

City of Coral Gables City Commission Meeting
Agenda Item H-2
February 10, 2026
City Commission Chambers
405 Biltmore Way, Coral Gables, FL

City Commission

Mayor Vince Lago
Vice Mayor Rhonda Anderson
Commissioner Melissa Castro
Commissioner Ariel Fernandez
Commissioner Richard D. Lara

City Staff

City Attorney, Cristina Suárez
City Manager, Peter Iglesias
City Clerk, Billy Urquia
Acting Development Service Director, Doug Ramirez

Public Speaker(s)

Jorge Duyos, President of JRD & Associates
Maria Cruz
Lucy Lopez

Agenda Item H-2 [Start: 11:17 a.m.]
Update regarding Development Services Study

Mayor Lago: Welcome back. We have a time starting item for 11 a.m., agenda item H-2, update regarding development services study. Long awaited. I'm very excited to see this. I think you kept a good time frame, a good timeline in regard to delivering the study and making sure that we did a lot of outreach. And Mr. Manager, I'm looking forward to the results and having a good conversation in regard to the future of the permitting department.

City Manager Iglesias: Thank you, Mayor. I think we've done an extensive study with Mr. Duyos, and we've implemented a number of things actually very, very, very quickly. And I would like for

Mr. Duyos to start the presentation. And a very thorough—actually, Mayor, it's a very thorough examination of the Development Services and specifically the Building Department.

Mayor Lago: Mr. Duyos, if I may before, first and foremost, thank you for meeting not only with me multiple times in the city and out of the city. Thank you. Number two, thank you for meeting with my colleagues in the Commission and meeting with residents, concerned residents, in regard to our Permitting Department. You've done an amazing job. And I also have a sense of pride that you're a resident of the city, so you have skin in the game. And I think that is an important aspect to the efforts that you've made in regard to this report. Thank you.

Mr. George Duyos: Thank you, Mayor. Good morning, Mayor, Vice Mayor, Commissioners, George Duyos, with JRD and Associates. Our firm was hired a little over 10 months ago to conduct an assessment of permitting operations, looking at staffing, process, and technology for the Building Division within the Development Services Department. We've worked over the last 10 months on a two-phase project to address these operations. The first phase was to listen to the voice of the customer. So, it was a customer outreach effort that we conducted. And the second phase was to do a deep dive into the building division. And I have a brief presentation here this morning. Thank you for the opportunity to present. First thing I wanted to do is just kind of lay the groundwork as far as workload and where the City is as far as permits issued and activity and workload. So, we combed over almost 25,000 permits over the last three years on average. The City issues about 8,000 permits per year over the last three fiscal years. The breakdown of those permits is approximately 64 percent residential, 36 percent commercial. And this is to give you a perspective on the number of permits. City of Doral issues about 4,000 permits per year. Miami has about 27,000, and Miami-Dade County around 60,000. City of Coral Gables is at about 8,000. When we looked at one year of activity in fiscal year 25, we tried to look at where the construction and the permitting activity is happening. And 73 percent of your permits in the last fiscal year were for projects under \$10,000. So, there's a lot of small work going on in the City of Coral Gables. 94 percent of permitting activity occurred for projects that were under \$100,000. So, there's a lot of small work going on in the city. The remaining 6 percent are the bigger projects, those that really cause the length of permit issuance and those things that I'll talk about in a minute. But 6 percent, the remaining 6 percent of these permits account for 85 percent of the total value of construction in the city. So that's to give you a breakdown. In order to go in and do the analysis, we also wanted to look at the workload because we addressed staffing as well as process issues, technology issues, organizational issues. So, we looked at one year of data, and we looked at plan review cycles, because, and I'll talk about the customer survey that we did, but one of the things that we heard from the customers was that it takes a long time in the plan review process. So, we wanted to look at how long a set of plans takes in the review process. So, for a year's time, we had almost 9,900, what we call plan review cycles. These are all sets of plans that went in. So, it could have been just a building plan review for a fence or something very small, or it could have been a set of complete plans with structural building all the trades for more complex items. So, this is what we call the

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first cycle of plan reviews and then looked at how many of those go on to a second review. So, a little over a third go on to a second review cycle. So that means that within the first review cycle, a very small percentage or a third go on for a second review. Those are plans that had some comments from the plan's reviewers for corrections, or the permit applicant wanted to make some changes to the plans and got them back. Then we looked at, here you see that 81% of plans are reviewed by the second review cycle. Consistent with the data that I showed as far as the small projects that are coming through the department and the city for plan review and for permitting, this is consistent with that data. Those that go from the second review to the third review, approximately half of them. So, half of the issues are being resolved by the second plan review, but half are going to a third plan review. And then almost all of those are coming back for a fourth. So, there's something going on from the third review cycle to the fourth where the plans are still being rejected. The average time across all of these review cycles varies, but for the first review cycle, the average time in plan review is just under six days. When we get to the second one, it's a little over six days and then it just goes up slightly. So, if you've had a set of plans that have been approved on two cycles, have gone through two reviews, you're at about 12 or so days in the plan review process. Then we look at building permit turnaround time. So, we wanted to take a look in the same period of time, how long is it taking for the city to issue a permit? So, this is approximately 7,500 permits issued over this time. You see that 49 percent of the permits are issued within the first two weeks or within two weeks. Then within four weeks, almost 70 percent of permits have been issued. This is from the time the permit application is received by the city to the time the permit is actually issued. And then the rest of the time is beyond a month. This is, in the red box, this is where we focused a lot of our review because this is where things might get held up. It's important to note that there are a lot of players in this process. There's obviously the city doing the plan review. There's the city, the Building Division for the building permitting process. There's also Public Works, Historic Preservation, Fire. Then there's also those outside the city. So, these plans are probably the ones that are taking typically longer. They're going to go probably to the county for water and sewer. DERM might go to the state for HRS if there's septic tank reviews. And then, of course, there's the plans that go back to the developers or the design professionals to take a look at the comments that were made and address those comments. So, we focused our analysis on the building permitting process and what could be done from the city's side. So, I mentioned that we started off this project reaching out to your customers. We took multiple approaches there. We spent a week at the Development Services Department conducting face-to-face interviews five days in a week in April last year. We received a lot of good feedback from 66 of your customers there at the building. Then we received the email addresses for customers that have pulled permits that had closed permits over the last five years. We sent 5,000 emails. We received 186 responses. So, we had 252 total survey responses, and we also conducted a series of focus groups to have a more focused discussion on issues. So, three key themes that came out of the surveys were timelines and predictability. This is the customer feedback. And these three themes, this was the most discussed themes. And from the customer perspective, it's

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that the initial plan review is commonly perceived as taking longer than it takes. It's interesting because our data showed that almost half of these plans are turned around within two weeks, but this is the customer's perspective on this. And they also express uncertainty around the timelines for plan review and also real-time inspection notification. So, in some municipalities, the inspections, a homeowner or a contractor can tell where the inspector is in the route. In the City of Coral Gables, that's not available right now. It's something that the city is working on with EnerGov, the software provider, to address. But this was a repeated comment. The second one was staff and tools. So, staff was rated highly. We had some questions on our survey that were on the Linkert 1 to 5 scale. Staff was rated at somewhere in the low 4s out of 5. So, they were rated highly for their professionalism, their ability and willingness to help, and being courteous. But then there were issues regarding phone access, system usability, which is a very repeated item here, is the ability to use the EnerGov software. And they were cited as opportunities for improvement. And then finally, customer value emphasis. There was a big emphasis on the lack of clear instructions and step-by-step requirements up front, and also the lack of consistency across staff within the department and across other departments in the city. So, this is customer feedback that we took to our second phase of our report, which was to conduct a deep dive into the operations. We wanted to make sure that we took into account what the customer said, because we wanted to make sure, we didn't miss on those areas. So, in phase 2, we spent months analyzing quite a bit of data from the EnerGov system, permit times, and some of the data I showed already. We interviewed leadership in the department, as well as other departments throughout the city that are involved in the permitting process, and did ride-alongs with inspectors, sat with the permit counter personnel to look at their activities on a day-to-day basis, as well as sitting with the plans examiners to look at their review process, so we had a good understanding. So, we put these findings basically into three buckets. First one is people and leadership. These are findings that we came up with based on our assessment, and the first one is a shortage of staff in key areas. This includes permit counter, plan reviewers. The city has taken some action, and Mr. Ramirez is going to present after I am on what the city has been doing. We've worked collaboratively with city staff from the beginning, so they have been proactive in addressing some of our findings and implementing some of our recommendations. This is one of them. Loss of technical expertise. This is something, this is a very small pool of particularly plans reviewers and inspectors, so everybody is competing in the same pool, not just from other municipalities, but also the private sector, some of the firms that do this type of work, and some people have left, which of course creates a gap. And then the span of controlled challenges. The department when we started this study did not have an Assistant Director of Administration, it didn't have an Assistant Director of IT. These are important positions to run this operation efficiently, and those positions have been added. The second area of findings was on systems process and governance. EnerGov implementation has been a big issue. The change in the turnover in leadership in the department, the software was implemented during COVID, so there were disruptions. Some of the folks that worked with Tyler Technologies, the software company that owns EnerGov, that were working on the implementation for the city left.

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So, the city is just starting to catch up on some of the issues with EnerGov that need to be addressed, and when this system is really the enabler of an efficient permitting process, it's really important that everything be working as well as possible. Also, incomplete standardization. There are gaps in standard operating procedures in the Building Division, that's being addressed right now, and the shift to electronic permitting has really created what we call workarounds to try to get plans to where they need to be routed, and that's being addressed also. And then there's limited system administration capacity. The EnerGov administration, as I mentioned, issue resolution. I think the City of Coral Gables is one of the leaders, at least in the state, of users of EnerGov that creates tickets for issue resolution. So that's good in the sense that the issues are being identified and being brought to the attention of EnerGov, but it's not good in the sense that when you're issuing hundreds and hundreds of help desk tickets that there are a lot of issues. So, the third one is the customer navigation and support demand. This is a lot of time spent with permit counter folks helping the public navigate the system. How to pull a permit, what they need to do, how to navigate the website, how to create an account on EnerGov. So, there's a big demand and our recommendations address some of these issues. I will mention that we have a series of recommendations. We'll be providing a report to the city in the next couple of weeks. So, while plans are being turned around in about six days, we still identified 25 areas for improvement that will be detailed in our report. So, these are the three buckets of our assessment findings, and we group these into five core finding areas. Leadership gaps and span of control constraints, workforce capacity and retention, pressures disrupted systems implementation, lack of SOPs, and customer demand and support burden. So, we took these findings, and we created our recommendation framework with five focus areas that address the root causes of these findings. So, when we look at these focus areas and when we submit our report, the recommendations will be centered around these focus areas. And here are some representative recommendations. Under leadership and structure, establish assistant director roles, create and fill key positions. As I mentioned, we've been working on this analysis since last April or so. So, some of these recommendations have been already addressed by the city and I'll show those in a minute. Workforce capacity and enablement, adding permitting related personnel, that's plans reviewers and inspectors, and establishing an EnerGov task force. The city is actually working on a task force to address these EnerGov issues with other municipalities in the county that use this software. Doral, Miami Beach, Hialeah, the county is actually looking to get away from their system and is looking potentially at EnerGov. So, all the municipalities are sharing not just their pain points but also their best practices because some municipalities have been able to work around some of the issues. Under process and policy standardization, conducting business process reengineering, looking at the business process and seeing how it can be streamlined, as well as creating some standard operating procedures because none exist at this point. Under systems and data, building performance dashboards. This is a management tool so that the leadership in the department can assess workload, can assess where there might be gaps in either staffing or performance, and developing comprehensive permit tracking reports. This is to have the ability to show either on a permit-by-permit case or in general

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as a whole where permits are in the system. Where are they in the city? Are they being held up in the city? Where are they outside the city? Are they with the design professionals? Are they with the county? Right now, the city is not tracking that and it's really important to show where that is. And then finally under customer access and communication, developing customer perspective process maps. That's something that we heard from the customer outreach that there is really no mapping to tell a homeowner or developer what is the process we need to go through. So, we think that's a good idea that should be developed. And to develop the real-time inspector tracking tool that I mentioned before. So, with the implementation of these recommendations, the city will be able to achieve predictable, transparent, and efficient permitting. The recommendations that are outlined in blue are those that the city has already undertaken and is currently working on. So, as I mentioned, it's been a very collaborative effort over the last year working with the city and they're not waiting for our report to be finished and submitted to take action on some things that they could have taken action on already. So, these are some of the ones that they have already implemented. And then, the next steps, as I mentioned, we will be submitting a report within the next couple of weeks detailing all of our findings and recommendations and also the city is working on an implementation plan to address the recommendations we've made. And I believe Mr. Ramirez will follow up with some information on what the city has done so far. But at this point, I'll open it up to questions, comments.

Mayor Lago: First and foremost, thank you for your hard work over the last 10 months. You can see that you've put in all the hard work. We're excited about the opportunities. We have the consensus to invest a significant amount of money, not only in manpower, but also in training and in software as required to make sure that we provide world-class service. So, I want to thank you for that. Do you want to hear from staff, the Commission, and then we'll come back and open it up? Or how would you like to do it?

City Manager Iglesias: If we could present, Mayor, so we can open it up for discussion. Thank you.

Mayor Lago: Thank you, sir. Sir, Mr. Ramirez, how are you?

Acting Development Service Director: Good morning. Doug Ramirez, Acting Development Service Director. Thank you for giving me the opportunity to give you this update. Mr. Duyos has been very helpful. He's given us a lot of recommendations. We're very excited to report on what we've done so far. This is not everything. There's a lot more that we will be doing, but we were able to start early on in the process when Mr. Duyos got here and began his process. We've been collaborating with him, and the City Manager, and we've gotten quite a bit done. So, I would like to walk you through what we've done so far. So, first thing, as he mentioned, the workforce. We've created quite a number of positions since the middle of last year, and we've been in the process of filling them. I'm very pleased to introduce Ms. Lisette Lopez and Jean Dolmuz, who are in the

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room here. They are our new Assistant Director of Building Administration and Assistant Director of Information Systems, respectively. They both come from other jurisdictions, and they bring us a lot of experience that we needed, and I'm very happy to have them here. Since they've gotten here, we've been able to start moving things along quite rapidly, and I couldn't be prouder to have them on our team here. We've also found a Senior Admin Analyst that we promoted from within, as well as a development service ambassador that we also promoted from within the city. A QC analyst, and we were able to also hire two permanent counter staff as part of the additional positions. And to date, we've hired a total of nine reviewers and inspectors. We are currently continuing to look for a permanent director for development services, as well as a deputy building official, a structural engineer, and three reviewers and inspectors. I did not include on the slide vacancies that might have opened up along the way. This slide only covers all of the new positions that we're hiring as a result of the recommendations of Mr. Duyos. Also, as a result of all of the additional staff, we looked at our vehicles. We met with the City Manager, and we discussed it with our personnel over at Public Works. We will be getting eight additional vehicles and 13 replacements for some of our more aging vehicles that are circulating the city. So, Mr. Duyos had mentioned a couple of times the implementing technologies force. We've identified eight people within the city that will be responsible for this. They're going to help us to implement all of the changes in the technologies across the board, across different departments, and we will respectively have assigned people to certain tasks, so it'll be easier to follow up on all the different projects that we're working on. We've also continued to make improvements in our processes. This has been going on since day one. For as long as I've been here, we've been improving processes, but lately we're going to begin working on the creation of SOPs. We have established some checklists for plan reviewers, and right now we're trying to see if we could bring in a consultant service to help us with using AI to provide customer service using all the information. It'll be compiled from our website, from whatever we feed into it, so that it can answer questions from many, many customers that we get phone calls every day. We also have done a lot because Development Services doesn't work in a vacuum. We are part of a city with other departments. We have Fire, we have Public Works, we have Historic. We have so many pieces of this that extend beyond the walls of 427 Building. So, we realized early on that we were going to need to do things to kind of bring all of this together in a more uniform way. So recently we assisted and worked with the Fire Department to create a simplified permit process for some of their smaller projects. We also noticed that there was, in discussing it with our colleagues over at Art in Public Places, that there was an automation that wasn't working as intended. If an applicant, for example, would have applied for a project that had a construction cost below a million dollars, but then at some point in the process we realized that the construction cost was actually going to be above a million dollars, it wasn't triggering that review automatically. We have corrected that. So now if the construction costs are changed along the way, Art in Public Places will automatically be brought in to look at the project. We're also going to be working with our capital improvements projects team so that there's a more cohesive understanding of how application for permits happens. And

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we are constantly training and meeting with our reviewers for plan review processes to be uniform. There are plan reviewers throughout the city, not only in 427 Building. So, it's always interesting when we bring the different subject matter experts into the room because we get different perspectives. And we're always working on making sure everything is consistent so that the applicant will, say, get the same information from Development Services that they would have gotten if they had discussed it with Public Works. We want to make sure we're always on the same page. And in addition to that, we've been able to bring into our fold at Development Services, to date, we have a landscaping reviewer that works very closely with Deena Bell at Public Works. And we've been able to bring a Public Works reviewer that actually, she came from Public Works and she's extremely knowledgeable. We're very pleased to have her. And then also Historic, we have a team member now from the Historic team. So, we actually have people in our building now if customers come and they want to ask a question about Public Works, I can walk them right over. I'm looking over here because I did that last week. And they have answers from somebody who's very knowledgeable in our building. We don't have to send them over to 72nd, and it's proving to be very, very useful to have all those people in our building. So, we have also been working on system process improvements. One of the things Mr. Duyos mentioned that has always been a concern is that the applicants were having a hard time applying correctly. As he mentioned, our portal is not user-friendly if you haven't used it before. And a lot of our residents are applying for one permit every 10 years. So, it's not like they do this every day. So, we've been developing better descriptions on the website. So, people will know exactly what type of permit they should apply for, depending on the work that they're doing. This minimizes a lot of work later on for the applicant and for staff. If people apply wrongly, usually they end up making a payment that we have to refund. That involves two different departments. So just fixing this so that people apply correctly the first time is a huge step. It's going to help a lot of people all the time. And then we've also been able to automate the extensions of masters and sub-permits once the inspections are approved. This wasn't always working correctly. So, we've been correcting that so that now when you get an approved inspection, not only the inspection for that permit that you called will extend that permit, but now it will extend the master and everything simultaneously. We've also created a process where any permit revisions that get submitted automatically get finalized. This was creating flaws in our data and our tracking, because it would look like we had all this unfinalized work, even though it was an approved revision from years ago. And one of the other things that we're always trying to find ways, not only with fees, but with everything, anything that we can automate, that we can get our hands off of it so that it will work without anyone having to touch it, is always good if it's done correctly. And there were a number of fees that were being manually calculated. And of course, anytime you have to calculate numbers manually, this leads to mathematical errors. So, we've been correcting these.

Mayor Lago: And it's okay to say it also leads to fraud. And I'm happy that you took care of that, because you'll probably see an uptick in regard to the receivables now that we're doing it, not

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allowing it to be done manually. I think that's important. So, we saw that the other day, for example, when we had the leaders from Antigua that were here, correct? It was Antigua, where they used the example of these were newly elected officials, and they basically did the same thing you did after it not being done for 10 years. And the first project where they reviewed the fees, the first project where they reviewed the fees that were collected in that one project were more than all the fees collected in the last 10 years of projects. And they did the same thing when they automated the parking revenue. They used to collect the parking revenue by hand when they started doing an automated system. They were astounded that they collected three times more parking revenue. So that's something that we had conversations, and they were talking about technology and how it's playing a major role now in South and Central America. So, I think it's a great move. And I'm going to commend you on a few other things that we've been working on together that I think that your team has done a great job on, and I'll leave it to the end. But I wanted to make sure that it wasn't just, you're very kind to say that it ensures that less errors are made. Yes, but it also stops fraud, because people will put the values of certain things to be a lot less than what they are. Yes, Mr. Manager.

City Manager Iglesias: Through the Mayor. Thank you, Mayor. Since you've mentioned that we've also, for larger projects, there's also a manual check before they go out. So, it's double. It's through an automated system. And then for larger projects, we check to make sure the square footage, and the costs are correct.

Mayor Lago: Yeah, by the way that's contested. And that's contested by the end of the day, the numbers are the numbers, and I think it's important.

Acting Development Service Director: So yes, the Manager actually got to my next bullet. He mentioned it, so he beat me to the punch on that one. Thank you, Peter. We're very excited about that senior level of review on the high value projects. We've been doing that now. And we have very high-level people looking at it to make sure that the construction cost aligns with the scope of work. And it's been interesting. So, we have appreciated that that's started to happen. So, one of the other things that we started to notice is that up until recently, contacts on a permit could bypass notification to the other contacts simply by changing the defined contacts at any time. So, this was done at the beginning. It was a decision that was made that would enable the applicants to be able to do their own work. And then some cities have done it that way. And then other cities have chosen to not allow that. We realized that it was in our best interest to go ahead and not allow that here. The applicants at the beginning can create their contacts. And now we made a change where once the contacts are initially created, then if they want to change a contact, they will notify us, and staff will make any changes after that. There were owners that were being removed from contacts. And then, of course, this creates a problem because the owner won't know what's going on with their permit. There were contractors that would be removed as a contact. And then, of course, this creates other issues because there's an actual formal process where the building official

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has to allow contractors to be changed. As you know, Mr. Mayor, that cannot just happen willy-nilly. So in an effort to protect the integrity of the notification process, not only for the people on the permit, but for staff to be aware of what's going on, what we did is first we clarified for applicants so that they're fully aware what the contact roles should be so that they don't confuse themselves and put themselves as the owner if they're just working as a project manager. We clarified those roles on our portal, giving them guidance so that they do it correctly. And then, as I mentioned earlier, when they want to make a change, it could still be done. Only now they would reach out to staff, and then staff will make the change for them. They're only allowed to do it at the very beginning.

Mayor Lago: So, if I may add, I think it's important. I want to provide a little more context for residents who are asking, why did we do that? Okay, so a permit expediter would submit a permit to the city. And then what they would do, which I saw it happen, for some reason, they would immediately, when that permit was submitted, they would remove the general contractor within an hour, two hours. And we're still trying to figure out why. We're still trying to figure out why. But this happened dozens and dozens and dozens of times with just one or two permit expediters that were doing that here in the city. And then that general contractor was immediately, the same one, was reinstalled into the permit right before the permit was pulled. And that was all done through the back door of the program. And I want people to understand; the back door of the program has been closed. There's no more access through the back door of the program for permit expediters. That's been closed. Now, what we're requiring is very simple. It's the same thing when I submit a permit application to the city. I have to put all my information, my address, license number, everything has to be provided. You put it and you submit it to the city. If you want to make a change to a permit application, you're not allowed access to the back door, changing what you like. It has to be done through the Manager's staff. So, to me, that is a transparent way of doing business. I don't think that anybody should have access to the back door of a city software where they can change or add whatever they like, change numbers, certain things that at the end of the day could, number one, hinder the ability for the city to conduct business in a transparent fashion. And that was happening here in the city. So that's one thing that I think is critically important. I'm going to bring up some other issues that I think are also commendable in regard to staff and the Manager and things that I've done in regard to my own industry. I have already received calls from general contractors that told me, Vince, this is the second time you do this. The first one that I did was when I wrote legislation that stopped Saturday exterior work. I got phone calls from multiple agencies and organizations here that are associated builders and contractors, the Latin Builders who I love them both. I've been a member of those organizations. They called me and said, Vince, this is hindering our ability to do business, but it's in the best interest of the city. We do not want to have our residential neighborhoods having exterior construction. People want to be able to live and have a quality of life on weekends. You can still do work in the interiors, but you just can't be making, you know, hot mopping a roof. If someone's in their pool, they smell

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that in the neighborhood. Or, you know, putting thousands of nails into a frame or on a roof or, you know, laying concrete. Again, there's noise, there's smell. People have worked all week and at the end of the day, they want to be able to relax. Similar change, why did I bring that up? Because the second thing that I did was I also requested from the Manager, which has already been implemented through your leadership, thank you, and then the team over here, but I'll be codifying it in the next Commission meeting. I already told a few of the general contractors that they were not happy about it. And that is the simple fact that if you have an expired permit, you will not be able to take out another permit. Our city was not doing that. Where did I learn that? I learned that in the City of Miami when I had to deal with the Manager because I had an issue with a permit that was expired in the City of Miami. Not at my own fault. It was an issue where we were waiting for a fire alarm and we forgot to call an inspection and the inspection, excuse me, the permit lapsed. I went to the Manager, and the Manager told me you cannot pull another permit until you reactivate that permit and you move forward. That's the law of the City of Miami. That was not the law here in the City of Coral Gables. Now that is the law. General contractors are not happy about that. But at the end of the day, why is that important? Because think about if you're a homeowner and a general contractor, let's just say, forget to close out your permit or they thought they closed it out when they did a TCO, but they really didn't get their CO. For one reason or another, they didn't submit a document. Happens. It falls through the cracks. Happens to the best. You now go to sell your property. You have a lien and that lien has been running for two years, three years, four years, and there's thousands of dollars that someone is responsible for. What happens if that general contractor ceases to exist? What happens if that general contractor retires? What happens if that general contractor moves out of state? What happens if that general contractor loses their license? Who is held responsible? So, this is an accountability measure to ensure that general contractors are following the rules and putting their clients and the residents first. So, these are simple things that are coming out of the George Duyos' effort, where you're seeing things you're like, wait, that's not right. Let's hold people accountable, even if it is my own industry. So, in the issue of the permit expeditors, they had backdoor access to the city program. And you could change figures; you could change addresses. And we're still trying to figure out why they were removing a general contractor at the beginning and then putting that same general contractor four months later. Was there a notification issue? Was it that they were doing something else? But this was happening, especially with one general, with one permit expeditor here in the city. So that is no longer the case. The backdoor is closed. And now you and your staff have the ultimate say in regard to a permit is touched here in the city, because that's transparency and we want to make sure that we protect the homeowner. Mr. Manager.

City Manager Iglesias: Thank you, Mayor. It also is something that can violate the building code if you have a backdoor fully open. You can actually change a general contractor after the permit's issued, which violates the building code. And then you have to have a change of contractor approved by the building official. So that backdoor has been completely closed now. Any change

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to that has to be done by city staff. Any change of contractor has to be done per the building code, which is there's a change of contractor through the building official.

Mayor Lago: And another thing, too, that I've requested, too, and that I'll be implementing is that, remember, on a permit, not that you need to be reminded, but just for the residents to understand that, when you do a permit card, there's only three licensed individuals on that permit card. Number one is the architect. Number two is the engineer. And number three is the general contractor. Those are people who have licenses. A permit expeditor does not have a license to do business. So, at the end of the day, I believe that there should also be a little spot where a permit expeditor puts their name because other cities have that. Who is running point on these plans? It doesn't have to be a permit expeditor. It can be the general contractor. It could be the architect. It could also be the person running point on these plans. There has to be a point person to ensure accountability on all these permits. Even though we've now closed the back door, which was an issue before, there still should be a point person or a contact information on every single permit, not on the file, not on the file, on the permit card that says, this person is responsible for handling this permit. Commissioner?

Commissioner Lara: Thank you. So, both Mr. Duyos and Mr. Ramirez, just to make things simple, right? Would you agree that the ultimate goals for this particular development study, Development Services study, is to simplify for the residents the permitting process? Would you agree?

Mr. Duyos: That's one of the goals, yes.

Commissioner Lara: And in doing so, speed up the process from application to the issuance of the permit for the residents, right?

Mr. Duyos: Yes.

Commissioner Lara: And to make it easier for the residents who's not familiar with this process, to make it easier for them to successfully apply and obtain a permit, right?

Mr. Duyos: Yes.

Commissioner Lara: And to reduce the errors that otherwise in the past may have occurred through, as Mr. Ramirez was saying, implementation of things like AI. And to reduce the human element that could be contributing to any errors, ultimately speeding up the process, right?

Mr. Duyos: Yes.

Commissioner Lara: So, would you say that ultimately the goal is to help the resident not only get the permit, but maybe even save them money because this should, maybe one of the goals is also to either eliminate or at least reduce reliance on permit expeditors if all of your goals are met, is that right?

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Mr. Duyos: Well, the simpler the process is for anybody pulling a permit, obviously the better it's going to be for the public, whoever's pulling the permit. So, there is, we noticed, and again, talking to the customers, some of the complications within the city of available information, process maps as to how to get a permit. So sometimes they go out and they hire somebody to do it for them because they know the process better. So, the idea is that the process is available, easy to understand, transparent, again, available on the city's website, maybe posted in Development Services Building so that folks know how to get through the process on their own.

Commissioner Lara: Right, so I would think it was a rhetorical question, but in making the process simpler, easier, quicker, with less error, all of it should bode in favor of the residents also saving money. If all of your goals are met, then you would have less of a dependence or a need to go to expeditors to do the process. Isn't that the goal of what we're trying to do here? It's to make it easier for the residents to maneuver a process that needs to be improved. And you sound like you're on that path.

Mr. Duyos: Yes.

City Manager Iglesias: Through the Mayer.

Mayor Lago: Yes.

City Manager Iglesias: Commissioner, I'd like to answer that question.

Commissioner Lara: Please.

City Manager Iglesias: We have, currently we are reviewing plans at a rate of the first review at six days. And 81 percent of their plans are reviewed and approved in two weeks. So, I do think that the additional staff, so to say that we are in a bad way, it's just not there. The facts bring that out. What we are doing with the fact that it is an enterprise zone and we're putting additional people is to assist the residents and create a Building Department that can provide our residents, which do not pull permits all the time, a much better experience. This will be a next level Building Department once we get all the staffing done. However, our average review time is six days. I think the Mayor, who's a contractor, understands that that is a very fast review time. And 81 percent of the drawings of the permits approved within two weeks, that's a very fast review time. I think what the new system is going to do is going to really help those that are doing this for the first time or only do it one time. And that's where our extra staffing is going in. And that's why we have that enterprise zone. And I think it will take us really to that next level. One of the things that we were lacking was an administrator and a technical person in that department and we have those two now. I can tell you we're extremely helpful having that in the City of Miami. We couldn't function without it. So, the City of Miami was a much larger department, but the functionality is the same. It's still a Building Department.

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Commissioner Lara: Through the Mayor. So, with respect to what you just said, Peter, thank you very much for that and also for answering my questions. Do you feel at this stage of your study that the path is clear, that the way that the city should be going with addressing permitting and to improve systems is through the enterprise fund to add the personnel, upgrade the software, integrate by AI, and eliminate these back doors that the Mayor was referring to that apparently were open. All of this in lieu of exporting it to a third party to handle permitting for an additional fee. If you recall it, that was one of the things that was being considered by the city. Do you feel we're on a better path versus that alternative?

Mr. Duyos: If you are referring to the proposed expedited permitting program, I think the data shows that at six days that's a very good turnaround time for plans. With the addition of staff, that six days will come down by some number. Don't know what that is. But we also took a very comprehensive look, not just at staffing, but things that will expedite the process and make it more efficient, such as the development of standard operating procedures, which don't exist. So, everybody in the department is going by the same playbook, because right now there's a lot of room for interpretation because it's not documented. The technology issues that we both talked about are a big issue. A lot of workarounds because of the way the system has been designed and the way solutions have not been provided, either internally or by the software company. So again, we have 25 recommendations. Some deal with staffing, some deal with leadership, like the addition of assistant directors, which the department already has hired. So, it's a very comprehensive look at how to make the process more efficient, and how to improve customer service. And it's something that should be continued to be measured. We also recommended, as I mentioned, development of performance dashboards for Mr. Ramirez and his leadership team to use, to see, again, are there internal controls that we have built in from either how long is it taking to get permit applications from intake to plans review? How long is it taking for a plans reviewer to review different types of plans, whether they're simple or complex? How long is it taking for an inspector to conduct an inspection? So, all these things that we talk about documenting and messaging out there from a dashboard perspective, as well as the permitting tracking reports that we mentioned. And we've worked in a lot of building departments. City of Coral Gables is not unique to these challenges. We hear this all the time. It takes a year, two years, to get a building permit. And while that might be true, when you look at it from a time perspective, you have to look at it as to why and where along the steps of the process are the plans. A lot of times they're with the design professional or they're with the county. You know, HRS takes at least 30 days just to look at your permit application. So, there are factors outside the city that can't be controlled in this, you know, how long does it take to get a permit discussion? So, we focused on what the city can do.

Mayor Lago: Thank you.

City Manager Iglesias: Through the Mayor.

Mayor Lago: Yes, the Vice Mayor.

City Manager Iglesias: I'm sorry.

Vice Mayor Anderson: You can go first. I can probably feed off of what you...

City Manager Iglesias: Thank you, Vice Mayor. We need to look at a little historical perspective as to where we're at now. One of the key issues of Building 427 was that we had to get the building permit out of City Hall. It was just dysfunctional here. We're working at the mezzanine, at the third floor, in our cars. And also, we need to move it because of the restoration of City Hall. That was item number one. That project was done. We made the move as quickly as possible. We got hit with COVID with a pandemic. While implementing EnerGov, which by the way is not my favorite program, Commissioner, but it's the best one out there. Unless we do it ourselves like we did in City of Miami, which is a much superior program, but we don't have access to that. And then we lost our Building Director. We got other issues. We are now at the point where Mr. Duyos recommendations will be implemented because it only makes us better. So that's a little history behind it. So, here's where we're at now. Maybe we should have been here a year and a half ago. Actually, two years ago. However, if you look at a six-day review process, that's considered expedited in many cities. That's considered expedited in many cities just to say that. But I wish we would have been here two years ago, but we are here now. Because it is an enterprise program, it allows us to provide a better product. And I think right now we're working at a very high level. We're going to work at a superior level for our residents once we implement the new staffing, which we did last year because we are an enterprise fund. So, we are not subject to the general fund.

Mayor Lago: Madam Vice Mayor.

Vice Mayor Anderson: So, I've got three points. And my first question to you is we have an appeal this afternoon on a particular development. And when you're talking about the timelines to issue permits, are matters such as that where there's been appeals to the Board of Architects decision on architecture, is that part of that same timeline that helps explain some of the anomalies for the longer time to get a permit?

Mr. Duyos: It does because if the permit has been already applied for and the Board of Architects factor, which we didn't assess the Board of Architects process or timeline, just once permit application takes place to issuance of a permit. If Board of Architects appeals, things are in there, it would be reflected in the timeline and will probably be on the right side that one, two months plus that could take months and months to resolve would be included in there.

Vice Mayor Anderson: Okay. My second point is one of the comments that I got from a number of folks is how long it takes from approval to invoicing. Is that something that you looked at?

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Mr. Duyos: We looked at the entire process of once the application is in all the way to permit issuance, and the invoicing is in there. I think that's something the department is addressing as part of the process now because I believe it's a manual process right now and they're trying to go automated with the invoice. So as soon as the plans are approved, the invoice can go out so that the permit can be issued.

Vice Mayor Anderson: So maybe the assistant director can answer that question better. Where are we on expediting the invoicing process?

Acting Development Service Director: So right now, the process as it works is when once they have all their approvals, the permit gets routed back to the permit counter. They need to combine the actual construction set, the equivalent of annealed days when they would have to stamp everything that part still needs to be done digitally. And then at that point, they also make sure that the contractor's information is current, that it hasn't expired at some point along the way since they first applied, that the insurance is there, that everything is up to date and then they do create the invoice. So, all of that does happen at the tail end. And also, I mentioned earlier the high value projects, those also we added that extra step now that wasn't there before where we verify the construction costs and all of that. Unfortunately, that does take time. Those processes do take time. We strive to, as he mentioned, all the small permits it's much quicker. It's very simple. There's very few things to be done. And those get done within a couple of business days, right? But the bigger projects might take a bit longer. They might take a week. They might take time for all of it to be done correctly.

Vice Mayor Anderson: Yeah, no, I mean...

City Manager Iglesias: Through the Mayor.

Mayor Lago: Vice Mayor, are you done?

Vice Mayor Anderson: I have one more question, but it's related. You have an answer to the question?

City Manager Iglesias: Yes, yes, through the Mayor.

Mayor Lago: Yes.

City Manager Iglesias: Yes, thank you, Vice Mayor. We will be adding the additional staffing to expedite, so that we understand that that's an issue and we are looking to automate as much of that issue as possible. In addition to that, the additional staffing will take care of those issues that we cannot automate. I'm not really keen on the EnerGov program. It's the best one out there, though. That's why people are going to it, unless you'd have a proprietary program. I mentioned I-built that we did at City of Miami. I left 10, 11 years ago, still a better program than what we have now. I

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wish I could use it. So, we will automate as much as possible. And then the additional staffing will help that along. So yes, we are definitely looking at that. Also, I think one of the things that if you look at what Mr. Duyos in his slide is that you have some projects that extend a long time. Those are projects, when you have a project that goes over four reviews, that tells you that there could be a technical problem. That's what they're saying. It's also an issue, for instance, when you go to the state for a septic tank, you're six months behind. So, you're adding six months to that schedule of that home. There's nothing we can do about that. So, when you're dealing with outside agencies, that is something that we cannot control for that six-month period. So, if you have a house now on a septic tank that doesn't have sewer, then you're adding six months' delay on that permit because we cannot issue a permit without state approval on that. So, the outside agencies are an issue, and then when you get to multiple, when you get over three or four reviews, that tells you that there might be a technical issue too, in my experience as a building official.

Mayor Lago: Madam Vice Mayor.

Vice Mayor Anderson: Last point. We currently require a notarized signature from the homeowner. Electronic signatures are well used across industry. Have we looked into implementing DocuSign or some other electronic signing program, so we don't have to physically move paper to the owner to sign before a notary? So, it's a very time-consuming process sometimes.

Acting Development Service Director: We have had that conversation with IT. We're trying to find the best mechanism because there's a legal aspect involved in that as well. Certainly, years ago, the engineers and the architects figured out a way that they could sign and seal plans digitally. Unfortunately, the world of notarization is perhaps a little bit slower, and we aren't there yet, but we are trying to find a way because that will make everyone's life easier, the applicants, the residents, and ours.

Mayor Lago: If I may, Madam Vice Mayor, just to give you a point. There was an issue a few years ago where signatures were fraudulently obtained. People get desperate. They've got to meet deadlines. They're being paid based on completion. They've even falsified inspector signatures when you used to have an inspector signature on the plans. Remember, you used to have a stamp and you would see the signatures, and that's the way that the inspectors would come on site. Eventually, everything was inputted into the computer, but on site you would have a site copy and a city copy. So, I agree with you wholeheartedly. I'd love to find a way to do that. I just don't know if there's technology right now which makes all parties, especially the licensed parties, feel comfortable that things are done appropriately. Another point that I wanted to make, which I think is critically important, and I'd like to see it implemented, as long as my colleagues are fine with it, is I would like to see on Fridays, I know all of you do it anyways already, but I would like to see an office hours for Fridays or for Thursdays or for Mondays, whatever is appropriate. Maybe a two-hour window where staff is set aside and anybody can walk in and address their issues. Staff

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don't have to be sitting there waiting for somebody. They can be called down, but maybe we can have one person who is a liaison that's there and says, okay, there's a plumbing question. They can call a plumbing inspector. They can call a plumbing director. People can walk in and say, I have an issue. Why do I think that's important? I think it's been successful. The office hours that we run as elected officials because while we may not be able to address every problem, we can at least get, the individuals can get face to face, face to face with the residents and the elected officials. And I think we could do something very similar. Maybe it's an hour. You have one hour a week or maybe two hours a week. And I know we do certain things that are similar, but I'd like to see a program time if you think it's appropriate and makes sense. Yes, sir.

City Manager Iglesias: Yes, Mayor. We're looking at a walk-through time, at a walk-through period, which is what you're talking about. As you know, from a construction point of view, we're looking, we have appointments now and we're looking at, as we move on, to have a certain times as walkthroughs.

Mayor Lago: I think it pays dividends, and I think it's an opportunity to just get face to face because a lot of things that happen on these plans, there's just a miscommunication on an item. And it just, once you get there, it can be addressed very quickly. Okay.

Acting Development Service Director: We also have the ambassador, which we recently hired, and that's going to help us quite a bit as well.

Mayor Lago: But I think the difference between the ambassador and having office hours is that you have a professional. I'm not saying the ambassador's not a professional, but you have a licensed professional who is doing reviews and can be called down and maybe we can coincide with the times that they're there for the permits. I don't want it to be four hours because then they're just, you know, they're dealing with those issues for hours and not reviewing plans, but I wanted to make sure maybe we have an overlap or something like that. Thank you. Mr. Manager, anything else?

City Manager Iglesias: No mayor, unless the Commissioner has any other questions?

Mayor Lago: No, I think it's great. Congratulations on, I know it's a long haul, 10 months, great work. I've already asked my staff to put together a presentation so we can share with the residents through the Manager, and I know that we're having a meeting hopefully in the next week to discuss getting further information in regards to the backdoor and the permits and a lot of the changes that were made without authorization of staff and get a better understanding of why that was done. What was the intent? What was the reasoning behind it? Yes, Mr. Commissioner.

Commissioner Lara: I'm sorry, I just had one more question, just a little clarification. It sounded interesting, kind of exciting. You were saying, Doug, that when all the information along the way is inputted, you're going to be looking into using AI so that someone can call to ask, really in any

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way, I guess, natural language, what is going on with X? And the AI should know the way AI works, right? How to answer that question based on one, based on what it has already inputted in the system, right?

Acting Development Service Director: Well, right now, we are trying to get software brought in that will assist with the phone calls. That's just the start. Obviously, AI is moving in many directions that we can't predict right now. And then that particular platform, the way it works is you feed into it all the information that's in your website or that you want it to have so that it'll know how to answer things like, what do I need to submit if I want to, right? Like, and those kind of things.

Commissioner Lara: That's like an AI ambassador almost, like, and this is another way that people can maneuver or demystify a process they're not used to doing, right? And I just know that that's going to be a really helpful tool for the residents because there's an interesting thing that your report also suggests, right? Is that there's a perception that it's taken longer, a perception that it's taken longer than it should or that it is taking, right? So, between that and AI to help answer questions of the most common type, I'm sure, right? It's like many, many different people might be asking the very similar type questions, you know? And so, what's in the database should be able to give them an answer, bring down the frustration, help with the perception or the misperception, I guess, right? And just overall, we're just looking to make the process just so much better for the residents, right? Because that seems to be one of the biggest concerns, if not complaints, that I receive from residents when I speak to them about the smaller jobs in particular, so.

City Manager Iglesias: Through the Mayor.

Mayor Lago: Yes, sir.

City Manager Iglesias: Yes, Commissioner, just to answer your question. We have a tremendous IT department. In the IT lab, they've developed a system to do that that we'll be implementing. It's our own development. I can't say enough about our IT department. They realized what that need was, which is, as you mentioned, a fantastic tool for artificial intelligence. And so, we'll be implementing our own system, our own system now in the Building Department and hopefully generally throughout the city.

Mayor Lago: Thank you very much.

Mr. Duyos: Thank you.

Mayor Lago: Great work. Let's see if we can run through a few of these items. Oh, sorry, we have a public comment. I apologize. Excuse me.

City Clerk Urquia: First speaker, Maria Cruz.

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Mrs. Cruz: Mrs. Maria Cruz, 1447 Miller Road. The comments are very short. I understood this to be an update regarding Development Services study. I'm not complaining. This was a very good study, but it was not about Development Services. It was about a division of Development Services. Development Services has several divisions. So, I thought it was going to be like 15 hours report because if they were reporting about everything in Development Services, it was not. It was just Building. There are other divisions of Development Services that need to be addressed. Okay, maybe there's another report to be, another assessment or report or whatever you call it that could be put together so you can get a picture of the whole, the complete development services, not just Building. Okay, and that's the comment. Number two, I love to hear all the things that we're doing. I love to hear how we're doing it, but now the proof is on the cake because we talk a good talk, but necessarily not walk a good walk.

City Clerk Urquia: Lucy Lopez.

Ms. Lucy Lopez: Good morning, Mayor, Vice Mayor, City Manager and members of the Commission. My name is Lucy Lopez, resident at 5005 Orduna Drive, and I am an owner's rep for residents solely within the City of Coral Gables. I basically hold homeowners' hands during their construction process all the way from permitting to obtaining their seal. Thank you for providing such an insightful report. I use EnerGov every single day and I am here to briefly comment on a few items in terms of feedback from my clients, the homeowners within the city. I would like to venture and probably say that upwards of 20 to 30 percent of all requests received by the Commission are probably residents wanting to know what's going on with their permit or why it's taking so long, which leads to my main point. Aside from all of the technical advances, technological advances that we've been implementing, I think it's very important not to lose the personal touch, which is what sets the City of Coral Gables aside from other cities. The friendly smiles, the handshakes, the availability, and the staff at Development Services really embodies that from reviewers to permit clerks. The staff is really wonderful. I think there are just a few rules and regulations that they must abide by that seem to deter away from this personal touch that we all really need to keep in mind. And I just want to bring a couple of things up that deserve attention. I think that all of the wonderful updates online, having transparency for ownership, is key, but I do think that there needs to be some more transparency from the city side at the inception of the permitting and at invoicing, where basically when a permit is checked in, two permits are submitted, same date. One goes into review two days later. The other one takes a week to be reviewed. Who has the permit during this timeframe? Why is it taking... One went in at two days. The other one went in at a week. That needs to be shared. That information needs to be shared, I believe, to the people that are running the permit or the homeowners, because it does create frustration. The homeowner has waited all of this time to receive their plans, to sign the permit app, to do everything, and then you input the permit, and it sits there in a queue waiting for somebody to take on the permit. The other item is, as Rhonda discussed, the invoicing portion, which I'm super happy that everything is being worked to automate the process, which is wonderful

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because the permit has taken X amount of time and then you are sitting waiting in another three, four, five-day queue to receive the invoice, to be able to pay your fees, which homeowners are glad to do to receive the permit and actually commence their work. There is one other item that is quite frustrating, and it is the upload of the narrative. I'm sorry.

Mayor Lago: You're fine, go ahead, finish up.

Ms. Lucy Lopez: So, the upload of the narrative, which seems to hinder, again, this personal touch. We are there in the city. Sometimes we're accompanied by a homeowner, and we must get an approval from a department. All of your trades have already been approved and now in the ninth inning, a narrative has to be uploaded to say, hey, yes, we received owner builder approval from Mr. Lopez or whatever the case may be. It adds an extra layer of frustration for homeowners and just an extra time. And it just seems like it creates more time for the city staff and more time for just the homeowner to be able to obtain their actual permit. The other thing that I'd like to just say that I'm available to share input at any time with anyone. I'm happy to do so. Please count on me for help with anything. I am ultimately here to represent homeowners. So, thank you for your time. Thank you for listening. And thank you for the in-depth study. We super appreciate it.

Mayor Lago: Thank you very much. Lucy, by the way, you're a resident, correct?

Ms. Lucy Lopez: Yes, I am.

Mayor Lago: Okay. Have you ever used the back door that we shut down now in regard to the city, or no?

Ms. Lucy Lopez: In terms of?

Mayor Lago: Changing permit information and stuff in the back of?

Ms. Lucy Lopez: No. So, I have never removed a contractor. I have added people, but I have never removed it. Yeah, never removed it unless, of course, it was at the request of an owner, who changed their owner's rep or something like that. But very, very minimal. Maybe one time in the whole entire process is a request from the owner. But never, no. I'm actually very glad that that's being implemented because it's wonderful.

Mayor Lago: It's a transparent measure.

Ms. Lucy Lopez: Yes.

Mayor Lago: Thank you very much.

Ms. Lucy Lopez: Of course, thank you.

Mayor Lago: Mr. Clerk, anyone else?

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City Clerk Urquia: That's it, Mr. Mayor.

Mayor Lago: Okay, well, I'd like to just clear up just a few comments that were made, number one. Number one, the comment of the fact that this is about Development Service, this is not about Development Services. Development Services is a catch-all. This is about permitting. The reason why this came up 10 months ago was very simple, was because we were about to implement a process, and thank God we did not, which is going to be an express lane so that certain people could get their permits done faster, they paid more. I believe everybody should get their permits done faster. That's the part of government. So, let's get everybody what they want. So, it was about permitting. At the end of the day, the study was, we brought in Mr. Duyos to give us a study on how we can be the most efficient permitting program in the country. That's the intent of it. So, let's not deviate and try to, you know, cast shadows or aspersions in regard to what's going on here in this process. Number two, the proof is not in the cake, it's in the pudding. The proof is in the pudding. That's what it is. And I want to congratulate staff. I want to congratulate staff. You have done an amazing job over the last 10 months. And let me tell you why I think you should also be congratulated, unlike the individual who spoke before, Lucy. When I started here 13 years ago, a lot of people talked about having experience, but this is what I do for a living, okay? I didn't hire permit expeditors. I just came and addressed issues myself in municipalities. This municipality used to run permits on the third floor. So let me tell you a little bit about what the Manager did, along with Surami Cabrera and other members of our staff who are here with us today who deserve all the credit. Thank you. We removed everybody from the third floor, and we built a brand-new building. We renovated an existing building, but we built a brand new, everything is in the interior. I mean, literally, we just left the shell, basically. We went from accepting paper plans to now going fully 100 percent paperless. And we also digitized millions and millions and millions and millions of pieces of paper. So, you walk around the Development Services Building, you'll see that there's no filing cabinets, barely, except for what I've been working on at that moment if they have something that deals with paper. That's a huge accomplishment. And not only that, I don't know the exact number, but I think it was about 7,000 expired permits.

City Manager Iglesias: That's correct, Mayor, we closed 7,000 expired permits.

Mayor Lago: And Surami Cabrera, before she was basically pushed out of here, left here, I think there were about 10 left, 10 or 15 expired permits pending to close. I think it was out of-

City Manager Iglesias: They were all closed, Mayor.

Mayor Lago: They were all closed, sorry about that. So, a lot has been accomplished by staff in the last years, a lot. And they deserve to be commended. I know we want to tear people down because the people didn't get what they wanted. But at the end of the day, we also have to give credit where credit is due. And we're going to get better. That's why we're taking this additional effort. And we've done the study, and staff is working hard. We're bringing people in. So, I want

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to give credit to staff. I want to give credit to the Manager's office. I want to thank Lucy for coming here and speaking her mind, providing positive feedback. Hey, we can do this better. This is not right. We need to move forward in the right direction. And that's what we want. We want feedback, whether it's positive or negative. But to say that we haven't done anything here in the city, as you can see, look at the amount of work that we've done here in the city. Okay, a lot. And then the numbers, the numbers are there. I'm going to take this and I'm asking the Manager to share with our residents. And I'm going to share it with our residents also on behalf of my office. So, I want to congratulate everyone. Thank you, Mr. Duyos. You've worked very hard over the last 10 months, and we look forward to implementing your ideas, your concepts and see how we've been better. And thank you to staff. You deserve all the credit. Thank you very much.