

CITY OF CORAL GABLES
BLUE RIBBON COMMITTEE MEETING

ORIGINAL

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City Commission Chambers
405 Biltmore Way
Coral Gables, Florida 33134
9:00 a.m. - 10:40 a.m.
June 6, 2018

The above-entitled cause came on for a Blue
Ribbon Committee Meeting.

1 APPEARANCES:

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Members of the Committee:

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Jose Abreu

4

Jason Neal

Tom Norman

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6 Also Present:

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Celeste Walker, Asst. Finance Director for Procurement

Peter Iglesias, Asst. City Manager

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Frank Fernandez, Asst. City Manager

Stephanie Throckmorton, Asst. City Attorney

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1 MS. WALKER: Good morning, everyone. This
2 is the Blue Ribbon Committee, June 6, 2018. The
3 first thing I will do is call the meeting to
4 order and do the roll call.

5 Jose Abreu?

6 MR. ABREU: Present.

7 MS. WALKER: Jason Neal?

8 MR. NEAL: Here.

9 MS. WALKER: Jessica Brumley?
10 Misha Mladenovic?

11 Tom Norman?

12 MR. NORMAN: Present.

13 MS. WALKER: And Charles Danger?

14 The next thing I have on the agenda is to
15 approve the minutes for April and May. I will
16 move it over until the next meeting.

17 Last month we had a brief meeting where
18 only the presentation for communications
19 actually took place. So what we're going to do
20 is roll over the actual agenda that we had for
21 May into this particular meeting.

22 So before you actually had the agenda with
23 one presentation with regard to the CCTV and the
24 EOC operations and then a few items for
25 discussion.

1 We may or may not have attendees from
2 staff here, but the information was sent out to
3 all of you via mail in a packet with information
4 that was contained from staff.

5 And then one of the topics that I do want
6 to cover with the team, although we don't have a
7 quorum, is what are our next steps in what you
8 would like to see in the upcoming meetings,
9 starting with your wrap-up and your
10 recommendations for the City.

11 I do see our director Frank Fernandez with
12 Public Safety is here. If you could come up,
13 and we can do the presentation for the CCTV and
14 EOC operations. Thank you.

15 MR. FERNANDEZ: Frank Fernandez,
16 F-E-R-N-A-N-D-E-Z. Good morning. Last time we
17 had some questions about the EOC and the
18 operations on the storm, and how it relates to
19 the CCTV setup, the cameras that give a view of
20 the city.

21 So during the storm we do take down our
22 cameras, and we do that so that we protect our
23 assets and then reinstall them after the storm.
24 We have a very limited view of the city during a
25 storm.

1 Nonetheless, we rely on media. So we do
2 have that connection, and triple redundancies in
3 place to ensure that we have as much
4 intelligence as possible in the Emergency
5 Operation Center to provide real-time
6 information to our decision makers in the
7 Emergency Operation Center.

8 Are there any other questions regarding
9 the EOC and the CCTV functions?

10 MR. NORMAN: I'm sorry. You said you had
11 triple redundancies? What are those triple
12 redundancies?

13 MR. FERNANDEZ: We have satellite
14 connections. We have direct cable connection.
15 So everything that we do, we work under a theme
16 of a triple redundancy.

17 So before I move on to the next topic on
18 the agenda, I'd like to ask if there are any
19 questions on the EOC operations or our crime
20 intelligence centers, the CCTV, anything like
21 that that you may have? No questions?

22 MR. NORMAN: Yeah. CCTV, where do we
23 typically have those stations set up? Are they
24 at the major intersections?

25 MR. FERNANDEZ: The CCTV's are cameras

1 that we have set up throughout the city. We
2 also have license plate readers. The license
3 plate readers read tags on the vehicles that
4 provide real-time information to our officers on
5 the field as well as the crime intelligence
6 center.

7 In brief, what we do is they run a tag
8 within seconds on the vehicle. It connects it
9 up to a hot list. It's developed by the Florida
10 Department of Law Enforcement. These are all
11 cars that are stolen and used in a crime. So
12 then that detection is immediately reflected on
13 a system known as Vigilant.

14 That tells the officer within seconds that
15 a car entered into the city at one of these key
16 areas where we have a camera that was used in a
17 crime or a stolen vehicle.

18 We also have cameras. They actually look
19 like a TV. They're called CCTV's. They're
20 closed-circuit cameras. We have them all along
21 Miracle Mile, Giralda. We also have them in
22 some portions in the city. We have one up in
23 Old Cutler and down by Matheson Hammock. We
24 also have one in the Coco Plum circle. So that
25 allows us the opportunity to view real-time

1 what's occurring.

2 The operational value of those cameras are
3 numerous. We had one today that they were
4 involved in the pursuit of an individual or a
5 vehicle that we have real-time information being
6 delivered to officers by this advantage point.
7 We also have elevated points throughout the city
8 where we view cameras from an elevated point, a
9 high point in the city, down to particular
10 areas.

11 These cameras are quite powerful. They
12 can probably run three or four blocks out and
13 pick out -- that's the information on that.
14 You're more than welcome to come visit our Crime
15 Intelligence Center. You can get a hands-on
16 view. Jose, I think you've seen it, right?

17 MR. ABREU: No, I have not.

18 MR. FERNANDEZ: You're all invited to come
19 view it. It's inside the Emergency Operation
20 Center. So it provides an added value to any
21 type of decision that we may have to make.

22 MR. NORMAN: I think the idea of CCTV as
23 it relates to this Commission -- to our
24 Committee, it came up in the commission meeting,
25 if I recall reading through the minutes. So I

1 presume from that, that there is a belief that
2 the CCTV could be used maybe to assess storm
3 damage. Has that ever been something which you
4 guys have considered? Obviously, if you're
5 removing them prior to the storm, they aren't
6 going to help a whole lot. Has that been
7 something that you discussed.

8 MR. FERNANDEZ: Yeah. The technology is
9 quite expensive. So we have to weigh the cost
10 versus -- risk versus reward.

11 The risk of having these cameras out there
12 with flying debris, and the camera, it's not
13 worth it. So the best practices motto is we
14 follow that, and we take down the cameras. We
15 pay the contractor to come out, and we remove
16 the cameras out of the area. We reinstall them
17 right after storm, after everything has cleared
18 up.

19 Also, remember, even if it doesn't get hit
20 by debris, if a tree has to be cut in that same
21 area where this camera is located -- if a branch
22 falls while cutting it or a piece of equipment
23 hits it -- some of these cameras are worth up to
24 30, \$40,000. So you have to be very, very
25 careful with them.

1 Nonetheless, we have other platforms that
2 we can utilize to do damage assessments. We
3 have a drone that we could deploy. We had to
4 deploy one in this last storm. It gives us an
5 aerial view of what the damage looks like.

6 We also dispatch our officers immediately.
7 There are fire fighters that give us immediate
8 damage assessments throughout the city. So
9 probably within an hour or two of the storm
10 subsiding, we have got a good hand on where to
11 start and where our difficult and most
12 challenging areas to conduct the clean-ups.

13 MR. IGLESIAS: Peter Iglesias, Assistant
14 City Manager. I want to say something
15 concerning the infrastructure. If we get a
16 high-category event, more than likely those
17 cameras will not be available. So I think one
18 of the best things is to go ahead and protect
19 the infrastructure so it's available afterwards.

20 What we had was a category one storm,
21 which there was a water/tree event. If we have
22 a high-category storm, a major storm is above
23 three, three or more, then we have an issue of
24 protecting the infrastructure. It's going to be
25 very, very difficult to maintain the

1 infrastructure; not only infrastructure, but in
2 general, cameras, equipment, so forth, after a
3 major storm. So I agree with the director,
4 especially to get our equipment, safe up our
5 equipment, and have it there later.

6 One of the things we're doing in the
7 Public Safety Building is incorporating the
8 garage and the vehicle area for the fire
9 department to be a safe haven. We can't operate
10 the police department and the fire department if
11 we have no equipment. And those are the issues.
12 If you leave something exposed in a
13 high-category storm, more than likely we might
14 not be able to go through there afterwards.

15 MR. NORMAN: How do you prioritize
16 restoring CCTV's? After a storm, I am sure
17 there is other things that are more important.

18 Where does this rank? Is this something
19 you do shortly after you have made the first
20 wave, run through the first push?

21 MR. FERNANDEZ: We have only had one
22 experience with the cameras during the storm.
23 It was a light storm, as Mr. Iglesias pointed
24 out. Our best assessment is what we did last
25 time -- it worked very well with our IT

1 department -- is to get with a contractor and
2 start from the point of less obstructions. So
3 if we have areas that are still doing clean-up,
4 the trees are still being cleaned up, that we
5 leave those areas for last. We want to work in
6 a safe environment for our contractors. We want
7 to put our equipment in the path of least harm.

8 MR. NORMAN: Thank you.

9 MR. ABREU: Question. When you take the
10 cameras out because you know there is a storm, a
11 certain level that is coming, category three or
12 whatever, do you take them down yourselves, or
13 do you have a contract with somebody? I think
14 you mentioned you do have a contract with a team
15 that will put them away for you.

16 Is that the case?

17 MR. FERNANDEZ: Yes, that is correct. We
18 have a contractor that installed our cameras.
19 It's the same contractor that will take down the
20 cameras in the event of an emergency.

21 MR. ABREU: The contract has a provision
22 for them to put it back? Because it may very
23 well be that you want them back in a hurry.

24 Following his question, is that -- we have
25 to take a number, or is that contract available

1 to do that for the City first?

2 MR. FERNANDEZ: Well, our experience
3 through the last one was the contractor was
4 immediately available, and immediately
5 reinstalled the cameras. We were down for, I am
6 going to say, approximately three weeks. And
7 that allowed enough time for the streets to be
8 cleaned up, to the degree that allowed proper
9 access, and allowed them to get into some of the
10 areas that had large debris where the location
11 of where these cameras are located.

12 MR. ABREU: No. I got that. But, I mean,
13 contractually speaking, is he supposed to be
14 available to the City?

15 MR. FERNANDEZ: No, he is not, no. This
16 is on a case-by-case basis. This is not part of
17 our initial contract. This is on a case-by-case
18 basis.

19 MR. ABREU: Thank you.

20 MR. FERNANDEZ: Under a worse case
21 scenario, if they were not available, our IT
22 staff along with Public Works will provide the
23 equipment. Those cameras would come down. So
24 we do have a backup plan. But our IT personnel
25 are all skilled in the CCTV world. So in the

1 event that they were not available, the unlikely
2 event, then we will go back and work with our
3 own personnel.

4 MR. NORMAN: Regarding the EOC operations,
5 can you give a high level overview of what you
6 do for that initial assessment? I know you
7 talked about drones. Does the City have
8 helicopters available if this was a higher
9 category storm to do that assessment? At a high
10 level, how do you approach that initial
11 assessment.

12 MR. FERNANDEZ: We do have a damage
13 assessment team that goes out. They report back
14 immediately. The first level of the damage
15 assessment is our fire fighters. When the storm
16 is subsiding, they go outside. They do a
17 360-degree assessment around the fire stations.
18 And first and foremost, they make sure that the
19 area is safe for them to operate.

20 And to reinstate that fire station, we
21 actually moved out of it because of the flood
22 area. They do that 360 assessment around the
23 fire station. The second part is the rapid
24 assessment teams will go out, and they report
25 back to the Emergency Operation Center on damage

1 as they come across it.

2 We log these locations down so we could
3 visualize where the highest amount of debris or
4 difficulties are, and then we try to plan on how
5 to clean it up. The clean-up part is not mine.
6 The clean-up part is Mr. Iglesias.

7 MR. NORMAN: Right. How do these rapid
8 assessment teams get around, cars?

9 MR. FERNANDEZ: We do have -- again, the
10 fire trucks are quite sturdy enough to move
11 around. But more so, we have a military
12 high-capacity vehicle that we deploy
13 immediately. We're able to move debris out of
14 the way and get over debris. It's a very
15 high-capacity military truck that is used for
16 that purpose.

17 MR. NORMAN: Any ATVs or anything like?
18 Or would that be --

19 MR. FERNANDEZ: No. We would not deploy
20 ATVs, simply because of the dangers that are
21 associated with it, down power lines. So we
22 feel it's safer to go out with a high-capacity
23 vehicle where our personnel is protected.

24 MR. NEAL: Is that one single vehicle?
25 The high-capacity vehicle, that is one?

1 MR. FERNANDEZ: That is one. It's a very
2 large vehicle, yes. Only one is deployed
3 throughout the city. And then, again, the fire
4 department does their own assessments around the
5 fire stations, and we start going off from those
6 points. And the officers out in the field are
7 deployed to their zones immediately. They
8 report back the damage assessments from the
9 respective zones. So we have a number of
10 redundancy efforts in place to ensure that we
11 get a good assessment of what our damages looks
12 like.

13 The next question on the list that you
14 provided is what type of training do the EOC
15 personnel attend. Do they go to conferences?
16 What types of education opportunities are
17 provided to them? So in response to your
18 question, one, we do table-top exercises
19 pre-storm. We just went through one two weeks
20 ago. We actually also do a number of different
21 assessments, training and lessons learned
22 meetings leading into that table top.

23 Additionally, we attend with the
24 Miami-Dade Department of Emergency Operations a
25 number of different training sessions leading

1 into the storm season and throughout the storm
2 season.

3 In addition to that, EOC -- I am sorry --
4 our Office of Emergency Management personnel
5 attend a governor's conference, which they
6 recently attended, to obtain firsthand
7 information, as well as provide a good
8 networking opportunity for the City.

9 Any questions on the training or
10 conferences?

11 MR. NEAL: On the table-top exercises, do
12 you do any simulations, like a pretend storm?
13 There's a category three twelve hours away,
14 where are we at, exercises such as that?

15 MR. FERNANDEZ: Yeah. That's exactly what
16 it is. We start off with a scenario-based
17 training where it's leading into a storm watch,
18 and then a hurricane watch. So it leads
19 throughout all the phases of a hurricane with
20 the given scenarios.

21 We also have divisionals. For example,
22 South Miami, West Miami, Pine Crest, Palmetto
23 Bay, Sweetwater, we will give them scenarios as
24 well. An example would be trees down. Could be
25 a crime is occurring or someone is having a

1 medical emergency. And then the respective
2 section chiefs have to respond with their
3 section on how they're going to address those
4 particular issues. It escalates throughout the
5 scenario, and then it de-escalates at the end.

6 Any other questions regarding the training
7 or conferences?

8 MR. NORMAN: None for me.

9 MR. FERNANDEZ: The next question you
10 asked was in regards to other monthly meetings.
11 Are there briefings that are held at the
12 Emergency Operation Center? The answer is yes.
13 There is a briefing held once a week, and then
14 once a month with the section chiefs. And those
15 go up to hurricane season and throughout the
16 storm season as well.

17 MR. NORMAN: Who is involved in the
18 weekly?

19 MR. FERNANDEZ: I am involved in the
20 weekly along with the Office of Emergency
21 Management, and then once a month with the
22 section chiefs and their respective staff.

23 I believe that concludes all the questions
24 that I have. Did I miss anything?

25 MS. WALKER: You didn't miss a thing. I

1 thank you.

2 MR. NORMAN: One final question.
3 Vulnerability in terms of -- what do you feel is
4 the City's greatest vulnerability in a storm?
5 Well, let's hear from you.

6 MR. FERNANDEZ: The biggest vulnerability
7 in my assessment of the City of Coral Gables is
8 not our response. Our personnel are geared up,
9 properly equipped, properly trained. They have
10 got passion and purpose on what they do. They
11 have the experience to do it.

12 Our greatest vulnerability is our
13 infrastructure. We don't have a building that
14 can withstand a category two storm. We don't
15 have it. We're building one. But right now the
16 building that we're in, which houses the
17 Emergency Operation Center, I am not confident
18 that it can withstand category two. And,
19 certainly, category three would be a great
20 concern to me. It leaks. It's got all kinds of
21 structural issues. That's the reason why we're
22 building a brand new Public Safety Building.
23 All the efforts are in place to correct those
24 issues, but that's the greatest vulnerability.

25 Second to that would be our fire stations.

1 Because the infrastructure is weak at two of our
2 fire stations, that could compromise our
3 response. Again, to address those issues, we
4 have construction in play right now, in the
5 works, for Fire Station Two. And then Fire
6 Station One, which is the Public Safety
7 Building, as I mentioned, is also on the move.

8 Fire Station Three, is probably our
9 strongest fire station right now, in terms of
10 the structure. It's brand new. It's been
11 remodeled. I believe it can withstand a
12 significant storm.

13 MR. NORMAN: Station Three is the one down
14 on Old Cutler?

15 MR. FERNANDEZ: Off Old Cutler, close to
16 57 Avenue.

17 MR. NORMAN: Is that not in an evacuation
18 zone, though?

19 MR. FERNANDEZ: It's a flood area. So we
20 do evacuate that fire station, depending on the
21 anticipated storm surge.

22 MR. NORMAN: So if it were a severe storm,
23 then your most protected station is not going to
24 be available?

25 MR. FERNANDEZ: Our most protected station

1 is non-existent. And it will be. It will be.
2 All the construction plans are in place to move
3 that forward. It's on the move. So you don't
4 need to be concerned about it.

5 That is a vulnerability that we have
6 today. But in the event that would happen, we
7 do have backup plans in place, triple redundancy
8 to ensure if we had to move our personnel, move
9 our Emergency Operation Center, we have a backup
10 plan in place to ensure the continuity of
11 operations. That's a good question.

12 Any other questions for me, to the
13 Operation Center, personnel, response?

14 MR. NORMAN: Thank you.

15 MR. FERNANDEZ: Thank you very much.

16 MS. WALKER: I did see Director
17 Santamaria, but he just stepped out.

18 So we'll skip to the next item on the
19 agenda, which is the underground utilities. The
20 new Public Safety Building, they asked for
21 information on the building, the structure, and
22 kind of where we are with the project. So they
23 just wanted an update of information.

24 MR. IGLESIAS: I will be happy to assist
25 on that. We are now -- as far as the Public

1 Safety Building, we finished design development.
2 We are now in the construction documents. We're
3 getting close to 50 percent in construction
4 documents. We have designed the building as an
5 essential facility, which means that it is
6 designed for a 100-year-term period, 100-year
7 hurricane.

8 Actually, the way the design procedure is
9 being performed, we may exceed that. We have
10 our RWDI to perform a wind tunnel study on the
11 actual building. And we are looking at some
12 enhancements where we can, at a reasonable cost,
13 provide probably a higher return period.

14 In other words, what the wind tunnel
15 procedure does, it highlights -- we're using
16 site specifics, which means that we know where
17 the hot spots in this building are. And we are
18 actually looking at using some of the residual
19 strengths of the non-high wind load areas,
20 reinforcing those hot spots and allowing us to
21 have a higher overall performance on this
22 building at minimal cost.

23 So that's not a normal procedure in
24 building design. I think it will be in the
25 future. It makes sense from a design point of

1 view.

2 However, it's not a code application.
3 It's a wind tunnel application for the building.
4 So we're looking at really sophisticated design
5 techniques on this building. I believe this is
6 the first building where we have used -- in this
7 area where the wind tunnel procedure has been
8 used for enhancing sustainability.

9 This building has a much enhanced -- for
10 instance, the missile criteria is a nine-pound
11 missile, 80 feet per second. That missile will
12 go through a normal block wall.

13 So in this building, we have completely
14 reinforced masonry, 100 percent solid. Because
15 of the impact material, we are using some of
16 that material to increase the sustainability of
17 this building through the wind tunnel process.

18 We have got two generators that could
19 power each one. It can power the entire
20 building. In addition to that, from a
21 sustainability point of view, we have taken all
22 the mechanical equipment that's on the roof and
23 hardened it. So now it's not exposed. It's
24 behind concrete masonry walls, and specially
25 designed louvers that are designed for the

1 additional wind impact. We can't have a
2 building to be used in the summer with no AC.
3 It's not feasible. So part of the hardening of
4 this building has been also equipment.

5 We are designing the garage system to have
6 certain louvers on the exterior to be able to
7 protect the equipment used by fire and police.
8 For instance, if police do not have vehicles,
9 how can they respond?

10 So we will be using -- we are designing
11 the actual parking garage of the building for
12 additional loads to stack everything in. In
13 addition to that, the parking garages are full
14 height. Instead of your typical commercial
15 structure where you have almost two parking
16 levels per office floor, in this case we have a
17 level of connection to each floor. It allows us
18 to provide larger vehicles. We can have van
19 access throughout the entire parking garage.
20 And the additional -- we're using loads similar
21 to when you're stacking vehicles. We're using
22 mechanical stacking on the buildings so we can
23 actually use the entire floors.

24 It's very important from a response
25 perspective that we have equipment. The fire

1 bay is also designed for this enhanced criteria.
2 So all of the extremely large equipment will be
3 in the fire bay. And the equipment that fits in
4 about a 12-foot height, which is most of it, can
5 be securely stored within the three levels of
6 parking.

7 So from a sustainability point of view,
8 from a storm point of view, we're looking at --
9 in addition to that, the parking garage that
10 it's not part of this project, but will be built
11 adjacent to the building, will provide the
12 parking for civilian vehicles during EOC
13 activation.

14 And in addition to that, we will have fire
15 doors that actually connect the actual parking
16 garage to the police and fire station parking.
17 Those doors will be normally closed. Those
18 doors will only be opened during either an
19 emergency, if there is a vehicle trapped in one
20 of the ramps, or activation of the EOC.

21 So we have looked at the sustainability
22 issue considerably. I think it will be a very
23 high building with much -- actually, some of the
24 glazing that we have been looking at, we have to
25 go through the one-time approval because most of

1 the -- normal buildings use the same impact
2 material as a house. It doesn't make sense to
3 have this facility with that. The coating
4 enhances that to that additional sustainability
5 level. We are actually looking at some glazing
6 products that we are planning on getting the
7 one-time approval for, did not -- there is not
8 enough market for them to -- we're looking at an
9 enhanced product that's at an even higher level
10 than the minimum level that the code provides
11 for such facilities, which works very well with
12 our looking at this building from a wind tunnel
13 point of view and having enhanced performance at
14 minimal cost.

15 I think, at a minimum, we will have this
16 building be a 100-year hurricane. By the time
17 we finish -- actually, what I am going to do is
18 once we have our building designed, and we know
19 what the allowable loads are on this building,
20 I'm going to have RWDI look at the building and
21 reestablish that criteria, whether we are at a
22 150-year storm, 160-year storm. It's part of
23 their contract to do.

24 It's good. In addition to that, it's also
25 good from an insurance perspective. Although,

1 we are self-insured, the fact that we have a
2 building of enhanced capacity, I think it's
3 something important for the City.

4 MR. NEAL: What is the anticipated
5 completion date of that building?

6 MR. IGLESIAS: August of 2020. We are
7 currently probably about 40 percent construction
8 documents right now. We'd like to start
9 construction by November, December of this year.
10 We have a ten-month design period, 20-month
11 construction period, and two months moving in
12 period for the director to move from our current
13 facility from 2801 Salzedo to our other
14 facility, which is north of that.

15 MR. NORMAN: What will happen to the
16 existing facility?

17 MR. IGLESIAS: That was a land exchange
18 with a local developer, and that will revert
19 back to the developer. There was a piece of
20 property just north and adjacent to the building
21 that we were able to acquire. Our existing
22 piece of property was a very sharp L, and this
23 allowed us to kind of square off the building
24 quite a bit. And it probably saved a good two,
25 three percent from construction costs, and, in

1 addition, provide us with a much more efficient
2 building and a lower building. So that the
3 construction cost -- probably, I would say,
4 three or four percent, somewhere in the
5 neighborhood, as far as savings from acquiring
6 that property.

7 That will, again, be the -- the civilian
8 parking facility, that will be adjacent to this
9 building. This building will not be for
10 civilian parking.

11 MR. NORMAN: You had mentioned a central
12 facility. That sounds like a defined term.

13 MR. IGLESIAS: It's defined in the
14 building code.

15 MR. NORMAN: So do we have other essential
16 facilities designated in Coral Gables?

17 MR. IGLESIAS: No.

18 MR. NORMAN: This will be the first one?

19 MR. IGLESIAS: This will be the first one.
20 Our best building right now is on 72nd Avenue,
21 right where there is some issues -- it's right
22 next to a major canal system. It's one of those
23 from a flooding perspective.

24 MR. NORMAN: Thank you.

25 MR. IGLESIAS: Thank you.

1 MS. WALKER: The next thing on the agenda
2 was the underground utilities. Specifically,
3 you asked questions about a memo that was
4 provided to staff in September. So that
5 information was provided to you, along with a
6 link to the actual commission meeting where that
7 information was discussed. So we have our
8 Assistant City Attorney here, if you would like
9 to, I guess, ask any questions about the memo.
10 And I am not sure if you do.

11 If not, then we can go passed this
12 particular topic, but you did have underground
13 utilities --

14 MR. IGLESIAS: We are on the legal issue.
15 We have litigation coming up. So I am not sure
16 how much I can say. But we certainly --
17 underground, I think we have a commission
18 meeting. We had a presentation, and it's in
19 excess of 250 million dollars for the City
20 alone.

21 MS. THROCKMORTON: Ms. Walker provided you
22 all with the memo that was provided from outside
23 counsel, as well as the meeting minutes and the
24 video where that was discussed with the
25 Commission. Beyond that, we have sort of held

1 off on further discussions.

2 MR. IGLESIAS: There was some issues on
3 the City of Miami and --

4 MS. THROCKMORTON: That's not related to
5 our topic.

6 MR. IGLESIAS: When I was with the City of
7 Miami, I was the expert witness for the City
8 Attorney in an FPL case. One of the issues that
9 we had was the hardening of their
10 infrastructure, and the fact that they're
11 not under the building code. They're not even
12 under the building code as far as the electrical
13 is concerned. The utility companies aren't
14 under the national electrical safety code. So
15 they're not under the national code or the
16 building code. So they have established their
17 own code. And the Public Service Commission has
18 allowed them the use of that code.

19 Their hardening procedures are not typical
20 than what we would do from a structural
21 engineering perspective. Their safety factors
22 are not typical of what we use of a structural
23 engineering perspective.

24 When I testified, there was issues of -- I
25 looked at the design standards. And if you look

1 at them from 100 feet away, it looks okay. So
2 why are we having damage that's not -- if I had
3 a certain storm, I would expect that damage to
4 be commensurate with the intensity of that
5 storm. And it's because the national electrical
6 safety code has their own safety factors, their
7 own issues. For instance, they design to a
8 certain level, but without safety factors
9 enforced.

10 So looking at their infrastructure
11 hardening, it becomes interesting as to where
12 they're really at. What I suggested to them is
13 there is a lot of companies right now, there
14 is -- wind tunnel issue is a huge issue. But
15 that's not where they're at right now. It's not
16 where they have to be. Because the Public
17 Service Commission has allowed the utilities on
18 a nationwide basis. It's not only Florida.
19 It's nationwide.

20 I know we have an engineer. Mr. Abreu,
21 what safety factor have you -- there is no
22 safety factor. So if I am designing to the same
23 wind speed with a safety factor of 1.6, and you
24 design it to the same wind speed with a safety
25 factor of 1.0, you look at the wind speed. It

1 looks good. But when you get down into the
2 numbers, it's not the same. So that's why we
3 were having damage not proportionate to the
4 design standards.

5 But that's what utilities can do that we
6 cannot. They can do things that we are not able
7 to.

8 So hardening, there is the cost
9 differential between hardening and exposed
10 structure versus an underground structure. It
11 becomes more when your hardening design is not
12 as rigorous. So there is a number of issues
13 here, and we are under -- that was strictly not
14 our intention. That was strictly the issues
15 that I was involved with when I worked in a
16 similar position with the City of Miami.

17 This is something that has to be resolved.
18 But the cost for the City to undertake a 250 to
19 300-million-dollar endeavor of this size is very
20 difficult.

21 MS. THROCKMORTON: You, obviously, deserve
22 a cost analysis that we received from our
23 outside counsel. I believe there has been
24 further discussions since then. I think the
25 Commission asked after we checked with -- Golden

1 Beach, I believe, was the city that had
2 underground --

3 MR. IGLESIAS: We had one person from
4 Stantec to provide a presentation. They were
5 involved in some of the undergrounding, with
6 different municipalities. They had experience
7 in cost and some of the issues involved. The
8 estimates were 250, 300 million dollars. So
9 it's quite a large investment to do. We have to
10 provide it in the right-of-way. You can imagine
11 going through easements in the back. That would
12 be very difficult. So it's doable, but
13 expensive.

14 MS. THROCKMORTON: I am here to update on
15 our FPL litigation. We had our first mediation
16 session, which was very productive. And talks
17 are continuing. We're in our mediation period.
18 I don't believe there is another time set for us
19 to go back before the judge.

20 MR. NORMAN: I'm sorry. You said there is
21 or --

22 MS. THROCKMORTON: There is not. At this
23 point, we are still in the mediation time.

24 MR. NORMAN: Is there any estimate at all
25 that you can put as to when this will be

1 concluded?

2 MS. THROCKMORTON: I don't believe so.

3 MR. NORMAN: You said the first mediation
4 was successful?

5 MS. THROCKMORTON: Productive I said.

6 MR. NORMAN: That's better than
7 non-productive, I guess.

8 The City of Golden Beach, they
9 undergrounded their utilities. Do we know how
10 they fared in Irma?

11 MR. IGLESIAS: They did well. They lost
12 power because areas outside of the lost power
13 feeding them lost power.

14 MR. NORMAN: So they were being fed
15 overhead into an underground --

16 MR. IGLESIAS: They lost power. However,
17 once that was fixed, they gained power right
18 back. So there is infrastructure issues outside
19 the city also. If you're being fed through a
20 transmission line material, and that
21 transmission line is -- like in Homestead, we
22 did have issues. However, they did very well
23 once power was restored. Once they were able to
24 get power, they did quite well.

25 MR. NORMAN: The estimate, the 250 to 300

1 million estimate, that's from outside counsel.
2 That includes --

3 MR. IGLESIAS: I am not touching anything
4 the City Attorney is doing. That's the
5 presentation from one of the principals in
6 Stantec that was done for the City Commission.
7 I'm not doing anything with the legal issues at
8 all here.

9 MR. NORMAN: I understand. So there are
10 other options to partially underground
11 utilities, for instance, undergrounding services
12 that connect from the pole to the residences.
13 That may offset some of the restoration times if
14 it was a severe storm.

15 Has there been any consideration to
16 partially undergrounding and not necessarily
17 totally undergrounding?

18 MR. IGLESIAS: I had service underground
19 in my house, and I ended up getting service in
20 the last day. So I am not sure how effective
21 that's going to be if your infrastructure is
22 lost. Any owner can do that on their own. It's
23 private property. So you are trenching through
24 your own property. I think it deals with pole
25 lines, transformers.

1 I don't think the service is going to be
2 as important as other issues, honestly. Because
3 poles, replacement of poles, replacement of
4 transformers, especially poles -- if you have a
5 major storm, which major storms are categorized
6 above category three, then you start getting
7 into other issues. You start getting into winds
8 enough to cause missile damage, winds that
9 really -- you get gusts in those winds and other
10 issues that really affect infrastructure, from
11 my view, that Miami is not designed for. So I
12 think we have got bigger issues.

13 Most of the time the issues were not the
14 actual drops, but the actual infrastructure.
15 There is no question, I think, that going
16 underground is just tighter. It looks better.
17 You don't have lines coming across your
18 property. It's just a better way of doing it,
19 but that can be done at any time by the property
20 owners.

21 MR. NORMAN: Thank you.

22 MR. IGLESIAS: That would be -- certainly,
23 undergrounding would be part of that.

24 MS. WALKER: Any other questions?

25 Okay. The next topic was other

1 municipalities' emergency services contracts.
2 In your packet that I sent, I provided you with
3 a summary of what those contracts look like for
4 the other municipalities. So if you would like
5 to go through each one of them, or do you have
6 any questions about the information at this
7 point?

8 MR. NORMAN: I don't have any questions.

9 MR. NEAL: Just a comment, that there's a
10 couple of different methods where this can
11 happen. The cities can get their bids upfront,
12 for their costs upfront, or they can pre-qualify
13 and get the cost after the storm. There is pros
14 and cons to both.

15 MS. WALKER: Correct.

16 MR. NEAL: One of the challenges that
17 occurred with some recent storms was that cities
18 that had pre-qualified haulers reached out for
19 quotes, with very little lead time. As a
20 result, there were very few responses. When it
21 came down to get pricing, pricing ended up
22 higher than anyone expected, and that had sort
23 of a chain reaction and effect.

24 In the case of Coral Gables, are you
25 getting your prices upfront?

1 MS. WALKER: Yes. We have a contract in
2 place, yes.

3 MR. NEAL: Not so much of an issue as far
4 as that goes. The flip side of that, though, is
5 where -- particularly older contracts where
6 pricing was in place, the contractors had
7 difficulty meeting those prices. And I know the
8 City did very well in that by making it more
9 efficient for those contractors to work within
10 the price and parameter. So that was a great
11 move. It's interesting how the actions of one
12 municipality or jurisdiction can have a sweeping
13 effect on all the others. And that's exactly
14 what we saw in Irma.

15 MS. WALKER: The City's approach is
16 definitely to have contracts in place pre-storm.
17 What we are doing is awarding term contracts
18 over a long period of time to establish a
19 relationship with the provider.

20 So I approached specifically with the
21 monitoring services that we have awarded to one
22 particular contractor. On the actual debris
23 removal services, we are awarding three
24 particular contractors. So we have continuity
25 and triple redundancy as far as making sure that

1 we have providers in place.

2 But we are taking that approach as far as
3 our practice, as far as the City is concerned,
4 not doing the pre-qualification or having a pool
5 of people rather than establishing a long-term
6 relationship.

7 MR. NEAL: Is that process over yet?

8 MS. WALKER: It is for the actual
9 monitoring services. We have already awarded
10 contractors in place. That's Tetra Tech.
11 Debris removal services will be on the
12 commission June 12th for us to give you the
13 award for the three contractors that we are
14 recommending for that particular project.

15 MR. NORMAN: When does that contract go
16 into effect if they approve it?

17 MS. WALKER: Immediately. Well, right now
18 we have extended the existing contract on a
19 month-to-month basis until we complete award for
20 the contract. We do have continuity of service
21 in place. So we have a provider, which was the
22 current provider for the services we had in
23 place. So we just extended that contract until
24 we go through the process that we're going to
25 have awarded on June 12.

1 MR. NEAL: I don't know if you're able to
2 comment on this, but was the pricing under the
3 new contract higher or lower generally than the
4 old one?

5 MS. WALKER: Actually, there was a wide
6 range because for the new contract we actually
7 had eight proposals. So the pricing range was a
8 little over eight up to almost 13. There was a
9 range of pricing for the debris removal, which
10 is the bulk of the services. So to say that, I
11 guess it's competitive in range -- when we award
12 it, we are going to then go through the
13 negotiation process. I can't say what the final
14 price is actually going to be, whether or not
15 that's in line with where the competition is
16 with the market right now.

17 MR. NEAL: And what is the term of that
18 contract?

19 MS. WALKER: It's three years with two,
20 two-year renewals. So it's going to be a total
21 seven years.

22 Any other questions on the contracts?

23 If not, the next topic was reimbursement
24 efforts for the City. If you ever worked the
25 storm, you know that's a long process.

1 Initially, they were thinking that we would be
2 submitting information to FEMA probably at the
3 end of July. I believe they're still on track
4 with that. They're still in the process of
5 gathering all the paperwork and information so
6 that we can submit the information properly for
7 reimbursement.

8 And then after that fact, it's going to
9 take anywhere from approximately four to six
10 months before FEMA would give you a review and
11 before it is even determined whether or not that
12 you might be reimbursed for anything. Again,
13 that's an ongoing process. They're constantly
14 gathering paperwork and information.

15 Right now, everything is going smoothly as
16 far as finance is concerned. But, again, it's a
17 long process, and we are closer to the end than
18 where we started.

19 MR. IGLESIAS: However, the fact that we
20 maintain our contract prices, I think, will make
21 that a speedy recovery.

22 MS. WALKER: We shouldn't have any
23 problems with reimbursement. We're not
24 expecting any problems. We don't know that.

25 So the next topic --

1 MR. NORMAN: Have we had reimbursement
2 problems in prior storms?

3 MS. WALKER: Not that I am aware of. I
4 don't know if any of us were here --

5 MR. IGLESIAS: I am not aware of that.
6 But this storm is going to be interesting
7 because we had such a price fluctuation in
8 contracts after the fact, that it's going to be
9 interesting what the reimbursement is going to
10 be for some of the other municipalities. As far
11 as we are concerned, we have maintained all our
12 contracts in our pre-storm cost. So I think
13 that, hopefully, that will work itself through
14 FEMA. And I am hoping that we will be one of
15 the first cities to be reimbursed because of
16 that, because I think we got all our ducks in
17 order.

18 MS. WALKER: Any other questions with
19 regard to reimbursement?

20 The next topic is the use of Miami-Dade
21 County's disposal facility. I am not sure if
22 Peter was going to speak on that or if that was
23 going to be Mr. Santamaria.

24 MR. IGLESIAS: I can tell you that I
25 worked I think to the -- I think that the County

1 would probably consider me to be a pest at that
2 time. But we have a situation that we don't
3 have -- we have a different situation than Dade
4 County. They have extensive land areas where
5 you can dump, dump, dump, and then come back and
6 provide the grinding operations.

7 So for us, I am not sure -- that is
8 something that I am working with the County on.
9 I think we need to have more -- a little
10 redundancy as far as waste operation. I think
11 we came very close to having to stop operations.
12 Because when you have a finite area to use, how
13 much can you put in? There has to be logistic
14 issues in and out.

15 And so I am not sure if the County -- we
16 have actually 20 acres that we're trying to work
17 through during the process. It's extremely
18 lengthy. I remember during Andrew, the mayor at
19 that point determined it an emergency as far as
20 disposal for a short period of time. And so we
21 hadn't had a storm for quite some time. So
22 there was a tremendous amount of vegetation.
23 And that didn't happen this time.

24 So I think the County is looking at --
25 needs to look at -- I have been in contact with

1 them. I think they need to look at their
2 emergency procedures.

3 The County actually is not opening their
4 sites to mulching. As we are mulching, what do
5 we do with it? We have the 72nd Avenue site.
6 We're trying to expand now and create an
7 additional acre. We have a piece of property
8 that we're trying to -- that is contaminated
9 that we're trying to reclaim. It had an
10 additional acre there, but it's just an acre.
11 We were able to use a small piece of property in
12 Country Club Prado. The question is: Do we do
13 the same for Prado -- if you're a neighbor
14 there, it doesn't go over very well.

15 So our lack of storage facilities, it
16 creates a huge issue -- huge issues for us. I
17 think having multiple disposal sites, I think,
18 it's key. We had to go to Waste Management, the
19 Pompano site with our mulch. So what we were
20 doing is getting the debris, mulching it. If we
21 have 350 yards of mulch coming in, we can use a
22 100-yard truck going out. So we were able to
23 work that out logistically, but it was too close
24 for comfort.

25 So I do think that the County needs to

1 look at their operations. Had this been a
2 higher level hurricane, I'm not sure where we
3 would be right now, not having a county facility
4 nearby that we could use.

5 I am actually trying work with Dade County
6 on that. I would hope that they look at their
7 procedures, look at their emergency procedures,
8 and -- this is not -- when a hurricane happens,
9 it's not the normal. We need to react a certain
10 way and then go back to the norm, right.

11 So, for instance, if DERM is going to look
12 at everything in a two-year term, that doesn't
13 work for us. And so certainly we want to be
14 conscious, and we don't want to do certain -- we
15 also have to look at the realistic side.

16 During Hurricane Andrew here we had all
17 the trash all over the streets for weeks and
18 months. We don't have these isolated, large
19 disposal sites that we can use in the interim
20 while we actually mulch and get the debris to a
21 final destination.

22 The positive side that we were learning
23 from our issues in Andrew, we were very diligent
24 in bringing garbage pickup very quickly, which
25 now you can't mix debris and you can't mix

1 garbage. Actually, our mulch in the 72nd Avenue
2 site looked like it was ready for a lawn. And
3 we were very diligent and it worked out very
4 well. The residents helped tremendously. I
5 think they were excellent. We were able to keep
6 debris from garbage and from trash. So one
7 thing is tree debris, and one thing is throwing
8 furniture and garbage.

9 We initiated garbage pickup quickly. You
10 can store recyclables in your garage. You can't
11 store garbage in your garage for two weeks. So
12 I think that was very successful.

13 Also, the garbage pickup goes to the
14 landfill. So that goes directly to the landfill
15 and the County was accepting it. The problem
16 was the actual debris. That's something that I
17 hope that we get a better response from the
18 County if we have an event this year.

19 MR. ABREU: I think that's a very
20 important issue for proper recovery, to be able
21 to separate garbage from debris. And I am glad
22 that the citizens got it. But, you know, we
23 were speaking, before you and I, the issue of
24 communications and outreach. I believe that's
25 an item that needs to be emphasized.

1 I am in business, as you know. And yet, I
2 made a mistake during Irma. I put garbage with
3 debris, and it doesn't work. Logistically, it
4 doesn't. To inform the citizens upfront, I
5 think it's important.

6 MS. WALKER: To emphasize the
7 importance --

8 MR. ABREU: I don't know which is the
9 appropriate time. You can't call in the middle
10 of the storm and say, by the way, your
11 debris need to be-- you know, you have to be
12 sensitive about that situation. There has to be
13 something official that says, please --

14 MR. IGLESIAS: We are working on that to
15 get that out. However, it was very, very
16 effective. The word must have gone out. We
17 work through all the media channels that the
18 City has, and, for the most part, I think the
19 residents did an excellent job -- also, one key
20 issue, we got on the garbage quickly. That is
21 the key. That's the key.

22 I knew that was the key because of what
23 happened from our prior experience with
24 Hurricane Andrew, and the fact you can store
25 cardboard in the garage. You can't store trash

1 in your garage because it starts to smell. It's
2 not possible. So that was a key issue.

3 And then we started with the trash as
4 quickly as possible, to get some construction
5 debris, furniture, etcetera, not mix that with
6 the -- that helped us somewhat also because that
7 goes directly to the landfill. Landfill at that
8 time -- no matter what the County is saying now,
9 we spoke to them directly. They were not
10 accepting mulch. It's also a very high cost to
11 use a landfill for mulch. But it a wasn't cost
12 issue. It was a non-acceptance issue.

13 We were working with Waste Management at
14 the Pompano site to get there as quickly as
15 possible from our long distance issue. We had
16 three sites. We were able to quickly release
17 the site in two days. The site on 72nd Avenue,
18 that gave us additional -- we found a site on
19 Friday. We had a chipper and the site operation
20 by Sunday. We had two additional acres. My
21 concern was the distance, being able to store as
22 much and grind as much, crunch as much, and
23 allow the time needed to finally get that to our
24 final destination.

25 The fact we are paying as much as

1 everybody else, we just privatized it. Let's do
2 the private sector. So we were getting these
3 trucks out in probably one-eighth the time or
4 one-tenth the time than some of the County
5 facilities.

6 MR. ABREU: It reminds me about -- at the
7 airport. It's not how many gates do you have.
8 It's how many times you can turn them.

9 MR. NEAL: Peter, did I hear you say that
10 the County claimed that they never said they
11 would not take mulch after Hurricane Irma?

12 MR. IGLESIAS: The County was not taking
13 mulch. We were concerned. I was concerned from
14 the very beginning that I had a finite space and
15 I had to get it out.

16 MR. NEAL: But did they say afterwards
17 that they never prohibited mulch in the
18 facilities?

19 MR. IGLESIAS: I think it was implied. I
20 think everybody towards the end was covering
21 themselves a little bit between that. As you
22 know, we were dealing with your company directly
23 on that, and we were very worried about having a
24 final disposal site.

25 MR. NEAL: I heard different stories on

1 that because some cities tried -- apparently,
2 brought some of the mulch into the County. I
3 don't know if the County shut them down or what
4 happened there.

5 MR. IGLESIAS: The County initially said
6 no. Then a week later they said yes. Then they
7 said no. So it was not -- and then your
8 facility was finally opened. We just decided to
9 use our hundred-yard trucks to get everything --
10 to get those trucks out to Pompano, get that
11 done. So we got to the point that we weren't
12 waiting for Dade County.

13 MR. NEAL: I see the City acted very
14 quickly on that. Because I know that was all
15 done on a Saturday or Sunday over the weekend,
16 including the signing of documents from all the
17 City officials. I told our people it would
18 never happen, and it happened.

19 MR. IGLESIAS: We did a lot of things over
20 the weekend. You know, if you have a situation
21 like that, you have to work in crisis mode. We
22 handled everything in crisis mode.

23 We also preempted a lot of issues. Being
24 in construction for a number of years, basic
25 construction is the hauling part. We preempted

1 a lot of the issues, had some prior signatures.
2 So there was a lot of things happening behind
3 the sidelines to make this happen.

4 But we got your contract done in two days.
5 We got the land lease in two days, very unusual
6 for government work, but it can happen. So our
7 idea was go to the private sector. We need to
8 do something. How can we make ourselves better?
9 As Mr. Abreu said, it's not how many gates you
10 have. It's how efficient you use the gates and
11 how much money you make at the end of the day.
12 That's what we were working on. And we had
13 people leave and people come back.

14 MR. NORMAN: How did these communications
15 work? How did you know that the County wasn't
16 accepting mulch?

17 MR. IGLESIAS: We had our assistant
18 Director of Sanitation in contact with the
19 County, with Waste Management. It's done
20 continuously, multiple times a day, two, three.

21 MR. NORMAN: And we know that that contact
22 was at the appropriate level?

23 MR. IGLESIAS: Yes. And I contacted the
24 County myself.

25 MR. NORMAN: How do we prevent that from

1 happening again? Can you enter into a contract
2 with the County?

3 MR. IGLESIAS: I think the County -- my
4 understanding is that the County has been
5 looking at some of their issues and how they
6 handle -- you can't have an event like this and
7 have your normal procedures in place. You
8 cannot do that, and I think the County,
9 hopefully, realized that.

10 But you can't have a status quo, and the
11 house is burning. Right? And you don't panic,
12 but you act appropriately, and you act
13 correctly. You're not in panic mode. If you're
14 in panic mode, you are lost.

15 However, it doesn't mean that the house is
16 burning, and you decide to call the fire
17 department two days later. Right? So I think
18 that hopefully -- from the County, we have a
19 meeting coming up with them, because we brought
20 some of these issues up. Hopefully, we can have
21 a -- I don't want to criticize the County. I am
22 not here to criticize the County. We have to
23 work together on this. But I do think that we
24 need to have our prices controlled a little
25 better.

1 MR. NORMAN: I think you're hitting on
2 exactly where I was going with this. How do we
3 prevent this from happening again? It sounds
4 like the way you are going to do that is to meet
5 with the County directly and try to get their
6 procedure clarified now.

7 MR. IGLESIAS: The County is very
8 procedural. It's a much larger organization.
9 As we are getting with the County now, I am
10 hoping their measures will be a little better
11 implemented if we have another emergency like
12 this.

13 MR. NEAL: So on the disposal side, the
14 County apparently did not want to take a lot of
15 mulch after Irma?

16 MR. IGLESIAS: They initially didn't want
17 to take any --

18 MR. ABREU: Did they have a position?
19 Have they stated a position yet on whether they
20 would take mulch in a future disaster, or is
21 that part of an upcoming meeting?

22 MR. IGLESIAS: It's part of the upcoming
23 meeting. It's a huge issue, especially for us.
24 We don't have the site similar to what the City
25 of Miami has in the causeway where they can just

1 dump, dump, and dump, and come back and mulch.
2 That would have made our operations much, much
3 simpler. Because your logistics, I can just
4 come way down. If I can dump there for two
5 months and not have worry about it, that would
6 have been much easier than worrying about
7 filling up three small sites.

8 MR. ABREU: Is there enough capacity at
9 that site, or is Miami unwilling to allow
10 another city to use it?

11 MR. IGLESIAS: No. It's too far for us.
12 It's for Miami only. And they have some other
13 issues. They mix debris, and we don't want to
14 really -- it's also in the causeway. So it's
15 quite far for us, right. And then what debris
16 is whose debris? You have got all kinds of
17 issues there, and especially the issues of
18 mixing, which we didn't have. Who does that
19 belong to? You create a lot of issues. Unless
20 you can physically prevent that -- plus, it was
21 never offered.

22 MR. NORMAN: At what point would you have
23 considered opening up, say, the golf course, the
24 Granada golf course?

25 MR. IGLESIAS: If the logistics did not

1 pan out as far as what we had --

2 MR. NORMAN: So had we not gotten the
3 lease on the two acres --

4 MR. IGLESIAS: The lease on the two acres.
5 We did that. We found the property on Saturday.
6 We had the contract done by Sunday, and that
7 helped out quite a bit. Also, it was next to
8 72nd Avenue. It was easy to control. It was
9 two blocks from our 72nd Avenue facility. So we
10 found the property on Friday. By Sunday, we had
11 a chipper in full operation on site.

12 So that was a life saver for us at that
13 time, because it provided two additional acres,
14 and it was all an industrial site. So if you go
15 to a residential site, you have issues of --
16 even our 72nd Avenue site, when you're on
17 residential, you have an operational issue.
18 Right.

19 The other site, which is next to a school,
20 we want to have trucks driving through. When
21 you have got to pick up and drop kids off, the
22 pick up in the school -- you have all kinds of
23 kids. Country Club Prado and the golf course
24 are surrounded by residential. We chipped until
25 12 at night.

1 Our 72nd Avenue site is subject to work
2 hours because when we were building that site,
3 we had issues with the residential property on
4 the west side across the canal. So we had
5 operational issues that -- we had time
6 constraints. The two-acre site was surrounded
7 by all industrial. So we have carte blanche in
8 there.

9 And we have a contract with them right now
10 as part of our -- as part of our operational
11 site in case we need it. So that site is not
12 sold, and it's maintained by that property
13 owner. Of course, they have the right to sell.
14 That site right now is -- we have an agreement
15 to be able to use it in the next few years.

16 MR. NORMAN: So the North Country Club
17 Prado site sounded like it was very successful.
18 Would you consider not opening Country Club
19 Prado at Coral Way, on both sides of that?

20 MR. IGLESIAS: One, it was successful
21 because we were able to keep everything away
22 from the residents. We didn't do chipping at
23 certain hours. And it worked out logistically
24 for the north part of the city.

25 So that site was a smaller site, but we

1 had enough trucks to actually work the logistics
2 there from the city. So we were able to get
3 that -- we were able to use that site very
4 effectively.

5 Because of our hours of operation and the
6 fact that we isolated it in the front, actually,
7 it worked out very well. We had zero
8 complaints. Actually, people were telling us --
9 they would walk by us on the streets, and I was
10 told how well it was working out. There is a
11 difference between that site and having somebody
12 be in front of your house.

13 MR. NORMAN: Right. Is there a difference
14 between that site and Coral Way and Country Club
15 Prado?

16 MR. IGLESIAS: That would be our second
17 operational site, but it's not quite as isolated
18 because we have fountains. We have parks along
19 the 8 Street side that we don't have on that
20 side. So we were able to completely isolate
21 that with reduced working hours.

22 We were actually chipping towards the --
23 right off of 8 Street. So we had the logistics
24 of trucks coming off 8 Street, coming back
25 around. You made a right from 8th, went back,

1 dumped, went back around, made another right
2 right on 8 Street, and went back into that
3 northwest part of the city. So the operation,
4 it worked very well.

5 So we were using that more as a zone site
6 than a -- we had enough trucks to do that
7 operation. If we didn't have enough trucks, it
8 would be different. But we were able to have
9 people working on that northwest area, and that
10 was basically a zoned site, that northwest area.

11 MR. NORMAN: If I am not mistaken, in
12 Hurricane Andrew Matheson Hammock was used as a
13 mulching station.

14 MR. IGLESIAS: That's County property.
15 That's not our property.

16 MR. NORMAN: Just to continue that, so you
17 have got Matheson Hammock down near the marina,
18 but you have Matheson Hammock, I guess it would
19 be the west side of Old Cutler. It's a pretty
20 massive site. Is that not an area that we could
21 work with the County to secure as a location to
22 do the mulching?

23 MR. IGLESIAS: Matheson Hammock is a
24 County site. And I think that when you have
25 this kind of event, it's really every man for

1 himself type of thing. So we really have to
2 resolve our own issue here.

3 I don't really want to rely on the County
4 or any other city for our operational needs
5 because it may not be there. So I think from
6 our operation, we need to be self-reliant. You
7 also have to be careful. Some of those areas
8 are ecologically very sensitive. So we need to
9 be very careful.

10 MR. NORMAN: If you don't mind me asking
11 you the same question. What do you perceive is
12 our greatest vulnerability in the next storm?

13 MR. IGLESIAS: Our greatest issue is the
14 fact that I think we have very limited space
15 without the use of areas adjacent to residential
16 areas, which provide problems. Again, the
17 Lincoln site, not only is it residential, but a
18 school is there. Do we want trucks coming
19 through as kids are dropped off and picked up?
20 Also, you're chipping. Debris flies off, and
21 you have a school. So you could have issues
22 there.

23 So, operationally, I think we can isolate
24 the chipping operations by bringing them to
25 Ponce. Actually, we had an agreement with UM

1 that that was one of the sites we were going to
2 use. If we have no choice, it was one of the
3 sites we were going to use. We were going to
4 isolate the chipping operations on the southwest
5 side, which created a large buffer for that
6 school. You still have trucks. You can't get
7 away with that. It's a doable site, not ideal.

8 The golf course, we're tearing up our golf
9 course. There is a residential area around.
10 Once you're in a residential area, you have
11 operational restrictions.

12 Country Club Prado, the same thing. So we
13 don't have really an isolated area that we can
14 say that we can use to help us logistically in
15 the final disposal.

16 MR. NORMAN: What do you propose is our
17 best way to minimize that risk of not having a
18 site? Obviously, trying a long-term
19 relationship with the people that own this
20 two-acre site, that's beneficial. But if it's
21 larger and we have more debris to generate --

22 MR. IGLESIAS: This storm really generated
23 debris outside of the estimates. We haven't had
24 a storm like this in a long time. Initial
25 estimates were 170,000 cubic yards, and it ended

1 up being 370,000 cubic yards. So it generated
2 debris much, much larger than the initial
3 estimates. I think it's because we hadn't had a
4 storm for a very long time.

5 So I think we had a pretty good size event
6 as far as debris removal. We had 370,000 cubic
7 yards almost. And that was -- our estimates
8 were off. I am not in the debris -- a tree
9 estimating expert, but I did talk to a number of
10 the people, and the consensus was 170, and it
11 ended up being 370. So we won't make that
12 mistake again.

13 Our operation is we need to make this
14 happen. Whether it was 170, 370 or 470, we have
15 to make this work. So I wasn't worried about
16 the quantity. I was worried about the
17 operations. If we have our operations in gear,
18 we can make it work. If we do the same thing we
19 did this time and we have the same response, in
20 the same event, I think we will do well.

21 But the final disposal is the key issue
22 for us because of our -- if we can get final
23 disposal sites -- it would be nice if we don't
24 have to drive to Pompano. We're using Pompano
25 as a secondary disposal -- final disposal site.

1 MS. WALKER: The last topic that we had on
2 the agenda was a discussion of collaborative
3 efforts with other municipalities.
4 Specifically, you asked about the League of
5 Cities. Director Santamaria was going to give
6 an update on that. I would ask him to provide
7 something in writing to you.

8 MR. IGLESIAS: I'll provide it.

9 MS. WALKER: Our expert on everything.

10 MR. IGLESIAS: I have him working on
11 something else.

12 MS. WALKER: He can give a brief response.

13 MR. IGLESIAS: But he has been in contact
14 with Richard Cooper in the League of Cities.
15 And there is a Best Practices Conference coming
16 up. We are going to share one of those
17 presentations, and deal with other cities to
18 look at their emergency response and debris
19 removal, and learn as much as we can from that.
20 So we will have a delegate at that conference,
21 and also presenting.

22 I think we can certainly learn a lot. I
23 think we did a lot of things unusual in the
24 storm. So not only will we be participants, but
25 we will also be presenting there. We will be

1 working with the League of Cities in getting
2 feedback from all the municipalities and
3 hopefully improving our plan.

4 MR. NORMAN: When you attend something
5 like that, do you guys put together a report and
6 come back with the things you found most
7 applicable to the City? And if so, is that a
8 report you can share with this Committee?

9 MR. IGLESIAS: Absolutely. We will be
10 happy to share that report with the Committee.

11 MR. NORMAN: When is that meeting?

12 MR. IGLESIAS: I don't recall. It's
13 coming up. I don't recall. I am a member of
14 League of Cities, but I don't recall when.

15 MR. NEAL: In the past, that was always in
16 October, the Best Practices. I am assuming it's
17 probably going to be the same. I don't know for
18 a fact, but it's historically always October.

19 MR. IGLESIAS: Last year it was around
20 October. So, Mr. Neal, you're absolutely
21 correct.

22 MR. NORMAN: Do they publish minutes from
23 that meeting, do you know?

24 MR. IGLESIAS: There are presentations
25 from that, which are available.

1 MR. NORMAN: That might be interesting to
2 at least get a link to wherever those are. If
3 they did an assessment post Irma, there might be
4 some information there.

5 MR. IGLESIAS: I will be happy to provide
6 the Committee our links on that meeting.

7 MS. WALKER: I will research it, too,
8 whether or not they have any information
9 available. If they do, I will send it to the
10 Committee.

11 MR. IGLESIAS: Those meetings are normally
12 presentation. So we can get -- certainly, if
13 there is any presentation that we feel is
14 useful, I am sure we can get copies of that.

15 MR. NORMAN: A separate topic, but are
16 other local municipalities -- City of West
17 Miami, South Miami, have you had any discussions
18 with your colleagues with those cities and about
19 the challenges they had? I'm thinking
20 specifically about location of these chipping
21 sites.

22 Is there any opportunity for us to
23 collaborate with them in case they have
24 additional capacity and do something with them
25 jointly?

1 MR. IGLESIAS: I think our Public Works
2 director has been looking at that. However, a
3 lot of these cities have relied on Dade County
4 to do their disposal. And they don't have
5 anywhere near as much debris as we do. We are a
6 tree city or something. We get a tree city
7 commendation of the year, or we're tree city
8 USA. Don't quote me on that.

9 MR. NORMAN: That might be beneficial for
10 us, though, right? If they don't have as much
11 debris and we do, and they might have more land
12 available than we do, would it not be
13 beneficial?

14 MR. IGLESIAS: I believe that during the
15 storm, some of the smaller cities, Pine Crest,
16 West Miami, were using the County. We elected
17 to do it ourselves. I think we were probably
18 the first ones to actually get a mulching site
19 in about two weeks.

20 MR. NEAL: Yeah.

21 MR. IGLESIAS: I believe Pine Crest were
22 telling their residents that it's more and more
23 of an extended period, much more time than we
24 took because the County -- the County has a
25 tremendous number of areas to deal with.

1 And, actually, we're still looking at
2 traffic signs being replaced. I don't know how
3 many traffic signs we have got. I don't
4 remember how many thousand traffic signs are
5 there. So I'd rather not rely on Dade County
6 and I'd rather do it ourselves and give our
7 residents the best response.

8 MR. NORMAN: So that's part of our
9 strategy then, is to remain self-sufficient?

10 MR. IGLESIAS: Correct.

11 MR. NEAL: A lot of the smaller cities,
12 also the newer ones, rely on the County for all
13 of their garbage service. Anyone that was
14 incorporated after '95, '96, they retained their
15 service from Miami-Dade County.

16 So Palmetto Bay, Cutler Bay, Pine Crest,
17 Sunny Isles, Doral, all of these cities, they're
18 essentially just the same as the County when it
19 comes to waste collection and recycling
20 services. They're all under the same umbrella.
21 So they're A little different. South Miami does
22 not fall under that. They have their own crews.
23 But those other newer cities, they're all part
24 of the County, for that purpose anyway.

25 MR. NORMAN: SO were they able to put

1 their mulch in the County --

2 MR. NEAL: I believe most of those
3 probably had the County doing it, the County's
4 provider. I don't know that for a fact, but
5 they were probably relying on the County, at
6 least initially. I know some of them, in order
7 to expedite it, brought in some of their own
8 crews.

9 I live in Palmetto Bay, and I happened to
10 see a big pile at Coral Reef Park at one point,
11 a big pile of mulch, which the residents were
12 not real crazy about.

13 MR. IGLESIAS: West Miami had some of the
14 parks being used. So they were not receptive of
15 our debris being in their parks. So we looked
16 at everything. Because from a logistics point
17 of view, we wanted to be as redundant as
18 possible.

19 MR. NEAL: If there were big, industrial
20 parks that was not used that was close to the
21 city, and that's a lot of ifs, that would be
22 ideal. But that's a hard animal to find.

23 MR. IGLESIAS: From an operational point
24 of view, you can work there 24/7. If you have
25 residences next door, I guarantee you, if you

1 work there, can you work at midnight? Very
2 difficult. So our residential work, we stop at
3 7.

4 Our 72nd Avenue site stops at 7 because of
5 an agreement that we have with the residents
6 that are just west of the canal. Our property
7 ends on the canal systems. It's used by the
8 Water Management District. The other side is
9 residential.

10 So part of doing that facility there was
11 the operation was ours. The fact we were two
12 blocks away in a completely industrial area gave
13 us operation carte blanche there. So that was
14 very useful. So you're absolutely right. Those
15 industrial areas are useful.

16 MR. NEAL: And 24-hour working ability is
17 huge. Because in the event of a huge storm, the
18 disposal facilities can remain open 24/7. So
19 then you can run your trucks, you can run them
20 overnight when there's far less traffic.
21 Because what happens is there's lines at the
22 landfill facilities. Everyone is bringing in
23 debris at the same time. So when you spread
24 that out over 24 hours instead of eight, ten,
25 and 12, it's a huge savings.

1 MR. IGLESIAS: And you are chipping 24
2 hours. You're chipping 24 hours. We had our
3 trucks stored and loaded, ready to leave at 5 in
4 the morning to your facility as soon as you
5 opened and get more through. So the operation,
6 we did as much as we could.

7 But those sites are great because you
8 don't have the residential issue to deal with.
9 Not only from a time perspective, but it's an
10 industrial area. So no kids, no schools when
11 you are strictly looking at an industrial-type
12 operation.

13 MR. NORMAN: Thank you.

14 MR. IGLESIAS: Thank you.

15 MS. WALKER: That was the last of the
16 topics we had on this specific discussion.

17 My next question is to you: What would
18 you like to see for the next meeting and the
19 process you'd like to put in place?

20 I know Mr. Norman had expressed previously
21 that during the next few sessions, that he would
22 like for you guys to start making some
23 recommendations, putting some things down and
24 brainstorming on what you intend to present to
25 the Commission with regard to -- on your

1 assessments of everything.

2 Keeping that in mind, do you feel that
3 you've had enough information from staff and the
4 City to move forward to that process?

5 MR. NORMAN: In my perspective, I have got
6 a wealth of information, and I think it's time
7 to start drafting up some bullet points that we
8 can build a report around. That's why I was
9 asking for a potential working session. So
10 instead of a discussion like this and just
11 getting presentations, that we have an
12 opportunity to start brainstorming out some
13 recommendations.

14 MR. NEAL: Yeah, I think a framework by
15 functional areas within this whole realm and
16 attack the things we can attack, and things we
17 can't attack will remain off limits due to
18 litigation. But we can certainly attack some of
19 those other functional areas and come up with
20 our recommendations. So maybe for the next
21 meeting?

22 MR. NORMAN: I would love that. I don't
23 know if we can secure the conference room over
24 at the -- is it the annex? Secure the
25 conference room there so we can have a working

1 session.

2 MS. WALKER: I was going to say where we
3 had our initial meeting, which is more -- it's
4 more of an intimate setting instead of a
5 conference room.

6 MR. NORMAN: If we could have a white
7 board or an easel, something to start
8 brainstorming out some stuff. We have to
9 discuss what is the form of this work product we
10 are generating. Right? Is this a memo back to
11 the Commission? Is it a full blown report?
12 What is the form that we're going to put our
13 recommendations in?

14 MS. WALKER: So that's a consensus. And I
15 will move that particular space for us for our
16 next meeting so you can start going through that
17 process that you just described.

18 Specifically, the next meeting is
19 tentatively scheduled for July 11th. So while I
20 have you here, the three of you, could you check
21 your schedules now?

22 You're not good for that? You already
23 know. Potentially, when would you be back for a
24 meeting in July? I would like to really try to
25 have the entire committee.

1 MR. ABREU: After the 18th.

2 MS. WALKER: Okay. Mr. Neal, Mr. Norman?

3 MR. NORMAN: I have to check with my
4 higher authority at home. Right now, my
5 calendar is good for after the 18th as well.

6 MR. NEAL: The 18th looks good to me right
7 now.

8 MS. WALKER: So I will look to see when
9 the conference room is available.

10 MR. ABREU: After the 18th.

11 MS. WALKER: After the 18th. I will look
12 to see if that conference room is available for
13 after the 18th and try to come up with a
14 consensus of when everyone is available for the
15 committee so I can have a full committee and to
16 start the process you just described so that you
17 can go through brainstorming and making
18 recommendations to the Commission.

19 MR. NEAL: If you want to keep it on the
20 same date, same time, it would be the 25th
21 potentially.

22 MS. WALKER: Yes. I would like to keep it
23 on Wednesdays, if possible. And 9:00 o'clock
24 appears when people are available to be a good
25 time. 25th at 9:00 a.m.

1 MR. NORMAN: Sounds good.

2 MR. IGLESIAS: Thank you so much. I
3 appreciate your input and your efforts.

4 MS. WALKER: If we have no other topics, I
5 will ask for a motion to adjourn.

6 MR. NORMAN: I'll make a motion to
7 adjourn.

8 MR. ABREU: Second.

9 MS. WALKER: All in favor?

10 (The committee members responded "aye".)

11 (The meeting was concluded.)

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CERTIFICATE

I, LILLIAN RIVERA, Court Reporter, certify that I was authorized and did stenographically report the foregoing meeting and that this transcript, pages 1 through 73, is a true record of the proceedings before the Committee.

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

Dated this 19th day of June 2018.



LILLIAN RIVERA

Notary Public - State of Florida

My Commission Expires June 13, 2020

Commission # FF 980677