

First Annual Meeting
between the
City of Coral Gables
and the
University of Miami
Executive Conference Room
Robert and Judi Prokop Newman Alumni Center
6200 San Amaro Drive, Coral Gables Campus
Tuesday, November 29, 2011
9:30 a.m. to 11:30 a.m.

City of Coral Gables Attendees

Mayor Jim Cason
Vice Mayor William H. Kerdyk, Jr.
Commissioner Maria Anderson
Commissioner Rafael "Ralph" Cabrera, Jr.
City Manager, Patrick Salerno
City Attorney, Craig E. Leen
City Clerk, Walter J. Foeman
Deputy City Clerk, Billy Urquia
Maria Menendez, Assistant City Manager
Cindy Birdsill, Director of Economic Sustainability
Jane Tompkins, Development Services Director
Belkys Perez, Communications Office
Charlie Siemen, Outside Special Counsel

University of Miami Attendees/Trustees

Charles (Chuck) E. Cobb, Trustee
Manuel (Manny) Kadre, Trustee
Arthur (Art) H. Hertz, Trustee
G. Ed Williamson II, Trustee
Arva Parks MaCabe, Trustee
Donna Shalala, President and Trustee
Joseph T. Natoli, Sr. Vice President
Maria Gralia, Assistant General Counsel
Leslie Dellinger Aceituno, Assistant Secretary
Pat Whitely, Vice President
Rudy Fernandez, Vice President
Andy Gomez, Assistant Provost
Janet L. Gavarette, Associate Vice President
Sarah N. Artecona, Assistant Vice President
Irma M. Abella, Director of Development Regulations
Jeff Bass, Outside Counsel and Partner at Shubin & Bass

President Shalala: Welcome to the Robert and Judi Newman Center, which the Newman's who live in Denver made a generous donation to build this facility, and the rest of it was built with private money from our alumnus, and so you'll see the bricks out in the back. It's become another center piece of our partnership on campus, and it's beautiful and used it for a wide variety of functions, and I think in many ways it symbolizes what we are trying to do here at the University of Miami. This is no longer...has the feel of a commuter school, and we want our alums to come back to bond with the institution to make an investment in our future, and this has given us an opportunity to do that. It's a beautiful facility built with private money, and for our alumni it's their home away from home. Let me introduce the Trustees that are here, is Arva Parks here yet?- no she's not. The four Trustees that are here all live in the Gables, I should point out, pay taxes as far as I know (laughter). To my left Chuck Cobb, Manny Kadre, Art Hertz and Ed Williamson, I think you met all of them individually. I need them to introduce themselves for the record. So Chuck you need to say your name because they are doing a recording here.

Mr. Chuck Cobb: My name is Chuck Cobb, I am the former Chairman of the Board of the University of Miami and I was a Chair of the Search Committee that hired Donna Shalala, which I'm most proud of because she is doing a great job for our university, and I guess that's enough.

Mr. Manny Cadre: Good morning, I'm Manny Cadre, nice to see you all.

Mr. Art Hertz: And I'm Art Hertz and I've lived and worked in the Gables since 1947.

Mr. Ed Williamson: Ed Williamson, 5501 Oak Lane, Coral Gables, got a little used car lot down the highway (laughter).

President Shalala: And of course let me recognize Joe Natoli who has made his primary mission to work closely with the City of Coral Gables to smooth out and strengthen our relationship, and I want to welcome all of the Commissioners and my colleagues who are here; and Mr. Mayor, if you'll introduce your colleagues.

Mayor Cason: Let's start with Walter Foeman, Craig Leen, Pat Salerno, Bill Kerdyk, Ralph Cabrera and Maria Anderson.

President Shalala: Thank you very much, and all three Commissioners have had a wonderful relationship with the university and we are just delighted to have all three of you here joining the Mayor. Well, you know the story of the University of Miami, most recently the phenomenal rise in the rankings, and a lot of that is in reputation. You know you don't remove the reputation piece, but we've really risen in reputation, the quality of our student body has improved. We have not grown in terms of size, which is a commitment that we made, the number of undergraduates – Arva Parks, our Trustee has just joined us who many of you know; we have not

increased the size of our undergraduate student body, there are a few graduate students here and there, but that has never been the focus, it's been the undergraduate student body which stays at 2,000, and then we take some transfer students. Many of them Florida kids who went up north two winters and they are back here at the University of Miami, and a very high percentage of them were already accepted at the University of Miami, but decided to go to Michigan or Wisconsin or NYU or Boston, and it was just two winters and they are back here. So we are pretty strict about the transfers we take, but they tend to be people who already have had some history in our community. We are now a top 40 university, which puts us in the league with the Ivy Leagues, and I hope that all of you feel like you have a stake in that because you've been here, you've worked with us and we wouldn't have gotten there without the partnership of the City of Coral Gables. This is a partnership to build a great university. When I first came here a decade ago, that's what I said to some of you that were here at the time, I said that we were in the process of building one of the great universities. In fact our tag line on the next campaign, which we'll announce in February, is going to be the "Next Great American University", because that's what we believe we are. We think that we add obviously prestige to the City of Coral Gables, maybe a little glamour, a little activity that we try to pat lightly, our Vice President tries to control within reason, but we also believe a rising tide lifts all ships, and the prestige and the growth and the prestige of the University of Miami helps our community as well. We advertise ourselves as part of this community. The economic impact to the university has been measured in a wide variety of ways. We're a \$2 billion enterprise, we have multi-billion dollar impact on our community, and we have a very good payroll in terms of average salaries and as everybody is debating in Miami, the question of whether we are going to bring in gambling, let me point out the kinds of jobs we create are the kinds of jobs Miami needs. We create good jobs with good benefits, with good long term health and that's what Miami needs. Almost every kid that comes here is a freshman to the University of Miami from someplace else, wants to stay in our community, and unless we have good jobs for them we are not going to be able to keep them. Kids from Iowa fall in love down here, sometimes literally, but they want to stay here, and creating good jobs is part of that. We are obviously doing it here and we are doing it in the health district on that campus. Our momentum campaign, our last campaign raised \$1.4 billion and raised our national profile at probably a little more than that in the next campaign, which we'll announce in February, we've been in the silent period we'll have about half of it raised by the time we announce the campaign. We've announced already that the Campaign Chairs are going to be Leonard and Jayne Abess, and the Vice Chairs are going to be Tracey and Bruce Berkowitz, who are from the Gables, Paul and Swaney Demary and Joe and Anna Estrevara, all of whom live in the Gables; and Stuart Miller is going to Chair the Miller School of Medicine campaign for us, he lives on Star Island. We do have a small gift for you. Mr. Mayor, we know that you toured the campus earlier this month, we'd be delighted to give all of you of the Newman Center, it's just a very special place which is rentable for Barmitzvahs, birthday parties, other kinds of things, we have the Wolfson Center, which Chuck is a member of the Woodrow Wilson Center, is going to come down here to have their Board meeting and do it again on immigration, so we'll be inviting – and of course we've kept a number of our commitments

including having the Marine Band here. We invited the community, a number of those community commitments for speakers, for musical events and for athletic events. We have already completed and I hope you've heard from people in the community about the events that they've been invited to. The Marine Band that was a huge success with a very large number of people from Coral Gables coming to that event. Mr. Mayor, thank you for the partnership, thank you to your wonderful City Manager and thank you of course to you colleagues who have been with us almost from the beginning.

Mayor Cason: Let me also say that as a newcomer to Coral Gables, I've been really impressed by the university and as you say you are now in the 38, which I think is wonderful. I'm really pleased that we have a great relationship, that we want to go long and do everything possible to make it smooth, although we didn't smooth it out, but we'll work at that. I wanted to mention four or five things that we are doing and Pat Salerno can fill in the details and the other Commissioners can give their point of view. I want to talk first of all about fiscal responsibility. One of the things that we focus on is taxpayers want to see the lowest millage rate possible with maintenance and services. We've been able to do that this year, we lowered out millage rate from 6.072 to 5.869, and very few cities were able to that. I think we are now of the full service cities we are the third lowest millage rate. A number of cities had raised their millage rate or kept it the same, we dropped ours. So that was a commitment to the citizens, they wanted to see lower millage rate and not see the services impacted; I think we have been able to maintain our services very well. As you know our Fire Department is one of the top seven in the United States, I think we are down to 4 minutes and 20 seconds average time in response. All of our policemen are university graduates, again great service for our citizens. One of the areas that I think that we have problems still is our reserves; our reserves are really low for the size of our City, and I think we have been working from building it up from a couple of years ago when it was almost nonexistent to over \$6 million now. We want to build up the fiscal health of the City, if a hurricane hit us we need to have some reserves for that. The other thing is that we are – staring a number of years ago made a commitment to upgrade our downtown streetscape program, and we are working on the finances of that now. Pat can talk about that later if you are interested, but we want to put in about \$16.1 million into improving Miracle Mile, and that's for the university as well, because we have 166 restaurants and to the extent that it's an attractive place, when the parents come with their kids and look at what school to go to, they see the vibrant downtown, we will make it much more beautiful, much more vibrant, much more entertaining. The other thing is we are putting quite a lot of money into the Neighborhood Renaissance Program. I'll let Pat talk in detail about that, but we are basically we are putting money we have not had before, but we are getting it from our refinancing of our city debt into streets, sidewalks, lights, senior center, things of that sort; and that's going to be very important as well because people as you say will want to live in Coral Gables, you have something like 6,000 alumni here living in Coral Gables, a lot of professors, so we want to make the neighborhood as beautiful as downtown. Public-private partnerships we are working on that as well; we want to improve two of our

garages at least on Andalusia, public-private partnership. I'll stop there and let Pat talk about the Neighborhood Renaissance Program, I think that's very important.

President Shalala: I actually like your point about the restaurants. We started a program in which we recommend the Coral Gables hotels and restaurants when parents are coming in, we actually send them information about Coral Gables hotels and restaurants; and I was at Abracci the other day and he says that he gets reservations months ahead of time from parents who are making the reservations because they are coming down for parents weekend or they are bringing their kids down for the first time, and we send our parents a list because we know large numbers of people are coming in and that they need to know. We've been very helpful with the Biltmore, I want to point out in terms of giving them business, and you'll find them when kids are coming or of those holiday times that they'll fill up with our parents and students.

Mayor Cason: Let me talk a little more about the Neighborhood Renaissance just in a little more detail, they are all going to be voted on eventually by the Commission.

City Manager Salerno:...[Inaudible]...

President Shalala: He'll do a hand off; they are used to handing off to each other.

Mr. Joe Natoli: There are a lot of similarities between the issues at the City and issues at the University, just listening to the Mayor talking about we have steady financial results, check. We have reserves that are more modest than what we would like and we live in a hurricane zone, too. We also have the hurricane of being in the health care business that we deal with that makes us want to build up our reserves because that's a highly volatile, much more volatile business than the basic business of educating young people, and we've got a lot of capital projects that we want to move forward on, so our issues are very similar. I am enormously proud of the progress that we've made in our relationship with the City, and I'm very appreciative of your support and the Manager's support and your staff and my staff. I'm not going to mention everybody, because I will forget a name, but the folks who are sitting behind us really helped us get to this point and it has reached a point where it is a wonderfully collegial relationship. You know, we've said from the beginning that the university and the City had a potential for one plus one to equal three if we really work well together, and that's what we are doing, so I'm very, very appreciative of that. There's been a lot of hard work that went into that largely done by our staffs, and so I thank you for that. What I'm going to do is give you a quick overview of the development agreement in three slides or something like that; and I'm going to talk a little bit about planned campus development. These are projects in some cases you are already aware of them, in some cases you may not be, and I'm going to talk just a little bit about parking and campus mobility, which is what affects the Coral Gables residents. Our neighbors most in which you over the years probably heard more about and it's something that we take very seriously, and we think we have a very good story to tell and I want to share that with you. I'm going to do this from here if this

thing works. So, the Development Agreement is now a year old basically, and it has been a great success. When we first started talking to the Manager about that, and he really impressed upon us the desire for it to be far more than a Development Agreement, and to really be a community benefit agreement between the university and the City and we worked very hard really on building a deal that addressed far more than campus development. So there are all sorts of elements to that, there is the Gables Fellows Program, you have an intern from the University of Miami at the City today, you'll have another intern in the spring semester. It's a tremendous experience, that's a highly sought after internship among our students, and we have really successfully executed performances from the Frost School of Music, we invited folks for a lecture series, it was more than symbolic that the first lecture that we gave was President Shalala talking about health care; and in the "Meet the Docs" Program the person was Pascal Goldschmidt, the Dean of the Medical School, who is himself a world class cardiologist researcher. So we take these parts of the Development Agreement very seriously and we want it to be very beneficial to the residents of Coral Gables and they have responded very well to it. A favorite has been the athletic program where we distributed to Coral Gables residents tickets to all of our major sporting events, that's good, we want to bring them out to our men's basketball, women's basketball games, the baseball games and so forth. If we get them there maybe they will come back and buy a ticket for the next one. So, we did the Virginia Tech game last year for football, which also was popular. This is lot of work part – the City has held our feet to the fire and so we have reported back to the City on event management and security for the BankUnited Center, part of the Development Agreement and they give us the ability to sell alcohol at adult events, and we wanted to pull that off in a way that had no down side, and I think we have done that in partnership with the City in terms of how to manage security given that change. I'm going to talk a little more about the mobility plan in a little bit, and we do an annual update of the Development Agreement, so a lot of paper that's being past back and forth to make sure that we both do what we said we would do in the 20-year Development Agreement.

President Shalala: You know we had "Ludacris" here for Homecoming, did a concert at the BankUnited Center, we had no arrests, no problems. We asked for 5,000 students or so. Pat, we had no problems, right?

Ms. Pat Whitely: Correct.

President Shalala: None.

Mr. Manny Kadre: The President is a big fan (laughter).

Mr. Joe Natoli: At the heart of the Development Agreement we tried to provide some certainty in terms of campus development, what we could do on the core of the campus, what we could do in the transition zones, what we largely could not do in the outskirts of the campus. Particularly when you are working with donors on major capital projects you really need to have certainty as

you are doing this. We've got a number of major capital projects that are in process today, several of you were here for the groundbreaking for the New Student Activity Center. This will be just a tremendous facility on our campus, right on the lake; it will have a new ratskeller and will house many of the student's organizations, and as part of our overall plan to keep the students on campus.

Mayor Cason: When is this supposed to be finished?

Mr. Joe Natoli: Fall of 2013, so we will really be doing a lot of work, it will be coming out of the ground very shortly. We are expanding the Cox Science Center; this is a project that is largely funded by a grant from the National Institute of Health. The biggest college we have is the College of Arts and Science, most of our students pass through the College of Arts and Sciences, we've got a major project for years now to renovate the old, but very large Cox facility, so that's a terrific project for us as well, starting soon.

President Shalala: That's stimulus money, that's one of the few stimulus grants for a building; we've got two of them; one for RSMAS (Rosensteil School of Marine and Atmospheric Science) and one for this one.

Mr. Joe Natoli: The Wood Art Building, and so we will be, and Arva thank you for your help with this, we will be renovating what was the first Administration Building on the University of Miami campus designed by Marion Manley, the first woman architect in Florida who also served as the university's architect. That building has been designated and it will be restored by board basically in months to come; and expansion and renovation of our athletic center funded entirely through philanthropy, particularly through a naming gift from the Schwartz family, this will give us a new entrance into the Hecht Athletic Center, that is the first impression that our prospective student athletes see. Recently, we bring them into the back door because we don't have such an impressive front door, and this will really change this. This is also largely about creating a new academic center, so as the students visit with their parents, the parents will clearly come away with recognition of how seriously the university takes the education part of the student athletes, and this will be completed in the fall of 2013. The "U" Health facility, which is the mostly ambitious of the projects that are planned for on campus, this is a little over 200,000 square foot facility. It will be along Ponce basically where Dickinson Drive is today, we are – most of the health care needs that today would take you to downtown Miami you will be able to access on the Coral Gables campus. Outpatient surgery – it's purely an outpatient facility, Bascom Palmer, Cancer Care, Diagnostic Imaging, men's health, women's health, you can see those lists up there, I mean, it will be a great addition to our campus for our students, for our faculty and for the South Dade residents.

Vice Mayor Kerdyk: We are very excited about that from the City's perspective, for our residents, I think this is a "win-win" for both the University and the residents. One thing that, I

guess you may have addressed it at a separate time is the traffic issue in the parking facility, especially when the Convocation Center is having some type of project early in the morning or the afternoon, how that's going to work from a dynamic standpoint?

Mr. Joe Natoli: Yes, that's a very important issue and when we have our traffic consultants and the City has their traffic consultant all working on that, so believe me it's getting a tremendous amount of attention. This project, we are busy still finalizing the plans and doing some of the site prep, the old ceramics building that is just on the south side of Dickinson Drive will come down shortly, and we'll make a decision about the specific timing of moving forward with that project after the first of the year, into the first quarter; and two other projects that are in the planning stages today, one is a new facility from the Frost School of Music, and secondly some renovation and expansion of law school facilities. You will recall there was a time a couple of years ago, a year or two ago, where we contemplated taking the law school and constructing a new facility off our campus, potentially downtown Miami; and we were looking at other sites, we opted not to do that. Largely because of all of the facilities that are offered on our campus and in Coral Gables and the downside of going and having separation from that, so this will be the first of what will be a three facility expansion and renovation, will actually take down some of the existing facilities and replace them with new facilities of the law school. Internal Road Phase I will be constructed this summer, it starts with replacing the light at Miller Drive with a roundabout that will bring people directly onto the campus. Now if you come in on Miller you are turning either left or right on San Amaro, rather if you come to the campus you will be able to go straight into the parking lot there. It will be a very attractive entry point to the university, it's not that today; we will connect all those parking lots – that red line that you see in the upper right picture there, we will connect all those parking lots so you can come off Miller and park on any of those parking lots where you have access up to the arboretum. We will as part of that brings that parking lot up to Code, that's the law school, music school parking lot, that's good news-bad news. Good news is it will be much more attractive, the parking spaces will be much larger, more good news if you are concerned about neighbors is that we will actually have 300 fewer parking spots on that side of the campus, and so in terms of traffic in the residential part of the campus it will reduce that further, which leads me into parking and traffic. Let me tell you a little bit more about our efforts there. This is something that we've been working on for at least the last 20 years, and it is a comprehensive plan that takes into consideration of a lot of different strategies for minimizing and managing the traffic. The increase in student housing on campus has been a very significant piece of this, most of this has happened just the last several years. So UV, the University Village which opened about the time I got here, so a little over 5 years ago has got 800 beds. There are more students living near campus than there had been previously, we've got a lot of students that are in Red Row Commons, just across Red Road, there are a lot of UM students at the Shops of Merrick, which is very close to campus as well. A couple of years ago we restricted access to cars for freshmen who live on campus. Those are large numbers, you add all those up and start thinking about what does that mean in terms of trips to

campus, and cars parked on campus and so forth, and it's very significant, and we see that in the counts.

President Shalala: If you live in the UV you cannot move your car until after 4 o'clock any place on campus, so we've locked down the cars there. You can move them off campus, but you can't move them around on campus.

Mr. Joe Natoli: You see the Hurricane Shuttles on campus. Last year they carried 560,000 riders, 40,000 uses of the shuttles to nearby attractions for shopping; we try to keep kids from walking across the street and so forth. We have a dedicated shuttle that goes to our Marine campus for students who take classes down there that had over 12,000 uses. We have been expanding the U-Bike Program, essentially selling bicycles to the students at below cost, there are now 1,100 registered bikes on campus, 1,700 bike rack capacity and we were a very proud sponsor of the "Gables Bike Day" in October; and as I mentioned we have significant efforts to improve the quality of campus life and keep the kids on campus. The New Student Activity Center will be a big part of that. We are also renovating the existing University Center, a lot of work has occurred on that already, in fact there is a great mural that tells the story of the University of Miami over the decades, if you haven't had a chance to walk through the walking hall through the University Center, you will enjoy that, there is a great picture of Norm Parsons, 1978, I think when he was the coach of the women's golf team, when they won the national championship, and so this was sort of 1978 with the plaid pants and the flowered shirt and the whole nine yards, it's a great picture. We have probably the largest public transit program, certainly most expensive in Miami-Dade County, so we cover all of the cost or much of the cost depending on what your income is for our folks who want to use transit. We spend more than \$2 million a year on this program, and that has really encouraged people to use mass transit, whether it's coming to the Coral Gables transit or coming to the medical school campus. When we benchmarked that program recently, we looked at Baptist and some others, nobody does anything near what the university does; and we've also had initiatives with zip cars encourage our students and faculty staff to carpool and so forth. We just did a count this October; October is when we do counts, Janet has been teaching me how all this works, whatever reason October is when we do counts, so we count cars accessing our campus on Miller, Bronson, Robia, and Memorial, so four major access points on the residential side of the campus, and we count them from 7 – 9 in the morning, and we count from 4 – 6 in the afternoon, and the counts from eleven years ago were down 38 percent in the morning and 9 percent in the afternoon; and one of the reasons that they are down more is because of our new parking program that I will explain in a moment, that basically keeps people from arriving on campus and driving around seeking a parking spot in the most desirable part of the campus, which happens to be the residential part of the campus. There is not adequate parking for everybody, that didn't keep people from driving around. Let me repeat those numbers again because they really are impressive numbers and there is more coming, OK. I mentioned that we are going to reduce parking on the north part of the campus, OK, we are going to take 300 spots away, so depending upon how we manage that, that's something we will be

working with the Manager, I would expect next October when we take a count again that there will be less traffic on the north part of the residential part of the campus. So the big change in parking that we implemented this fall is to essentially assign students, faculty and staff to a set of parking lots. Previously it was basically a free-for-all; we would sell you a parking pass and you could park just about anywhere on campus....

President Shalala: And move your car.

Mr. Joe Natoli:...and move your car, and so everybody wanted to park essentially on the residential side of the campus because that's closest to the academic hub, and so we really had never had an issue where we didn't have adequate parking on campus. It's just like so many things it's not exactly where people wanted. So we looked to see what other folks were doing and really what you need to do is to utilize the parking resources more fully, and so we set up a – there is software you can buy to do this because others have done it, so we implemented this for the fall, and basically the different colors that you see – you can ask to be assigned to the Red Lots or the Yellow Lots or the Blue Lots and so forth, and then we had a pecking order, basically based on seniority; seniority that would be a faculty member, a staff, a returning student, an incoming student; incoming students don't know where the best places to park are so they don't get upset...

President Shalala: Non-freshman incoming students.

Mr. Joe Natoli: Non-freshman incoming students...

President Shalala: So it would be graduate students or a transfer student.

Mr. Joe Natoli:...and so this has had a very dramatic effect on the whole parking campus mobility set-up, and was a major contributor to the statistics that I quoted before and again we would expect there to be continued improvement, and we are going to continue to refine the campus shuttle, the biking, and so forth. I will close by going back to 1926, something that George Merrick – this is on our web site and it was in a brochure that George Merrick was using to help promote the universities \$10 million fundraising campaign of which he was going to be contributing \$5 million; and so we have come a long way since 1926 and what he described was, an investment in humanity and prosperity and really promoting the value of a great City with a great university. That was part of it and through your support I think we are really taking full advantage of that, and I'm very grateful to the Manager for all his good work and responsiveness and to the Commission for their support as well.

President Shalala: I don't know whether any of you have question for Joe before we go to the Manager?- shall we go to the Manager and then have a conversation?- Mr. Manager.

City Manager Salerno: Before we start on the first item, I'd like to brief you all on this morning, I'd like to introduce key staff members that are here today. Just raise your hands so we can point out: Maria Menendez, Assistant City Manager, and then we have Cindy Birdsill, Director of Economic Sustainability, and Jane Tompkins, Development Services Director, and Belkys Perez with our Communications office, and Charlie Siemen who is Outside Special Counsel that was instrumental in working with Joe and his team on the development and now the implementation of the development. What I'd like to talk about are three brief subjects. As Mayor mentioned the Neighborhood Renaissance Program, Miracle Mile and lastly the overpass on U.S.-1. First of all, the Neighborhood Renaissance Program is \$28 million of improvements that will benefit residents throughout the City and thereby the students by making it a better community. We think it's going to be a significant impact to the university and attracting to the faculty and attracting students, so when their parents come here and they tour the City to find out where their children are living for the next four years they are going to see an even more beautiful City than they see today. As Mayor Cason has said we are on the road to building a better Coral Gables, and I'd like to just briefly run through those projects that have been identified, and I'll give you a sense of what's going to happen in the next three years or so. First one is the City does not have a permanent senior center, so we have \$5 million that's been allocated, \$3.5 the City funds and \$1.5 million committed by Commissioner (Miami-Dade County) Rebecca Sosa that will fund a \$5 million center that will address the needs of one of the largest segments of our community. Almost 25 percent are senior citizens and we don't have a permanent facility today to address their needs, that will address that long term need for the community. The second project there is \$350,000 to improve the traffic circle around DeSoto Fountain on Granada, one of the icons of the community. I don't know about you all, when I drive past it, it makes me feel good, you know you are in Coral Gables when you see that; and there is no other place in Florida that's like that, but as you know when you navigate and enter that Circle there is a free-for-all. So if you are not experienced with it, it is challenging, so that is going to improve the traffic flow. We are going to narrow the circle and improve the landscaping around it. The third project there are the circles that are on Coral Way, but at Granada and Columbus, they are all asphalt today. You enter them, there are beautiful walls and fountains around the parameter, but inside its nothing to speak of, and we are going to beautify the circle area, take out some of the asphalt and hopefully...hasn't been designed yet, the plan would be to put some lush annual flowering, trees in that space. A major roadway improvement project is to complete the final phase of Ponce de Leon Boulevard. You've seen what's been done going north from Miracle Mile, there is one last stretch, Vice Mayor Kerdyk is a major catalyst to making sure that we complete that roadway, so this will be the last leg and take this up to 8th Street, and will be consistent with what you see there today. Also Biltmore Way from Anderson all the way through to Ponce is an unbecoming A-typical street in the City today, in that it doesn't have beautiful landscaping, it doesn't have a median, etc., so we are also going to do something similar to what has been done on Ponce along Biltmore Way. The City has for several years had some vacant properties that were purchased with the purpose of developing them as passive parks, and they are largely in residential areas, so there is \$125,000 to actually improve those facilities as passive parks for the benefit of the

adjacent communities. Country Club Prado – landscaping there, over the years through hurricanes, disease, the landscape that was found there has died off and there hadn't been a plan to address that, so we will be hiring a new landscape architect with the intent of developing a plan to bring back the natural beauty of Country Club Prado and there is \$400,000 allocated for that. The next project is \$4.375 million and the principal component there is to resurface 30 lane miles of streets. Today in the City we have approximately a ten-year backlog of streets that needs to be resurfaced. So, if a street gets identified today it may be ten years before the City has the resources to get to resurfacing that street, so we will do ten years worth of resurfacing in one year. So, hopefully by the fall of 2012, we will have accomplished that and there will be no City streets in Coral Gables that needs to be resurfaced. If you don't happen to live on one of those 30 miles of street you might wonder what's the main benefit for me. The main benefit for somebody who doesn't need it to be done today is that when your street maybe in two years or three years needs to be resurfaced you won't have to wait a decade to get it taken care of. We will have the resources to take care of it within a year, so when a new street comes on line and deteriorates and streets have a life expectancy, asphalt wears out, the City will be in a position to take care of that after the fall of 2012 within a year of identifying a street in the City that needs to be resurfaced. So that's a benefit to everybody that lives here. The next one is, there are two new circles on Segovia Street, one at Biltmore Way, one at Coral Way. Coral Way has Royal Palms in it today, and the one on Biltmore Way and Segovia is a blank canvass of a circle. The intent there is to put – is to have one or two civic monuments constructed at those two locations. It's been a number of years; I think you can go back, perhaps to Merrick's days. It hard to think of another piece of civic sculpture, civic monument that have been, that are of that caliber, that have occurred since he has done his work, and the Commission and Vice Mayor Kerdyk had suggested to me some time ago after I arrived that those will be great opportunities for us to do something, that it's been decades since where the quality of that type of art in this community can be replicated. So we are excited about that. There is \$1 million set up to address those two circles, that are sister circles to each other, they are directly adjacent to each other, and it's a challenge to the community to do something there that merits being in the City that Merrick built. Throughout the City there are four or five locations where inner roads come and intersect, and as long as there is extra asphalt there that we are going to tear out the extra asphalt and beautify those with annuals and other plant materials. We have \$300,000 to address four or five significant locations, we call them the triangles, you can see them listed up there where we are looking at doing that. We have \$1.4 million dedicated toward citywide landscaping improvements. We have thousands of trees in the public rights-of-way in neighborhood communities, and the City in the past has had limited amount of funds each year to plant tree replacement. So we have somewhere in the neighborhood today give or take slightly in excess of thousand trees that over the past decade, two, either through hurricanes, disease, traffic accidents they are missing on residential streets. So we have \$1.3 million dedicated toward replacing those missing trees, whether they are oaks, palm trees, whatever, and no matter how long we essentially have resources that will address that. There is also \$100,000 Joe and President Shalala, I know you are aware that on Ponce we are doing a joint partnership there to restore the Alexander Palms. When I was a student there in

the early '70's there was a fully lined street, I'm sure most of you who have been in the community, Art, you were in the community a long time, I'm sure you remember that there were 30-40 foot tall Alexanders, the whole street, there are three left today; three Alexanders on a street that was full 30-40 years ago, and the idea is to replace those trees and bring back the look that was on Ponce that we can remember.

Mr. Manny Kadre: Pat I have a question. All the beautification of Alhambra and Ponce there in the downtown district that you see, is that anywhere reflected in this, or that's just stuff that's been done already?

City Manager Salerno: Ponce is outside of this program, improvements to Alhambra are within this program.

Mr. Manny Kadre: That just looks beautiful; it looks like you spent \$18 million there.

City Manager Salerno: Thank you.

[Laughter]

Mr. Art Hertz: What is NRP Funds?

City Manager Salerno: NRP Funds is the name of the program that we've coined called the Neighborhood Renaissance Program, so it's just the short for that mouthful. Arva, I know this will be something dear to your heart, \$400,000 set aside to restore the entrance ways and fountains throughout the City. They have been needing some work for a few years, some of the fountains don't work today, but that \$400,000 is intended to address fountains that don't work, and the entrance ways, the significant entrance ways to the City and restore them, so that they will be here for decades to come in the future. The next project is to create a downtown – right now we are calling it the Downtown Civic Plaza, site to be determined, it would be somewhere along Miracle Mile, it might also be along Ponce, those will be the two likelihoods. There is no gathering place – when you walk on Miracle Mile the only time you ever stop is when you are going into a store or into a restaurant, there are no central gathering places. The greatest cities in the world as you all travel there is a central gathering place in the downtown that is public space, Coral Gables doesn't have that. The intent there is to purchase property along those two major thoroughfares, one of those two major thoroughfares and then create that public civic space where people come together, where people are all equal for that interaction to go on, there is \$4 million has been allocated for that. On Giralda we are talking about an investment of time and energy, not dollars, the City has a parking lot at the corner of Giralda and Galiano, and we are about time to “Restaurant Row.” So we are looking to work with the private sector in bringing about some sort of entertainment venue on that location and that we are a catalyst for increasing pedestrian traffic in that area where people can either go for entertainment before or after their

dining experience, so we want it to be a shot in the arm to draw them and revitalizing restaurant row.

Mr. Manny Kadre: What kind of entertainment Pat?

City Manager Salerno: That's to be determined, it could be possibly a small first run, urban setting, high quality theater, first run movie-type theater, or it could be some other form of entertainment, that's to be determined here, but we have identified that, that will be a great location and a catalyst for, as I said, a shot in the arm and bringing back some of the restaurants that left the area.

Mr. Manny Kadre: Manager, there had been some conversation years ago, I don't know where this has gone about, closing off Giralda has that – where has that? - is that idea still on the table? - sort of make it like a Lincoln Road type.

City Manager Salerno: In the streetscape project and I'll address that just briefly, there is a potential for that in that project, and I'll know that as soon as we get going on that. Next is the William H. Kerdyk Tennis Center improvements at the Biltmore Hotel. We have \$2,250,000 allocated, that is the principal tennis facility in the City, not by size but by reputation, and it has been in need of updating and being brought up to the standards that the residents of Coral Gables expect for a tennis center in this community. So we believe that the \$2.25 million will make improvements to the courts, the lighting and the grounds, and hopefully some improvements to the clubhouse, that facility will be deserving of the name the William H. Kerdyk Tennis Center in Coral Gables at the Biltmore in the near future. The next one, Ponce Circle Park, Merrick if you look back at some of his drawings had plans to improve Merrick Park, those never were realized, so we are looking, there are \$4 million allocated to make improvements to the park, the nature and form of which have not been determined. We are considering some options right now that I think could be potentially very exciting, but that's still in the early conceptual stages, hopefully the Commission will decide in what fashion they want to address Ponce Circle Park. We'll have the resources to take that. It's a "gem in the rough" right now, it's an uncut stone and it has the potential to be something of much more significant to the fabric of this community.

President Shalala: Where is the Ponce Circle Park?

City Manager Salerno: It's on Ponce about...

Commissioner Cabrera: Madam President it's called the Fred B. Hartnett Park.

President Shalala: I know where it is.

Commissioner Cabrera: It's named in honor of one of our former Mayors.

City Manager Salerno: The next project is \$400,000 that is allocated for bicycle paths bike lane improvements throughout the City. Can't tell you at this moment where those will be, we'll hire an engineering and consulting firm that will study the best use to get the best "bang for our buck" on that \$400,000....We are looking to spend a million dollars on the installation of decorative, historic streetlights; \$500,000 in City funds and \$500,000 that will be matched by neighborhoods that are interested in partnering with the City in order for them to get historic streetlights put in their neighborhoods. So we'll put in a half a million that's the plan, the concept right now, they can come forth and match that, so they'll pay half the cost and we'll pay half the cost, and the City will maintain those streetlights on an ongoing basis and pay for the electricity going forward. That is the Neighborhood Renaissance Program, that's approximately as I said, in total about \$28 million. The streetscape, Manny getting back to your question, that is about a \$16 million project made up of Miracle Mile from LeJeune to 37th, Douglas Road, William Kerdyk Avenue (laughter), and Giralda from Ponce to Galiano. What may happen and the project has not been....we haven't gone out yet...we are in the process of doing that soon, so the Commission hasn't yet weighed in on the signs. They've seen conceptual plans presented several months ago, but the concept that's being talked now will have bollards as if you are in Europe, and you see those electric bollards that come out of the ground at the intersections that are electric that can close off a street. So the opportunity would be there to close the street to traffic in times by having those bollards raised out of the ground, and that's the concept being looked at on Galiano without actually having curbs, Galiano has curbs there, but the concept there is to consider eliminating technically the curb, so you actually have it all one level which would make it more, if you have the bollards up if one level of surface and making it more pedestrian-friendly than having curbs, then you drop down six inches to the street level, that's the concept right now. That same concept is being looked at in front of City Hall from LeJeune westward along Biltmore Way. There is a stretch there that has been discussed doing the exact same thing, creating the ability the bollards that will rise when its appropriate and keep traffic from going there instead of having put down those wooden horses that we used to have to block traffic, we'll have an aesthetically pleasing and easy to implement system for walking the streets for festivals and other public gatherings. You can tell, we are all associated with the university in some fashion, it's hard to imagine a student, parents don't somehow make it to Miracle Mile when they are coming to university for their tour, whether it's going to dinner or they are coming to main street Coral Gables. Main street Coral Gables, I have yet to come into contact with somebody in this community that says they like the way Miracle Mile looks today, haven't heard one person say they like it, don't change it, perfect the way it is...the purpose there is to make that an experience not only to parents of students, prospective students, but for our residents, so that when family and friends come to visit during the holiday season the place that they'll first say they need to take you to, that they want to take you to, that they want to walk on is Miracle Mile. When that happens that will be the judge of whether or not we were successful, when people say the first place we need to see in Coral Gables is Miracle Mile, that's the judge that I'm using as whether or not we are going to be successful, that should be the test. Again, that's a \$16 million project

that we are working on financing right now, financing is not in place, but the conceptual financing plan has been presented and endorsed by the Commission. Last item that I think would be of interest and appropriate here is – and nobody has seen this yet other than one or two staff members, but the U.S.-1 overpass that has really been a partnership between Joe and his staff, City staff and our lobbying teams to get the funding for this, this is an approximate \$5.7 million project that is funded by the Miami-Dade Transit Authority, this is the first view of the rendering, I just received it and its Mediterranean, that's natural stone on the ends...

Mr. Art Hertz: What's the clearance on that?

City Manager Salerno: The timeframe on that...

Mr. Art Hertz: No, the clearance.

City Manager Salerno: I don't know the clearance; it has to be able to handle any traffic on U.S.-1.

Mr. Art Hertz: That's the state road to the Keys.

City Manager Salerno: Yes.

Mr. Art Hertz: So got to have clearance on it.

City Manager Salerno: That's approximately \$5.7 million and Miami-Dade Transit said they would like to be under construction in the spring of 2013, and again that's a project that went off of the drawing board to on the drawing board with the joint efforts of the University and City working together to impress upon the County, Mayor Gimenez was successful and helpful in making this a reality for all of us here. He took the point of the County Commission to see that the funds were put in place...

President Shalala: I don't think our Trustees know where the location of it is.

Mr. Joe Natoli: It's essentially right in front of the Fridays.

Mr. Art Hertz: What concerns me is that back in the Cuban missile crisis, when all the troops and armament was going down to the Keys, of course that street didn't have enough clearance for that to happen again if you ever move an army down there.

City Manager Salerno: I'll certainly follow up Art, after this to make sure that the design folks are cognizant of this, once in a generation...

Mr. Joe Natoli: There already is one, right?- around 37th Avenue, isn't there?

City Manager Salerno: There is one just south of...it's been there a while, but we'll make sure...

President Shalala: We should point out this is a walking bridge to get our kids across U.S.-1 safely, because that light is a nightmare. We've had two students killed and a number injured over the last decade.

Mr. Joe Natoli: I want to thank Pat and the City for their partnership on this because Miami-Dade Transit initially wanted both of us to kick in significant sum of money, and zip in terms of local funds. They had some federal money and some state money and they were going to look to us to do the rest, and we worked together with the help of then Commissioner Gimenez able to say, hey we are all taxpayers, our constituents are taxpaying paying into the transit, you guys ought to step up...

Mr. Manny Kadre: Where is the money coming for this?

President Shalala: There is federal money, there is state money, transportation money for bridges, and then the County is coming up with the last piece.

Mr. Manny Kadre: So transportation money and the Florida budget and County money in the County budget, and the rest is coming from City, is there any City money?

President Shalala: No, it's Federal, State and County.

Mr. Manny Kadre: So this is going to be a budget item for us to look at?

President Shalala: No.

Mr. Manny Kadre: But it's going to be a budget item that the State in the State budget this coming year?

President Shalala: No.

Mr. Manny Kadre: Or it's already in.

President Shalala: It's already in.

Mr. Rudy Fernandez: It's already in as far as state funding to the County...

City Manager Salerno: They are in design right now, this is a conceptual...

President Shalala: We've had the funds for a while; we've been trying to get the County to up...

Mr. Manny Kadre: I'm just worried about the state cutting the budget everywhere they can...

President Shalala: No, it's a done deal.

Mr. Manny Kadre: Something that could get hacked really easily.

President Shalala: It also takes care of our students who live on the other side of U.S.-1 to walk over, because again part of this overall strategy is to get people to either live on campus or walk to campus or bike to campus. When you think of the great universities in this country everybody doesn't actually live on the campus, but they call it living on the campus because they are in walking distance of the campus. Thank you very much. I don't know whether any of our Trustees have any questions or the Commissioners for us.

Commissioner Anderson: I'd like to say just a very few words. I remember we started together and thanks to your efforts we did the Coral Gables Charrette in 01-02, and then we also did the survey for the seniors in '03, and I want to connect the dots because that happened 7-10 years ago, and now the senior center that is going to be built, and the Charrette gave a blueprint for the streetscape for Miracle Mile, so I wanted to thank you all again for your cooperation on that effort, which actually gave us the information and the body of work that allowed us to build on that, and now it's going to be a reality, and I thank you because I know all of us were personally involved.

President Shalala: You can see the effort that we've made on transportation and we promised that we would do something about the cars and we actually have done it.

Commissioner Cabrera: You know, I wanted to tell you all that one of the things we haven't really touched on today has been the ongoing sensitivity that the University family has shown to our adjacent neighborhoods. There is a great proud university in Coral Gables, it just happens to be smack in the middle of a neighborhood, and over the last ten-plus years of having worked with you and Joe and Janet and Dr. Whitely and the rest of the team. I have to say that each and every time that this Commission, at least my office has reached out to you all with a concern, with an observation you all had been nothing but sensitive to it; and I think the residents that live next to the University have grown to recognize that, and to become part of an extension of the University family, that's very positive, whether it's here in Coral Gables or Stanford or Harvard, wherever it may be, so from that standpoint I'm very grateful. On a personal note, I want to tell you that this year I have thoroughly enjoyed attending the women's soccer games on your campus. I have an 11 year old daughter who was one of the ball girls at one of the games this year and she plays soccer, and I have to say it's a wonderful venue for people to come to. I hope

you'll advertise it some more because the women are very competitive, it's a fun, fun sport to watch, I missed the Florida game, I couldn't get it in, it was wall-to-wall people, but I want to congratulate you.

Mr. Charles Cobb: I bet you know its Cobb Stadium (laughter).

Commissioner Cabrera: There are not enough seats.

Mr. Charles Cobb: And there is a commitment to expand it and my family is going to help do that and press box and more facilities.

Commissioner Cabrera: As long as you put the football games there (laughter).

Mr. Charles Cobb: We had a little surprise for you (laughter).

President Shalala: You know, both soccer and volleyball have sold out, we've had standing room only this year, we hope we are going to have it for women's basketball, and men's basketball as well, but finally the neighborhood, the communication strategy that we've had, the newsletters that go out to the neighbors informing them more about the campus, people are coming to our events, and there is no question, and Coral Gables residents always walk up to me introduce themselves, and we've had very few complaints this year. Pat Whitely jumps on every complaint about sometimes students rent houses as you well know or the parents buy houses, and we jump on every complaint and they'll work with the students, but we've had very few complaints now. We've bought some houses where we put faculty in – Pat?

Ms. Pat Whitely: We actually follow up with the Code Enforcement books call [inaudible name] in my office with any issues, and then we follow up with our New Students Office, and I think it's worked very extremely well, and we also with the attorneys over here we are constantly working with those groups as well making sure they continue to beautify their areas, actually the University has taken over all the landscaping for the attorneys, we charge them back rather than letting them do it themselves, I think that has made a big difference.

President Shalala: Their homemade kind of thing doesn't work, so. I think we'll be very interested in the street lighting project, because as you know the area around the campus, which are public streets are very dark, very dark, and we've had some incidents and I think particularly around the campus some more lighting would actually be quite helpful, particularly some lighting that has some style to it. I think that we'd love to talk about that. Over on Granada near the West Lab School there are areas where people jog around and walk, and those are neighbors that are walking along with our students and faculty and staff, and we'd be very interested in more lighting in that area, it's very dark.

Mr. Charles Cobb: I have a question on the use of our roundabouts. Having lived in Europe where there are a lot of roundabouts, people understand how to navigate roundabouts, and I find in Coral Gables a high percentage of the drivers just literally don't know the rules. Would it be productive to have the Miami Herald or some other communication just give a degree of education to Coral Gables and Greater Miami drivers. Is that just my experience?- or is that everybody's experience?

Mr. Manny Kadre: You mean they are not to suppose to drive right through them? (laughter)

City Manager Salerno: Thank you for the suggestion. I'll talk to our staff about a TV show on Coral Gables Television to address that as well as perhaps talk to our new reporter from the Herald because you are right; I think everybody can use a refresher course.

Mr. Manny Kadre: Mr. Manager just out of curiosity, how many street lights does half a million dollars buy?

City Manager Salerno: I did that math a long time ago when we presented the program, its a few miles.

Mr. Manny Kadre: Really?

City Manager Salerno: Yes. There may be 50 feet to 100 feet off center and we get about 2 miles, not a lot, but again, this is a partnership, it's a neighborhood program, so it's to give those communities that want to do something better for their neighborhood that as Chuck said, the President said, they have a little class associated with them, they are not normal street lights.

Mr. Manny Kadre: These are additional lights, not the replacement of existing lights with more fashionable lights, I assume?

City Manager Salerno: Correct.

Vice Mayor Kerdyk: Joe is staff complying with the administrative response time?

Mr. Joe Natoli: Yes, by and large, I mean, we will always look for faster turnaround on permitting and stuff like that, we are talking to the Manager about that, but I can tell you the Manager is very responsive, I think he and I have built a great relationship; if I really need something I call him, if he needs something he calls me, and we are both very responsive.

President Shalala: You know the challenges that we have donors who want us to put a stick in the ground in six months, that don't understand the permitting process and other things, they are

not writing in detailed timing on our projects, I mean the donors when they give us the money, they actually, they want timelines from us.

Vice Mayor Kerdyk: The UCD Agreement we had specific amount of time that we had to comply or get back to you once you started a building permit for instance or at least had an administrative review that needed to be done, just as long as we are complying with that 30 or 35 day timeline, I'm sure the City Manager will take care of it.

Mr. Joe Natoli: I think that's generally true; we'll always want faster turnaround and the City will always want us to do a better job on whatever we submitted in the first place, and I think we have that kind of relationship now where there is the opportunity to work on both of those.

Vice Mayor Kerdyk: A lot of times we hear complaints not from the University of Miami, but the applicant, and a lot of times it's the architect or the engineers that are putting in the plans that's the issue, from the City's perspective, so it's not always City problems, but we want to make sure that we are doing as much as possible to mitigate the problems.

President Shalala: We appreciate that. When parents bring their kids here they drive around the neighborhood, they want to see if the neighborhood is safe, luckily our Police Chief has his daughter here at the University, so we can always drop that in, but they do drive around the neighborhood to see what the neighborhood looks like, so this neighborhood is very important to us.

Mr. Joe Natoli: The only thing I'll mention is, I know you guys are looking at the bike program, and we too are looking at ways to encourage greater use of bikes, and the company has a different model for universities as they do for municipalities, and so we would very much like to piggyback on what you do because we too are in Coral Gables. So if Coral Gables has a biking program we are clearly an important destination, its advantageous for us to figure out how to be an integral part of what you are doing and to try to do something.

President Shalala: The zip cars have been very successful here on campus for freshmen in particular, cost \$35.00 to register and then, I don't know what it is, \$7.00 an hour or something, includes insurance. How much is it?

Ms. Pat Whitely: Its \$35.00 a month and that's just \$8.00 an hour if you drive on campus.

President Shalala: So that's a bunch a kids rent a car and they are all energy efficient cars, aren't they all?

Ms. Pat Whitely: Yes, Prius.

President Shalala: Priuses basically.

Vice Mayor Kerdyk: Just from my perspective these are very exciting times. I think being so difficult economically to hear these two world class facilities being able to move forward not only drive, but move through a Board in their institution is really great, and I can tell you from my perspective we've never had a better relationship between Town/Gown relationship, and I'm telling you to our staff and to your staff that we were able to move forward.

President Shalala: We appreciate that Commissioner; we think that's also true. We are going to have more fun in the future, I mean, we are still going to be in a very difficult economic situation, we have to watch every dime, but we have to keep improving selectively in a very disciplined manner, and that's what you are helping us obviously to do. Mr. Mayor.

Mayor Cason: Just to reiterate any problems come up let us know any Commissioners, myself, the City Manager, we'll have the absolute best relationship we can have here, a world class University and world class City and I think together we can move forward and make it, keep the quality of life up, keep the property values up, and people wanting to come and live in Coral Gables as students and afterwards and I think we've been successful at that, I think there is a lot more we can do moving forward. One of the things I wanted whether – you envisioned new businesses being created to your genetics research that might come to Coral Gables, I think that would be wonderful to have.

President Shalala: We don't have anything that large yet, our new research park has an incubator set up and the only large business we have is actually a spin-off from the Medical School that needed to go next door, but certainly we would be happy to do – if a business was looking at Coral Gables and you want me to come over, we'll sell, we are happy to sell Coral Gables for you. So anything we can do, we've already offered to the Chamber of Commerce and the Beacon Council talks to us periodically, but whenever we can give you a fight to show them bring them over here, we'd be happy to host people for lunch that are you are trying to seriously attract, anything that we can do to be a part of the economic development strategy of Coral Gables we'd be happy to do, anything to strengthen the tax base will make a difference.

Mayor Cason: We are happy to....to increase the investment to Coral Gables...[inaudible]...other investors...

President Shalala: At Merrick Park?

Mayor Cason: At Ponce.

President Shalala: Ponce. Merrick is interesting – 70 percent of the housing there is occupied by UM students and faculty, that would not survive without mostly rentals, it wouldn't survive without whatever they thought the market was going to be.

Vice Mayor Kerdyk: That's what we are seeing a lot in Coral Gables in the development side of it now, we have all sorts of projects just percolating as far as mixed use projects with residential going up, top and retail downstairs, we are seeing a lot being generated in that location...

Mr. Manny Kadre: Mayor it may be a good idea, I think, I may be the only person on the Board that knows anything about the Agave group. I think it may be a good idea given that they have made such an important stake in Coral Gables, next time they are in town if you are hosting something for them that the President be allowed to host something on campus.

President Shalala: We'd be happy to, we'd be happy to. If we are concluded we'd love to give you a tour of the building, Oh, and we are going to take a picture out in front by Sebastian, we have a big brass Sebastian out there.

[End: 10:53:59 a.m.]