14 MS. MORENO: I don't think that the way we did
15 this works like this. At least in my opinion, in
16 my personal perspective, those were not my top
17 four, just that the two I voted were my bottom two.

18 MR. FERNANDEZ: But they have asked us not to
19 rank them.

20 MS. MORENO: Right. So I think that, you
21 know, by saying what you are saying, you are saying
22 that we unanimously agree that these are the top
23 four. That's not necessarily true.

24 MR. FERNANDEZ: There is a difference between
25 unanimously agreeing and as a group the consensus

1 that came out of the group, whether those are the
2 top four.

3 MS. MORENO: Yes.

4 MR. FERNANDEZ: I didn't use the word
5 unanimous there.

6 MR. LEEN: If I could give one other piece of
7 input here. The three remaining people you are
8 considering for this fifth spot, a majority of you
9 have not said that they are not qualified. It's
10 not like they have three checks or three of you, a
11 majority of you have said they are not qualified.

12 So it's possible that a majority of you
13 believe that one of these individuals would be a
14 good manager as well.

15 MR. MAS: I mean, I will start with what's
16 left. I am open -- I am actually open to proposing
17 four or --

18 MR. LEEN: We have an individual who wanted to
19 make a public comment, if you are willing to take
20 it at this time. The public comment has been
21 closed. It's up to the Chair.

22 MS. MORENO: Sure. I am happy to hear public
23 comment.

24 MR. BOCANEGRA: Thank you very much. My name
25 is Frank Bocanegra. I live at 908 Granada

1 Boulevard, Coral Gables, Florida. I am an attorney
2 but I am also running for County Court Judge, Group
3 19, Ballot No. 54. That's not why I am not here.

4 I am here to talk about Mr. Alex Rey.
5 Mr. Alex Rey, I worked with him for several years.
6 I was a police officer for 30 years with Miami-Dade
7 Police. I retired as a major, as a police major,
8 and my last six years was as the town commander of
9 Miami Lakes.

10 And as such, in effect, I was a police chief
11 of Miami Lakes because the Town of Miami Lakes
12 contracted with the Miami-Dade Police for police
13 services.

14 I will tell you this about Mr. Rey. He always
15 empowered all his department heads. He was always
16 fair. He treated everybody with dignity and
17 respect and I will tell you this: We didn't always
18 agree with everything, but when I went to his
19 office to discuss some issue or ask for something,
20 sometimes I got it, sometimes I didn't, but I
21 always left there with two things; I left there
22 knowing that I had had a fair hearing on what I
23 wanted to say and what I wanted him to consider.

24 And the second thing is, I was treated with
25 dignity and respect. I never saw him angry. In

1 six and a half years that I was there, I never saw
2 the man angry. He would get upset sometimes, but
3 he never showed it and, as I said, he empowered his
4 employees and especially his department heads to
5 make decisions always reserving the major issues
6 for himself and always being informed.

7 So, I felt that as resident of the town -- I
8 mean, as a resident of the Gables I wanted to make
9 sure when we select our next manager it's somebody
10 that's competent, it's somebody that has a proven
11 record, it's somebody who treats all employees fair
12 and somebody that has really been committed to
13 Miami-Dade County, this community for many, many
14 years.

15 So thank you very much. Don't forget to vote
16 August 26th, No. 54, Frank Bocanegra.

17 MR. MAS: Thank you very much for making the
18 comments.

19 MS. MORENO: I then close it to public
20 comments and José, you have the floor.

21 MR. MAS: So, for me, whether it's hiring for
22 my business or in this role, I am a big believer in
23 hiring local talent because I think people that
24 have grown up in this community, people that have
25 built a career in this community and excelled and

1 have gotten themselves to be able to be here, an
2 opportunity where their résumé and their body of
3 work has given them the chance to be here, I think
4 it really means a lot.

5 So I think for us to go to an outside
6 candidate, it has to be because they blow our socks
7 off compared to what we have in our own town where
8 we should be promoting, in my opinion, our own.

9 You know, my ballot, Tom Mattis was one of the
10 people that I included and that's one of the
11 reasons that I included him. I think he is a fine
12 candidate, but the reality is, I think we have
13 other local candidates that were better than him.

14 In that same respect, I didn't include Anthony
15 Beard because I think Anthony Beard was probably
16 the best out-of-town candidate that we interviewed,
17 so I think he probably deserves to go forward, but
18 I strongly believe if we are going to put another
19 three or four through, however many there are,
20 based on the interviews we have had and the résumé,
21 it would be my strong preference that they be local
22 candidates.

23 MR. FERNANDEZ: Based on that comment, so we
24 are looking at Rey and Guillermo Olmedillo?

25 MR. MAS: I am.

1 MS. MORENO: I felt that Rey was a very strong
2 candidate. He's got experience in a city that
3 has -- shares a lot of characteristics with Coral
4 Gables. They do things a little bit differently.
5 I like the idea of bringing that kind of experience
6 here.

7 I think he suffered a little bit in the voting
8 because he was an early speaker so you kind of
9 forget about him, but he certainly impressed me on
10 having a lot of knowledge and I would like to see
11 him go through.

12 MR. KADRE: Well, I agree with both what José
13 and Cristina say. If I -- I very much agree with
14 what José said about Mattis.

15 I think he is a fine candidate and, you know,
16 I appreciate him coming, but when I look at these
17 three candidates that we have now that we are
18 talking about, I think Rey is of the three the one
19 that stood out the most today in experience and in
20 the interview.

21 So I would move to include Rey on the list and
22 round off the five.

23 MR. FERNANDEZ: The one thing that stood out
24 for me with Rey as well is that when he describes
25 his experience of taking that City of Miami Lakes

1 from three employees to where it is now, that stood
2 out that even though he was the first speaker,
3 that's something that he deserves credit for.

4 Not to take anything away from Mr. Olmedillo
5 who has had a great career as a planner and is very
6 respected, but I do think Rey is a little more
7 well-rounded for the position.

8 MR. FERNANDEZ: That leaves you, Chip, to
9 comment.

10 MR. WITHERS: I don't think, like someone said
11 earlier, that any of these three are going to rise
12 to the level as the other four. So what we're
13 doing is just filling a slot.

14 MS. MORENO: I disagree with that. I would
15 have put Rey in my top three.

16 MR. WITHERS: It's my personal opinion. I
17 know. I mean, that's just -- you know, none of
18 these candidates are really any of my favorites
19 and -- the one thing that kind of -- I couldn't get
20 my handle on Rey. It was almost like a politician
21 that terms out from one district and moves out to
22 another.

23 Maybe that's not fair to say, but I heard him
24 clearly say, you know, that he moved to one area,
25 then he is moving to Coral Gables because he has to

1 leave now his job in Miami Lakes.

2 I am not saying that's a fair assessment for
3 me to say that, but I have no problem going with
4 the majority of you guys because any three of
5 these, I am okay with.

6 MR. MAS: I mean, I can specifically talk
7 about Alex Rey. I thought he did a really good
8 job. In my mind, I see him -- the only reason I
9 wouldn't have him in my top four is I see him more
10 as a gatekeeper. I think he would be a fantastic
11 city manager if the city didn't have a lot of
12 changes to make. I think he can step into any role
13 and really run with it. I think he's a fine
14 candidate to move forward.

15 I am not troubled, Chip, by the reality if he
16 has to leave because he has to leave and he's go to
17 find another job; right?

18 So it doesn't make him any less capable as a
19 candidate. Quite frankly, I kind of like having
20 him there because it gives the commission that
21 option if that's the kind of candidate that they
22 are looking for, I actually think he was probably
23 best suited as a gatekeeper. He is probably one of
24 the best suited candidates we saw today.

25 MR. FERNANDEZ: Before moving forward, I think

1 it's important to note that based on the comments
2 that we feel confident that he is a suitable
3 candidate that could do the job.

4 MS. MORENO: Yes.

5 MR. FERNANDEZ: And I agree with that, but
6 given the fact that earlier we had that discussion,
7 we are confidently recommending to add Rey to the
8 list of five.

9 MS. MORENO: Yes, I am.

10 MR. FERNANDEZ: So I propose we move him.

11 MR. KADRE: Do we have a motion and a second?

12 MR. FERNANDEZ: Motion.

13 MR. MAS: Second.

14 MS. MORENO: You want to call the roll?

15 THE CLERK: Board member Kadre?

16 MR. KADRE: Yes.

17 THE CLERK: Board member Moreno?

18 MS. MORENO: Yes.

19 THE CLERK: Board member Fernandez?

20 MR. FERNANDEZ: Yes.

21 THE CLERK: Board member Withers?

22 MR. WITHERS: Yes.

23 THE CLERK: Board member Mas.

24 MR. MAS: Yes.

25 MS. MORENO: Thank you. And I think we are

1 done. Thank you all. We will see what happens.

2 It's been a pleasure.

3 MR. WITHERS: Great participating with you
4 guys.

5 (The meeting was concluded at 2:07 p.m.)

6 - - -

REPORTER'S CERTIFICATE

STATE OF FLORIDA
COUNTY OF MIAMI-DADE

I, Patricia Diaz, Registered Professional Reporter, Florida Professional Reporter and Notary Public in and for the State of Florida at large, do hereby certify that I was authorized to and did report said meeting in stenotype; and that the foregoing pages, numbered from 1 to 201, inclusive, are a true and correct transcription of my shorthand notes of said meeting.

I further certify that said meeting was taken at the time and place hereinabove set forth and that the taking of said meeting was commenced and completed as hereinabove set out.

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

The foregoing certification of this transcript does not apply to any reproduction of the same by any means unless under the direct control and/or direction of the certifying reporter.

IN WITNESS WHEREOF, I have hereunto set my hand this 27th day of August, 2014.

Patricia Diaz, RPR, FPR