

ORIGINAL

CITY OF CORAL GABLES

BLUE RIBBON COMMITTEE BOARD MEETING

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City Commission Chambers  
405 Biltmore Way  
Coral Gables, Florida 33134  
9:00 a.m. - 10:30 a.m.  
April 11, 2018

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

1 APPEARANCES:

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Members of the board:

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Jessica Brumley

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Tom Norman

Jason Neal

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Charles Danger

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Celeste Walker, Asst. Finance Director for Procurement.  
Stephanie Throckmorton, Asst. City Attorney.

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Also Present: Ed Santamaria, Director of Public Works.

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1 MS. WALKER: It is approximately 9:02 a.m.  
2 The next thing I would do is do the roll call.  
3 Jose Abreu?  
4 Jason Neal?  
5 MR. NEAL: Here.  
6 MS. WALKER: Jessica Brumley?  
7 MS. BRUMLEY: Here.  
8 MS. WALKER: Misha Mladenovic?  
9 Tom Norman?  
10 MR. NORMAN: Here.  
11 MS. WALKER: And Charles Danger?  
12 MR. DANGER: Here.  
13 MS. WALKER: The next thing we have on the  
14 agenda is the approval of the minutes. So if I  
15 could have a motion --  
16 MR. NORMAN: A motion for the approval of  
17 the minutes.  
18 MS. BRUMLEY: I second.  
19 MS. WALKER: Okay. I appreciate all of  
20 you in attendance. I have a couple of  
21 membership changes. One of our members accepted  
22 a job with FEMA in Washington. So he has gone  
23 to Washington. So he is no longer on the  
24 committee. And also, one of our committee  
25 members had a conflict at work. He had a

1 conflict with his time and said he wasn't able  
2 to continue. So we are down to six, and two of  
3 your members are not available today. So we  
4 have the four of you. So we have a quorum. So  
5 we will move forward with the discussion.

6 I did send you some information from the  
7 Commission with regard to their discussion on  
8 some of the topics for this sort of -- the  
9 direction they would like some of your  
10 conversations to go.

11 Did everyone get an opportunity to sort of  
12 review that information and digest what they  
13 wanted to do? I made four attempts of trying to  
14 summarize that information to just put the  
15 discussion in some topic points for you.

16 So with that, I will ask you, how would  
17 you like the discussion to go, like the process?

18 MR. NORMAN: I have one question. What I  
19 still don't understand is what is the work  
20 product that is expected out of the Commission?  
21 Are we expected to yield a final report, a  
22 conclusion of these -- what is it that the  
23 Commission --

24 MS. WALKER: At the last committee meeting  
25 they said they would like a report of your

1 findings. It's a simple memo just indicating  
2 what the City encountered during the storm, what  
3 we could have done better to impact issues, what  
4 the City's -- just sort of an outline of  
5 everything that you have discovered during this  
6 process on how the City performed during the  
7 storm.

8 So, yes, at the conclusion when you  
9 determined you have gathered enough information  
10 or you have heard enough from staff, then you  
11 will make your assessment in memo form or report  
12 form to say: Here's what we discovered, and  
13 this is what we recommend at the end of the  
14 session.

15 MR. DANGER: I went through the  
16 information that you guys sent.

17 MS. WALKER: Our communication?

18 MR. DANGER: Yeah, the communication that  
19 went out and the way you guys put the  
20 communication out. And it's good. There is no  
21 question about it. What I bring back -- what I  
22 said originally in the first meeting, this is  
23 good, as long as you have power, as long as you  
24 have got communication.

25 MS. WALKER: Correct.

1           MR. DANGER: The boots on the ground needs  
2 to happen. That's my point. This is very good  
3 when everybody has communication. I mean, you  
4 can get your everyday communication, your  
5 warnings, your amber alerts, whatever, you know,  
6 but you have got to have communication. And on  
7 top of it, you have a lot of senior citizens,  
8 including myself, that don't take all of these  
9 digital stuff as the most important part of  
10 their life.

11           I was without power for a week or plus,  
12 and my daughter was the last one to get power.  
13 So she got no internet. She got nothing in her  
14 neighborhood.

15           So if you guys can work with something  
16 having more visibility, personnel-wise in the  
17 areas that people can ask questions and feel a  
18 little bit more at ease with the City, I think  
19 it will go a long way. That's what I think.  
20 The rest, I don't have no quarrel whatsoever.

21           I think the information here is fantastic.  
22 You said you have 12,000 users who are connected  
23 to the e-newsletter, or whatever you call this,  
24 the new intelligence. And I read somewhere  
25 there are 12,000 users are connected to it. I

1 wonder if those 12,000 users are residents of  
2 Coral Gables or are 12,000 users county-wide,  
3 because a lot of these people connect to those  
4 things without being residents of the City. I  
5 wonder really how many residents are connected  
6 to this thing. If there is any way to find out,  
7 it would be great.

8 I think somebody said -- I think Pete said  
9 we got 11,000 household stuff with garbage, plus  
10 the commercial property, which is not on the  
11 routes of the garbage trucks. It's  
12 subcontracted to Waste Management.

13 But if we can get a number of how many  
14 citizens are connected to this intelligence  
15 thing, and equate that to the number of  
16 households, that would be a good thing to have  
17 because -- if we get 50 percent, it's a good  
18 number. I mean, a great number. 30 percent is  
19 a good number. 50 is great. But still, you  
20 have 50 percent of people that do not get any  
21 news or don't know where to throw the garbage or  
22 when power is coming back. We know FP&L is  
23 another issue. But, still, comfort level after  
24 a hurricane is very important.

25 MS. WALKER: I will have the

1           communications director follow up with that so  
2           that we can provide the information to you so  
3           that you can have that for your assessment.  
4           Because she did provide an overview of how many  
5           followers we have. If you want the breakdown of  
6           how many of those are actually Coral Gables  
7           residents versus county-wide, that would be  
8           helpful to you, I'll be happy to provide that  
9           information.

10           MS. BRUMLEY: I think she provided a very  
11           thorough presentation to our committee in  
12           regards to what happened in regards to  
13           communication. But I think you were unable to  
14           attend that one. So maybe going back through  
15           those meeting minutes would be helpful.

16           I guess what we're trying to figure out is  
17           what our objectives are in regards to how we are  
18           serving on this committee, and it sounds like  
19           those are the points the Commission wants us to  
20           focus on and take away and come back to them  
21           with opinions and findings regarding that.

22           So maybe what we could do is talk about  
23           the topics that we want to have presented to us  
24           based upon these bullet points over the next ten  
25           or so meetings.



1 MR. NORMAN: I have seen that. Mind if I  
2 take a look?

3 MS. BRUMLEY: No. In reading through the  
4 meeting minutes of the last commissioner's  
5 meeting, I feel like one of the big things that  
6 was discussed was the RFP in regards to debris  
7 pickup. But I understand last time you spoke  
8 about it, it was still out on the street and  
9 there was only so much information that could be  
10 shared with this committee due to the fact it's  
11 an active RFP.

12 So is that something that we could plan  
13 for, given that I think it's about to close or  
14 it did close?

15 MS. WALKER: I'll report to you two  
16 things. Yesterday at the Commission meeting we  
17 actually made a recommendation for the  
18 negotiation and award of sort of what would be  
19 the first phase, the monitoring portion. So  
20 that award is going to Tetra Tech. So we will  
21 be beginning our negotiation strategy and  
22 ultimately finalizing it, executing the contract  
23 for that.

24 But the commission's main focus or point  
25 was made on the debris collection or debris

1 services portion. That particular RFP closed on  
2 April 5th. And we're having our first  
3 evaluation meeting on April 25th. So it's still  
4 technically under the cone of silence.

5 I can tell you that we had eight proposals  
6 respond to the solicitation, which will sort of  
7 meet the goal of us having a sort of triple  
8 redundancy and make sure we have more than one  
9 person in place.

10 So if you would like -- I actually gave  
11 you copies of the actual RFP in your packet for  
12 you to go over maybe the scope of what is  
13 inclusive of that particular contract. But the  
14 evaluation part of that, we're not there because  
15 the evaluation has not taken place in order to  
16 award that contract. So would you like to --

17 MS. BRUMLEY: Yeah, that would be great.

18 MS. WALKER: The eight respondents to the  
19 debris removal services was AshBritt, Inc., ATL  
20 Disaster Recovery, Ceres Environmental Services,  
21 Inc., CrowderGulf Joint Venture, D&J  
22 Enterprises, Inc., DRC Emergency Services, LLC,  
23 Phillips and Jordan, Incorporated, and TFR  
24 Enterprises, Inc. I am not sure if you're  
25 familiar with any of those names.

1 MS. BRUMLEY: I'm not. I'm sorry. Just  
2 to circle back, you said that the intent is to  
3 have three layers of providers so that you have  
4 redundancy --

5 MS. WALKER: Yes, to make sure that we  
6 have the triple redundancy in place, to make  
7 sure we have coverage in case that someone has  
8 overextended themselves capacity-wise or a  
9 failure to perform, to make sure we have  
10 coverage to protect the City, and make sure that  
11 we are able to provide the services that we need  
12 to regarding the contractors.

13 MR. NEAL: Was that solicitation strictly  
14 to qualify or did it include pricing as well?

15 MS. WALKER: Pricing as well. This is  
16 strictly going to an award. So this did not  
17 follow the sort of pre-qualified format. This  
18 is going to be a direct award. So it included  
19 their qualification information and pricing for  
20 us to consider. So it was a whole,  
21 encompassing --

22 MR. NEAL: What is the term of the  
23 contract?

24 MS. WALKER: It is three years with two,  
25 two-year renewals; so a total of seven years.

1 MR. DANGER: After seven years, you put it  
2 out again?

3 MS. WALKER: Correct.

4 MR. DANGER: It's a seven-year cycle?

5 MS. WALKER: Yes, but we will start before  
6 the sixth year to give ourselves a year.

7 MR. DANGER: Now, during that time do they  
8 have to keep you guys informed of any changes in  
9 their company where you monitor them to know  
10 that --

11 MS. WALKER: They have to keep us informed  
12 of any changes. So the RFP and subsequent sort  
13 of agreement or contract that will be written  
14 before that is to make sure that they stay  
15 qualified according to our terms throughout the  
16 term of the contract. So that's keeping us  
17 informed of any changes in key personnel that  
18 they actually submit to us for our  
19 consideration, and as well as any information or  
20 the contractors. So, yes.

21 MR. NEAL: From a timing perspective, you  
22 mentioned April 25th.

23 MS. WALKER: Is the actual evaluation  
24 meeting for that RFP, yes.

25 MR. NEAL: So at some point down the road,

1 an ward would follow. In the interim, are you  
2 still under contract with the --

3 MS. WALKER: With AshBritt, the current  
4 provider, yes.

5 MR. NEAL: So you have a termination for  
6 convenience with that once the new one kicks in?

7 MS. WALKER: We do have a termination date  
8 that's in all of our contracts, but particularly  
9 this contract ends in June. So the term of the  
10 contract is over --

11 MR. NEAL: By then, your new one should be  
12 in place?

13 MS. WALKER: Yes.

14 I'm not sure what other questions you may  
15 have, but I do have Mr. Santamaria here who is  
16 the director of Public Works. And he is here  
17 for a short time. I don't know if you have any  
18 questions that you want to engage him in while  
19 he's able to participate with us until about  
20 9:30, 9:40. I hate to skip around, but I'll be  
21 happy to continue our conversation. I just  
22 don't want to lose his presence in case you have  
23 any questions for him.

24 MR. NORMAN: On this contract, it was a  
25 fair amount of discussion in the minutes that

1 you sent us from the Commission meeting  
2 regarding long gaps between the last contract.  
3 It seems like it was nine or ten years. I am  
4 curious -- even seven years seems like a long  
5 time to me.

6 Why is the term set like that? And what  
7 was the underlying conversation about the  
8 bringing in drivers and trying to bid -- compete  
9 against other municipalities for drivers and  
10 things like that?

11 MS. WALKER: The underlying question with  
12 regard to the length of the contract was that we  
13 actually accessed or piggybacked an existing  
14 contract with someone who was in Pompano Beach.  
15 And we did that back in 2009, 2010. So it was a  
16 long period of time we had that contract in  
17 place.

18 The thought process behind even having the  
19 three and two is, still, you have an option to  
20 engage their performance and get an opportunity  
21 to perform. Plus, it's not that we want to have  
22 a storm every year. So if they have a contract  
23 for a short period of time, they have no time  
24 for them to perform. It's not the best way you  
25 want to go. So we have the renewals in place,

1 so we could renew the actual contract as needed.

2 And throughout the term of the contract we  
3 will be monitoring their compliance to make sure  
4 they have all the licensing or whatever is in  
5 place.

6 So all of that was sort of an issue of  
7 making sure that that vendor was sort of  
8 monitored during that term, which will be  
9 handled differently this time. So that's to  
10 sort of address that.

11 With regard to the trucks and availability  
12 of that, there was some concern because the  
13 County after the storm actually issued a  
14 solicitation or a quote to get pricing for that  
15 particular component of the services. So at  
16 that time when they actually got what you would  
17 call live or real pricing, it sort of raised the  
18 gauge for everyone else.

19 So since they got live pricing that was  
20 higher than what was put in place seven or eight  
21 years ago, it became a matter of competition as  
22 far as maintaining drivers to not leave their  
23 contractor and go to someone that was provided  
24 to the County to get the higher price as far as  
25 the hourly wage was concerned. So that was the

1           problem.

2           I can't say that you have the perfect  
3           idea, but this particular contract -- we do have  
4           the opportunity for them to have price  
5           increases. So as long as it's appropriate and  
6           it is according to the appropriate sort of index  
7           that we would use to make the assessment  
8           according to FEMA -- because we have to do  
9           pricing analysis and cost analysis to make sure  
10          that it's fair and it's competitive as far as  
11          the market is concerned. We did leave an option  
12          for them to actually do price increases or  
13          submit them to us for our consideration.

14          MR. SANTAMARIA: Ed Santamaria, director  
15          of Public Works. What I will add to that is  
16          that the only thing that kept us competing in  
17          the market at that time was the logistics that  
18          we were able to set up with the three management  
19          sites, and the fact that we were able to provide  
20          an efficient operating environment for the folks  
21          that were hauling debris.

22          That meant that even though they may have  
23          been getting more money per truckload at the  
24          County, they were able to deliver more  
25          truckloads to us. So we had a sweeter spot for



1           them to operate in. And that's what basically  
2           kept us competitive and allowed us to maintain  
3           our rates throughout the entire life of the  
4           debris operation.

5           MR. NORMAN: Was the contractor not  
6           responsible for handling that? Or you guys had  
7           a very active role in trying to manage the  
8           resources? Was that not the responsibility of  
9           the contractor?

10          MR. SANTAMARIA: It was, but we looked at  
11          it in the sense that this was a team effort.  
12          Our priority as staff was to work with our  
13          consultants for the debris monitoring to make  
14          sure that we had an operation that got the  
15          debris off the streets as soon as possible.

16          So we were completely committed to that.  
17          We were great partners in the process. Our  
18          consultants and the subs they are working with  
19          were very, very cooperative with us. So that's  
20          why I think we were successful.

21          MS. BRUMLEY: You said you have three  
22          debris staging sites. Is that the same plan  
23          going into this hurricane season, that you have  
24          three? Or have you analyzed that you may need  
25          more?

1 MR. SANTAMARIA: We are looking at more  
2 and more opportunities for debris managing  
3 sites. The more options you have, the better.  
4 But we do have two that worked very, very well  
5 for us. They were on site at the Public Works  
6 facility. It's a two-acre site. We also had  
7 another roughly two-acre site over at the  
8 Country Club Prado, close to 8 Street.

9 Also, last we had a site and we were able  
10 to lease over a span of three days that was very  
11 close to Public Works. So between those three  
12 sites, we were able to run an efficient  
13 operation. We do it always -- because you can  
14 never gauge the nature of the storm. Obviously,  
15 this storm generated for us 350,000 cubic yards  
16 of debris. The next storm may generate less.  
17 The next storm may generate more. You never  
18 know. For us, the more options we have, the  
19 better.

20 MS. BRUMLEY: I think you mentioned this  
21 last time, but to where did you haul the debris?

22 MR. SANTAMARIA: We process it at the  
23 three different management sites. And then for  
24 final disposition, it was reduced by mulching at  
25 our three management sites. And then the final

1 disposition, it went to Waste Management in  
2 Pompano Beach.

3 MR. NORMAN: How long after the storm are  
4 these contract -- is the contracted debris  
5 removal team supposed to be involved in debris  
6 removal? And whose responsibility is it -- I  
7 think normally in these kind of storms, the  
8 first phase is to clear the major arteries,  
9 right? Bird Road, Red Road.

10 Is the City responsible for doing that, or  
11 do you wait until the contract resources come on  
12 board? How does that work?

13 MR. SANTAMARIA: In this particular storm  
14 we started off with crews that were working with  
15 the contract. They were involved in the initial  
16 push in clearing the streets.

17 MR. NORMAN: Are they then on site when a  
18 hurricane warning is given? Is that when these  
19 resources start to stage?

20 MR. SANTAMARIA: That's correct. They're  
21 staged with their own rescue recon. So we hit  
22 the ground running right after the all-clear.  
23 And they will stay for as long as they're  
24 needed. There will be a point in time where  
25 FEMA considers the debris management operation

1 to be concluded in terms of the different  
2 aspects of -- I can tell you that right now we  
3 have just -- last week because of the  
4 complications and the logistics involved in one  
5 particular operation, which was to recover --  
6 remove a couple of palm trees in one of our  
7 water breaks, we still have been working with  
8 our debris management contract to do that.

9 So, finally, I think, you know, in terms  
10 of operations, until we get through the entire  
11 process with reimbursement and all that with  
12 FEMA -- Irma would still be right in front and  
13 center. But I think in terms of the operations,  
14 we are fully done with the debris.

15 MR. NORMAN: What do you call that first  
16 stage where you're going out and clearing the  
17 roadways? You're not removing any debris  
18 really. You are just trying to clear roadways.  
19 What's that stage?

20 MR. SANTAMARIA: Initial push.

21 MR. NORMAN: So in that initial push, were  
22 you hindered from clearing any of these major  
23 roadways by wire entanglement -- utility  
24 entanglements and had to pass on those areas?

25 MS. THROCKMORTON: Sorry to kill the buzz

1 here; but just to stay away from discussions of  
2 entanglements and so far as that can relate to  
3 the FPL lawsuit.

4 MR. NORMAN: Just for my personal opinion,  
5 city residents who I speak to, one of their  
6 primary concerns was the restoration of power  
7 after this storm. So if this committee is going  
8 to be prevented from discussing it, from  
9 investigating it, I think that -- personally, I  
10 feel that like we're very handcuffed in those  
11 things that we can and the information we can  
12 provide back to the Commission.

13 MS. THROCKMORTON: I understand the  
14 concern. I think, from my understanding of the  
15 Commission's last directive, and, Celeste,  
16 correct me if I'm wrong, they want to look at  
17 what you guys recommend based on what happened.  
18 And also, they're looking for best practices and  
19 things like that from your experiences.

20 So assuming we don't have those same  
21 issues going forward, what would your  
22 recommendations be?

23 MR. NORMAN: Then I will make a quick  
24 recommendation here. I am presuming that there  
25 were entanglements and that impeded clearance of

1 maybe roadways. And in those cases, waiting on  
2 FP&L may not be worth it when the City has  
3 access potentially to utility contractors who  
4 also contract with FP&L. I think there is a  
5 possibility for the City -- I think it should  
6 have nothing to do with a pending lawsuit. But  
7 the City should have access to the utility  
8 contractors, just like FP&L does. And you may  
9 want to consider having those contracts in place  
10 just for those relatively few instances where  
11 you do have entanglements. You parachute in  
12 these other contract utilities. You clear that,  
13 clear the roadway. You don't even have to  
14 involve FP&L. You receive reimbursement from  
15 FP&L after the fact.

16 MR. DANGER: Can we cause in a way  
17 around -- in an entanglement of wire and trees  
18 that you guys -- right in front of my house I  
19 saw you guys picking up stuff with live wires,  
20 and I was worried about your employees doing the  
21 work there. And I hope they know what they were  
22 doing in a sense of danger. At least train them  
23 to make sure that they know they are -- what  
24 they can do and what they can't do. I hope they  
25 do receive the training. That's just a side

1 kick.

2 But can we discuss, what is your  
3 communication with FP&L when you see a site that  
4 is entangled with wires? Is there a  
5 communication at that point, or there is no  
6 communication with the power company? I think  
7 that can be discussed.

8 MS. THROCKMORTON: I would say just limit  
9 it to -- we do have contact with FP&L?

10 MR. DANGER: Right.

11 MS. THROCKMORTON: We are in contact with  
12 them throughout the storm.

13 MR. DANGER: What is the procedure when  
14 you reach an entanglement?

15 MR. SANTAMARIA: First of all, I'd like to  
16 speak on the safety question that you raised,  
17 that our crews are trained. They are asked to  
18 maintain safe distances from any conductors.  
19 Because you never know whether they're live or  
20 they are not. It's a hazardous condition.

21 Secondly, yes, we have EOC that is a  
22 regional EOC, which means that we have in the  
23 City's boundaries a place where everyone gets  
24 together, inclusively of FP&L, and the issues  
25 and concerns that arise can be addressed at that

1 moment as a team. I say that the utility's  
2 position of the EOC next to two FP&L  
3 representatives this time around, which is  
4 Charles Knight and Frank Quintero, we work  
5 directly with them in terms of entanglements.

6 MS. THROCKMORTON: And insofar as that  
7 procedure speaks to whose responsibility is  
8 what, that's the sort of discussion we need to  
9 stay away from. But we were in contact with  
10 them.

11 MR. DANGER: Do those people have the  
12 authority to dispatch the crew to go look at the  
13 place? Or they're just there to communicate to  
14 their center, and their center communicates with  
15 their chief crew, and the chief crew  
16 communicates with the people in the street?

17 MR. SANTAMARIA: My understanding is that  
18 that is the case.

19 MR. DANGER: Because that's the same thing  
20 that they use at the County.

21 MR. NORMAN: Can we talk about what the  
22 status of the lawsuit is?

23 MS. THROCKMORTON: There was a motion to  
24 dismiss on Monday that was heard. So we are  
25 waiting on the judge's adjudication.



1           MR. NORMAN: The debris removal sites, I  
2           know that we employed three, and there was an  
3           issue using the southern part, I believe, of  
4           Country Club Prado due to some resident issues.  
5           But, honestly, I think we got lucky in this  
6           storm. Andrew was significantly worse, and  
7           that's not the worse that we could have had.

8           So if we did have a major event, what  
9           other options would you employ? Would you share  
10          that same concern about going to the south part  
11          of the Country Club Prado? Would you employ one  
12          of the golf courses that the City owns to stage  
13          the debris there, process debris there?

14          MR. SANTAMARIA: It's kind of hard to say  
15          at this time. But I would say that if you had a  
16          significant storm event -- I'm not saying that  
17          Irma was or wasn't. But if you had a more  
18          significant storm event, then there would be  
19          considerations that we'd have to pursue. I  
20          can't say which ones they would be.

21          I can tell you that there is some history  
22          behind Country Club Prado. It was after Andrew  
23          I know that debris remained there for months,  
24          and it was commingled debris. So it became an  
25          attraction for vermin, and people described

1           seeing vultures hovering overhead. So it didn't  
2           provide for good livability in the neighborhood.  
3           So that's our big concern with that portion of  
4           the property.

5           That said, the operation that we pursue  
6           today, and I am hoping in the future it would be  
7           the same. That would be my anticipation, that  
8           we would be able just to manage the vegetative  
9           debris, and we would be reducing it on site.  
10          There would be no commingling. The City of  
11          Miami did some commingling in certain areas. So  
12          that delays the removal operations.

13          If that were to be the case, it makes the  
14          presence of debris at a certain site -- I am not  
15          saying which site or which -- or another site.  
16          It would be a little bit more manageable, and it  
17          would be better for the community, in my  
18          opinion. But right now, those are the three  
19          sites. Any other sites, we have to consider  
20          everything. But there are sites that,  
21          obviously, we prefer not to use.

22                 MR. NORMAN: Okay.

23                 MR. NEAL: That one site that you lease,  
24                 you have an option to lease that again this  
25                 year?

1 MR. SANTAMARIA: Yes, we do. Actually, we  
2 have an agreement with the property owner. In  
3 fact, the property owner is selling that  
4 property. We have the right of first refusal as  
5 well.

6 MR. NEAL: Not to commit here, but is the  
7 City actively looking to procure that piece of  
8 property? To me, that seems like it would be  
9 almost critical to have something like that  
10 based on future needs --

11 MR. SANTAMARIA: Right now we're looking  
12 at other ways to increase our footprint for  
13 debris management. And that's one of the  
14 options that would be under consideration.

15 MR. NEAL: And maybe there's a secondary  
16 use for that when it's not being used for storm  
17 debris. I am not sure what that would be, given  
18 where it's located, but maybe it's not just idle  
19 parcel sitting waiting for the next Irma.

20 MR. SANTAMARIA: The idea about that site  
21 is that it's an industrial area. So you can  
22 have operations there essentially 24/7, whereas  
23 our other locations we can't. So it would lend  
24 itself to increasing efficiency in the  
25 operation, as it did this past experience.

1 MR. NEAL: The success, as you mentioned  
2 earlier, in getting contracts at a lower rate  
3 based on their efficiency in and out, that  
4 increases with the ability to operate 24/7 and  
5 disposal facilities in a large event. Also,  
6 you're open 24/7. So you're running your trucks  
7 at night, and there's less traffic, less lines.  
8 You're in and out quicker.

9 MR. SANTAMARIA: What we did this  
10 go-around in terms of the operations, late  
11 operations at that site was just processing. We  
12 didn't have any vehicles late at night.

13 MR. NEAL: But the potential would exist  
14 in the future in a larger storm to run 24/7. I  
15 saw the lines at the disposal facilities, and  
16 they got long. They got very long at certain  
17 times. So decisions are made when there's no  
18 volume to keep them open 24/7. And that's a  
19 huge relief. So great.

20 MR. DANGER: Is there any discussion going  
21 on with the County at this time for next  
22 hurricane season for garbage disposal?

23 MR. SANTAMARIA: I'm sorry. I didn't  
24 understand.

25 MR. DANGER: Is there any discussion going

1 on and one of the topics is availability of the  
2 County's disposal facilities? Is there any  
3 discussion -- because the first meeting that we  
4 had there was no communication with the County  
5 to throw the disposal of the garbage. Is there  
6 any ongoing communication with the County to  
7 discuss that issue for the next hurricane  
8 season?

9 MR. SANTAMARIA: We have been conversing  
10 with the County to see what options we may have  
11 in terms of other sites than Waste Management's  
12 Pompano facility for the reduced material, and  
13 also for C&E, which we use the county's south  
14 facility for.

15 In terms of garbage, we're analyzing our  
16 options with the County just globally for us for  
17 our office sanitation operations. And that is  
18 one component that we are discussing with them.

19 That was one of the things that kind of  
20 provided a complication for us, as you noted;  
21 our ability to be able to dispose of material  
22 with the County. Some of them seem to go to  
23 Pompano.

24 So we are engaged with the County. I know  
25 right now the County is having their internal

1 planning, and, actually, external planning as  
2 well with other municipal entities in terms of  
3 the debris ahead of hurricane season. So there  
4 are ongoing discussions at this time.

5 MS. BRUMLEY: With the vendors that will  
6 be selected, the three vendors for debris  
7 clearance, are they issued pre storm any sort of  
8 map of the City that says: These are our  
9 priority roadways that need to be cleared first?  
10 These are our main thoroughfares that will  
11 impact the most residents?

12 MR. SANTAMARIA: Yes. There is a plan in  
13 place. And I have to note that this involves  
14 several agencies. DOT clears their roads. The  
15 County clears their roads. We have some DOT and  
16 county right-of-ways. We focus on city roads.

17 If there is a critical issue and we happen  
18 upon it on another jurisdictional road, we will  
19 address it. We have to. It's incumbent upon us  
20 for public safety.

21 That said, there is a plan that we follow.  
22 Remember, the folks that are the contractors,  
23 that are embedded with the rescue recon crews  
24 that engage in that first push are working with  
25 our emergency response folks. So they are

1 following that plan on that.

2 MR. DANGER: Any willingness to discuss  
3 underground utilities?

4 MR. SANTAMARIA: Yes, there is --

5 MS. THROCKMORTON: I'm sorry. What was  
6 the question?

7 MR. DANGER: The concept is underground  
8 utilities.

9 MS. THROCKMORTON: Yeah, that's fine.

10 MR. DANGER: The concept of underground.

11 MR. SANTAMARIA: That's one of the things  
12 that we are looking at. We have obviously  
13 engaged a consultant to do a preliminary  
14 analysis. In fact, there was a presentation  
15 before the Commission, I think, going back a  
16 number of months. There is a discussion -- I  
17 know it's on my agenda to work with Peter  
18 Iglesias on that. The issue is it's an  
19 incredible cost.

20 MR. DANGER: That's my point. Is anybody  
21 really looking at putting a cost together  
22 instead of just throwing numbers out there,  
23 millions of dollars? Anybody can say it cost  
24 100 million dollars. But is there really  
25 somebody to put, you know --

1 MR. SANTAMARIA: Right now the number  
2 that's out there I believe is about 250 million  
3 dollars.

4 MR. DANGER: But I can throw a number.

5 MR. SANTAMARIA: It's based on the  
6 consultant's experience with another  
7 municipality that undergrounds their facilities,  
8 smaller obviously.

9 MR. NORMAN: Can you mention what  
10 municipality that was?

11 MR. SANTAMARIA: I believe it's Golden  
12 Beach.

13 MR. NORMAN: Golden Beach?

14 MR. SANTAMARIA: Yes, sir. That's what  
15 that number is based on. It's based on, if I am  
16 not mistaken, \$20,000 per household. That was  
17 the number that they came up with in the  
18 information.

19 MR. DANGER: Golden Beach is a little bit  
20 different than Coral Gables. We're higher. Our  
21 underground is dryer than Golden Beach. So, you  
22 know, it's hard to go by numbers that are  
23 thrown. I think that it would be a good  
24 thing -- I am not talking about the City doing  
25 it, an effort to really get a concrete number



1 and see what we can do about it. Maybe a part  
2 of the City, maybe a quarter of the City. Maybe  
3 do it by part. Put something concrete so that  
4 the commissioners and the mayor can look at it  
5 and make a decision.

6 I think there is a will. I think there  
7 is -- I think people will look -- the cities  
8 will look a little bit more towards supporting  
9 something like this if they really know what is  
10 at stake.

11 Last hurricane was a lesson to a lot of  
12 people for a long time. Your communities that  
13 make sure -- there's a lot of different of type  
14 people. There are elderly, young. The young  
15 can withstand the heat, elderly cannot.

16 So I am just thinking that maybe we can  
17 work on a concrete number and let's say: Is it  
18 doable? Is it not doable? Can we do it in 20  
19 years? Can we do it in ten years, whatever, but  
20 get a concrete number. That's my concern.

21 MR. SANTAMARIA: We're in agreement with  
22 that, Mr. Danger. I can tell you that the  
23 reason we had that presentation before the  
24 Commission is because that is the thinking of  
25 the Commission, and it's also our thinking, too,

1 that this merits analysis. I just pointed it  
2 out to you, but it's very preliminary what we  
3 have done. But we are working towards getting a  
4 more concrete number and a plan to implement,  
5 because this would take years.

6 MR. NORMAN: Was Golden Beach, do you know  
7 when they underground their utilities, if they  
8 were -- the majority of the distribution of  
9 Coral Gables is in the back of people's  
10 property, which adds a lot of complexity when  
11 you consider underground. Was Golden Beach the  
12 same situation, or were they different?

13 MS. THROCKMORTON: I don't recall. There  
14 was a presentation made by the consultant which  
15 included photos of the -- I don't know what the  
16 term is, the little boxes and stuff that they  
17 have.

18 MR. NORMAN: The transformers.

19 MS. THROCKMORTON: The transformers and  
20 how they had them disguised. I think some were  
21 in the front, if I recall from the photos. We  
22 can work with Celeste to make sure you guys get  
23 a copy of that presentation or I can send you  
24 the link to when that Commission meeting was so  
25 that you can see that presentation. I will

1 check now what date it was.

2 MR. NORMAN: So I think, intuitively, we  
3 would presume that putting the overhead  
4 facilities underground reduces their  
5 vulnerability to wind damage, but it also makes  
6 them susceptible to water incursion. And  
7 certainly if they were underground, access  
8 becomes an issue. Coming in, routing fiber  
9 internet becomes more complicated. Right now a  
10 one-man crew can come and run fiber internet off  
11 the rear of the property. So they wouldn't  
12 necessarily be able to do that.

13 If we were to underground that, how do we  
14 weigh the benefits against these perceived  
15 enormous costs?

16 MR. SANTAMARIA: That's something that has  
17 to be analyzed, and that's the purpose of our  
18 study.

19 MR. NORMAN: So the study is not just to  
20 determine what the cost is? It's also to  
21 determine what the benefit would be as well?

22 MR. SANTAMARIA: Correct. Obviously, when  
23 we're talking about underground facilities as  
24 opposed to overhead, it complicates restoration  
25 and repairs, as you noted.

1           So the question is, does it enhance  
2           reliability that much, given the cost in terms  
3           of the exposure to complicated repairs and  
4           restorations in the future? And that's part of  
5           the analysis, absolutely.

6           MR. NORMAN: So along the same lines --  
7           and I might go to the place where the City  
8           Attorney won't allow me to go, but the whole  
9           point here is vulnerability and trying to reduce  
10          the vulnerability. So, certainly, there are  
11          other things that could be done, even with our  
12          current infrastructure, to reduce the  
13          vulnerability.

14          More frequent line cleaners potentially,  
15          hardening, which I understand the power company  
16          is involved in. Do we know how much of our  
17          utilities in the Gables have been hardened, what  
18          the plan is for that? Are we coordinating with  
19          FP&L to make sure they're on track with those  
20          kind of activities?

21          MS. THROCKMORTON: Yeah. We can take the  
22          question, but I am going to ask the director not  
23          to respond about those exact issues because --

24          MR. NORMAN: It's possible then for the  
25          City Attorney's Office to come back with

1 responses to that?

2 MS. THROCKMORTON: Sure. Sure. When this  
3 lawsuit is resolved in whichever way it will be  
4 resolved, we can get you more answers as that  
5 gets going and try to find the underlying  
6 details for you on that. I think that would be  
7 easier for you to see they consented on the cost  
8 at Golden Beach, the pitfall that you mentioned  
9 about sea level rise, the incursion from water,  
10 the look of the transformers themselves, which  
11 is important as well. So we'll get you those  
12 details on that. That was where those initial  
13 costs that the director mentioned came from.

14 MR. NORMAN: I do believe that would  
15 certainly be very a long-term project, and there  
16 are short-term things that can be done before  
17 that. I'd like to be able to have that  
18 discussion with somebody, if we could.

19 So if I could stay on this vulnerability  
20 discussion, in roadway clearance, do the City --  
21 do you go out and assess certain roadways for  
22 vulnerability? Like do you go down Bird Road --  
23 some streets you see ficus trees, which I think  
24 seem to be the one that topple most frequently  
25 during a hurricane. Do you assess that

1 pre-hurricane season, or do we have actively  
2 projects to go in and try to mitigate that  
3 vulnerability before storms?

4 MR. SANTAMARIA: We do. We have a tree  
5 trimming program that looks at the 6,000 trees  
6 on an annual basis, and it reduces -- it  
7 mitigates some of the risks associated with  
8 trees.

9 The particular species of ficus, ficus  
10 faniatana that was involved in all of these  
11 mishaps, primarily is a species that we'll no  
12 longer be planting in the right-of-way. And  
13 they are on a different trimming schedule than  
14 your standard oak tree. We treat them more  
15 aggressively because of our experience with that  
16 particular tree.

17 So, yes, we do have a plan in place that  
18 assesses right-of-way conditions, and addresses  
19 them to the extent of the tree trimming and what  
20 not, and addresses them as best as possible  
21 ahead of the storm. It also assesses where the  
22 risks are and where our vulnerabilities are.

23 We do have a program, for example, that it  
24 has every tree in the public right-of-way on a  
25 geographic traffic information, a database. It

1 tells us when we last trimmed it. It describes  
2 the species. So we have awareness.

3 MR. NORMAN: Did you learn anything from  
4 this storm that makes you think certain areas  
5 are more vulnerable?

6 MR. SANTAMARIA: Yes. We have found that  
7 the locations where those large ficus trees were  
8 very, very vulnerable, and they caused us a lot  
9 of heart burn. I think there were about 70  
10 locations that we had to deal with. And those  
11 were -- those took us the longest time to  
12 address.

13 Just we had a tree that went down in front  
14 of the youth center that took us two and a half,  
15 three days to clear. Actually, it was partially  
16 on the youth center.

17 MR. NORMAN: Okay.

18 MR. DANGER: Does the League of Cities  
19 still exist?

20 MR. SANTAMARIA: Yes.

21 MR. DANGER: Are you guys discussing as  
22 municipalities every year -- do you have a  
23 formal hurricane preparedness or that doesn't --

24 MR. SANTAMARIA: I am not aware of any  
25 such discussions happening at the League of

1 Cities. That's not to say it's not planned. I  
2 haven't heard from Rich Cooper, who is the  
3 executive director. I would inquire with him  
4 because I think it would be a great exercise.

5 MR. DANGER: I think it would be a good  
6 thing if everybody talks before hurricane  
7 season. Because it could be -- somebody might  
8 have a good point or a good idea. That's what  
9 those organizations are supposed to do. But  
10 sometimes they go and discuss other things.

11 MR. NEAL: The League of Cities does have  
12 a Best Practices Conferences every year.  
13 Specifically, it's in October. I'm pretty sure  
14 they're going to have one again this year. That  
15 could very well be a good break-out topic that  
16 would involve all the cities. They usually have  
17 it at the Hilton.

18 MR. DANGER: That's something that I think  
19 we should coordinate.

20 MR. NORMAN: What time of year is that  
21 done?

22 MR. NEAL: It's usually October.

23 MR. NORMAN: So then was one held after  
24 this storm, do you know?

25 MR. SANTAMARIA: It was, and I attended.



1 MR. NEAL: I don't think they had the  
2 storm on the agenda at that point because they  
3 set the agenda well before Irma hit. So now I  
4 think hurricanes are first and foremost in our  
5 minds after our recent experience after the  
6 years of complacency. So I think there may be a  
7 more receptive audience this year.

8 MR. NORMAN: Along the lines of  
9 determining best practices -- and this storm was  
10 pretty expansive, right? Virtually every county  
11 was hit in Florida and Georgia.

12 How do you guys go out and find out who  
13 might done a better -- who had a similar impact  
14 in terms of debris removal? Have you guys had  
15 discussions with those cities or municipalities,  
16 even outside the South Florida area, to find out  
17 what they might have done better or different?  
18 Who knows, we might have done the best.

19 MR. SANTAMARIA: We haven't as of yet. I  
20 think that's one of the reasons this panel was  
21 paneled, to perhaps give suggestions along those  
22 lines.

23 I can tell you that in terms of Dade  
24 County, Broward County, Palm Beach County, I can  
25 tell you that the City concluded their debris

1 management operations a lot quicker than most  
2 other folks did.

3 And when you talk about best practices,  
4 and reflecting on my experience with Irma, the  
5 fact that we had a very good team put together  
6 and, top to bottom, that team opted to be  
7 extremely responsive. We almost approached this  
8 as a private sector issue, and we streamlined  
9 processes. We were very, very aggressive in  
10 terms of bringing resources together, leasing a  
11 property, and we spent three days -- over a  
12 weekend with the City Attorney's Office, who was  
13 tremendously helpful during that time.

14 So that's not to say there are other folks  
15 out there that may have handled it better.  
16 You're right in noting this storm had a  
17 tremendous impact throughout the state, which  
18 put a lot of burden on the available resources.  
19 Let's not forget also that we had stuff  
20 happening in Texas the previous month, which  
21 regionally drew resources over there.

22 This storm was very interesting. It kind  
23 of lingered for a couple of days. Storms  
24 usually cut across the state. They don't kind  
25 of loiter in the area for a couple of days,

1           which was a very pleasant experience in the  
2           Emergency Operation Center, us spending a night  
3           or two there.

4           But their response was something that we  
5           take pride in because it was basically  
6           team-driven. This is what I can tell you. With  
7           my experience, the reason that Irma to us was  
8           something that we can look back on as a great  
9           learning experience and an incredible test that  
10          we can also say that we had some success with  
11          was the fact that we had a good team in place, a  
12          very good team.

13          MR. DANGER: That brings a good point.  
14          What did we learn that we can do different? Are  
15          you guys putting out a list of things that you  
16          will do different in the next storm to prove --  
17          because it's true, I agree with you what you  
18          just said. It's no question about it. But I am  
19          saying, you always learn. Are you guys working  
20          on the learning curve before this hurricane  
21          season?

22          MR. SANTAMARIA: Sure. We have lessons  
23          learned, and we are now having a discussion  
24          about our plan for the coming season and  
25          implementing it, and these lessons learned are

1 being integrated.

2 MS. THROCKMORTON: Just to piggy-back on  
3 that, we are currently going through an internal  
4 review of our emergency management procedures,  
5 and each department is doing that. We have an  
6 emergency management officer who is working with  
7 each department to go through our five days  
8 before, three days before, two days before,  
9 procedures that we had in place prior to this  
10 storm, and reviewing them, reflecting on what  
11 happened during Irma. So we are internally  
12 doing that right now. We're looking at all our  
13 emergency management procedures for each  
14 department.

15 MR. DANGER: Your center of operation  
16 right now is not a very good place to reside.  
17 Let's put it that way. I am being nice about  
18 it. The Public Safety Building, which is an  
19 issue, that won't be ready for next hurricane  
20 season. We'd be lucky if it's ready for the  
21 next one, right?

22 MS. WALKER: Yes.

23 MR. DANGER: So you're a little bit  
24 handicapped in your operations, crossing your  
25 fingers that that building will be there with

1 you guys inside, heaven forbid.

2 I know it's stupid what I'm going to ask.  
3 Is there any way to push that Public Safety  
4 Building a little bit faster?

5 MR. SANTAMARIA: We have a very pressured  
6 schedule already.

7 MR. DANGER: I understand. I was involved  
8 in the procurement of that thing. I said it was  
9 a stupid question, but at least if something can  
10 be said -- because you guys need that building.  
11 You needed it years ago. See what you can do to  
12 make that contractor faster or the process  
13 faster. Where is it right now? You haven't  
14 broke ground yet, right?

15 MR. SANTAMARIA: Right now we're in  
16 design. We're in design, and we are far along  
17 in design to the extent that I think that we're  
18 on target to start construction on schedule in  
19 September of this year.

20 MR. DANGER: It's about a year and a half  
21 or something, right?

22 MR. SANTAMARIA: I think the schedule is  
23 around 20 months for construction.

24 MR. NORMAN: Where is this going to be  
25 located, the new facility?

1 MR. SANTAMARIA: It's right on Salzedo  
2 and --

3 MR. NORMAN: The land is already cleared?

4 MR. SANTAMARIA: Yes. It's land that we  
5 have acquired, and right now we're in the design  
6 process, very far along in the design process.  
7 We do have a construction manager that is  
8 involved. We do have an excellent consultant,  
9 by the way, a lot of experience in public safety  
10 buildings. And, again, I believe we have a very  
11 solid team.

12 The drawings, as a matter of fact, I saw  
13 on that table right around there last week  
14 because it went to the Board of Architects, and  
15 the Board of Architects approved it.

16 MS. BRUMLEY: Is it possible for us to get  
17 a copy of the current schedule, as well as a  
18 copy of the programming document that outlines  
19 the scope of what's going to be within the  
20 facility?

21 MR. SANTAMARIA: Sure.

22 MR. NORMAN: Between now and then, the  
23 Emergency Operation Center still remains in the  
24 basement of the police fire station?

25 MR. SANTAMARIA: It's on the fourth floor.

1 It used to be in the basement. Now it's on the  
2 fourth floor.

3 MR. NORMAN: Back in Andrew I had spent  
4 many nights in that basement. As I recall, it  
5 was designed as a bomb shelter at one point.  
6 The reason I ask that question is, how much risk  
7 is there in using that facility for the next  
8 couple of years?

9 Are you concerned about it blowing down in  
10 a category five hurricane? Or is it more a  
11 matter of comfort -- not comfort, it can  
12 accommodate all the people you need to have  
13 there?

14 MR. SANTAMARIA: The issue with that  
15 building is that from -- and I've been told.  
16 It's not my experience because I have only been  
17 here for about a year and a half. The envelope  
18 of that building has had issues from the day  
19 that it was occupied. That had some structural  
20 issues with one of the decks in the parking  
21 garage that don't allow us to place fire  
22 apparatus on it because we're afraid that it  
23 might punch through into the basement.

24 So when you combine all of those factors,  
25 you have some structural issues, it's something

1 of a concern. The reason I believe that the EOC  
2 was moved upstairs is because we had a lot of  
3 water intrusion into that space, the basement  
4 space.

5 MR. DANGER: That building was built in  
6 the 70s, I think, and that's when most of the  
7 bad buildings were built in Dade County. So  
8 there is a concern. I am not saying it's a bad  
9 building, but I am saying it's not the building  
10 for you guys to be there.

11 MR. SANTAMARIA: I agree. I had a plan  
12 when I was in the building, which was to keep my  
13 eyes on Peter Iglesias. If I saw the back of  
14 Peter Iglesias, it's where I was going.

15 But it is something that's a concern for  
16 us, and we are doing the best we can to  
17 accelerate the delivery of the new Public Safety  
18 Building. We have a project manager that's  
19 committed solely to that. And we have regular  
20 meetings to make sure that we are on schedule,  
21 and, as of now, we remain on schedule.

22 MR. NORMAN: I don't know if this is  
23 within your realm now, in terms of emergency  
24 preparedness. So I understand that the  
25 Assistant City Manager runs a program. There is



1 routine meetings held there in preparation of  
2 the storm.

3 Does he, though, separately or other staff  
4 members attend any national conferences on  
5 emergency preparedness? How do we learn what to  
6 do here? Are there opportunities for us to find  
7 out from others in the nation?

8 MR. SANTAMARIA: We have training programs  
9 in place in the organization. Everyone that  
10 takes any kind of role in the EOC is trained and  
11 certified.

12 MR. NORMAN: Here locally?

13 MR. SANTAMARIA: Here locally.  
14 Nationally, I am not aware of anyone attending  
15 an emergency preparedness seminar, but then,  
16 again, that's not my -- I do public safety,  
17 first response.

18 MS. WALKER: Mr. Norman, I can check with  
19 the director and have a good answer for that. I  
20 will follow up with him so that he can give some  
21 information with regard to some national, global  
22 training that the staff receives.

23 MR. NORMAN: From perspective, it's more  
24 about best practices. If we can find out, maybe  
25 with the League of Cities and maybe our other

1 municipalities here locally, maybe what they  
2 did -- and certainly, that's probably the best  
3 source of information.

4 But when you look nationally, maybe places  
5 that were impacted more severely than we did or  
6 impacted in another way than we were, there  
7 might be some opportunities to learn from that.  
8 I am just curious. I don't even know if there  
9 is such a conference. But if there is, how do  
10 we avail ourselves of that?

11 MR. DANGER: There were. I remember years  
12 ago there were national conferences of hurricane  
13 preparedness. I remember going to one in  
14 Houston, of all places, years ago. I am pretty  
15 sure there still are.

16 Now, how efficient they are or the type of  
17 people that go -- sometimes the mayor players  
18 don't go. They'll send -- I personally think  
19 that if we can coordinate something -- if we are  
20 able to coordinate something locally, talking  
21 about Dade, Broward and Monroe -- Monroe is a  
22 mess here. If you go up there, you'll still see  
23 Monroe is still a mess; not utility-wise.

24 Utility-wise, the power is running. The water  
25 is running, but the infrastructure is completely

1 destroyed.

2 And we had hurricane season right now.  
3 But if we can coordinate -- I feel like a lack  
4 of local adhesiveness -- it's a little bit of  
5 missing glue in trying to put everybody together  
6 here. We need to cross turf lines and get a  
7 little bit more of the local environment here  
8 that we all are on the same page. I feel like  
9 we are not. That's my feeling. It's just a gut  
10 feeling.

11 That's the way I feel. I think Coral  
12 Gables is doing a great job. We can improve, of  
13 course. That's what we are here for. But I  
14 think that we need to coordinate things a little  
15 bit better locally. I feel there is a lack of  
16 coordination. That's just a feeling.

17 MR. SANTAMARIA: Those are very good  
18 points. And I do think that the opportunities  
19 to acquire learning and new training and to see  
20 how other folks are doing better is great.

21 I can tell you we submitted to present in  
22 a conference in West Palm Beach sometime in  
23 September to the American Planning Association.  
24 We submitted to make a presentation. One of the  
25 topics was storm debris management. We

1 submitted to present in that conference what we  
2 did we here locally in terms of debris  
3 management. So that would be an opportunity to  
4 have a dialogue with externals.

5 I think it would be a very, very valuable  
6 point. There is a certain synergy that you can  
7 gain and some experience you can acquire from  
8 others by just by talking to them.

9 MR. NEAL: There might be one other  
10 opportunity also with the Florida League of  
11 Cities. They have their annual conference in  
12 August, and this year it happens to be in  
13 Hollywood at the Diplomat. I am not familiar  
14 with their agenda for what's on their  
15 conference. But it would not surprise me at all  
16 if they have something on hurricane  
17 preparedness, given what we had here last year.

18 So that's coming up in the near future  
19 here. We can check with their local Miami-Dade  
20 League of Cities to see if they have knowledge  
21 as to what's being planned there.

22 MR. SANTAMARIA: I can definitely reach  
23 out.

24 MR. NORMAN: One of the points I think  
25 that came out of the Commission meeting was

1 CCTV. Can we get some background on CCTV and  
2 why that came up in the Commission meeting? We  
3 haven't had any discussions on that at all  
4 leading up to this.

5 MS. WALKER: Again --

6 MR. NORMAN: Is that the communications  
7 director?

8 MS. WALKER: Yes.

9 MR. NORMAN: Maybe in addition to that,  
10 has the communication director put out any type  
11 of surveys to find out from a broad base from  
12 our citizens what they feel we should have done  
13 differently in the City? Do we know whether  
14 that's happened here or --

15 MS. WALKER: I know during the last  
16 presentation she did say they did a survey or  
17 outreach with regard to the citizens in the  
18 community. But getting specific to the results  
19 of that, I can't -- she did a thorough, detailed  
20 presentation, but I know it was a lot of  
21 information. So I will have her follow up with  
22 regard to your question to the specific issue  
23 with the CCTV and the survey of the citizens of  
24 the community.

25 I guess are you making reference to what

1 they would have liked to have seen or --

2 MR. NORMAN: What's most important to the  
3 citizens.

4 MS. THROCKMORTON: Just to clarify, the  
5 information you're interested was on our  
6 closed-circuit television, which goes to the  
7 police rather than the Coral Gables television,  
8 which is the director of communications?

9 MR. NORMAN: Right.

10 MS. THROCKMORTON: So the CCTV program is  
11 one that the public safety director and the  
12 chief of police have been working on, expanding  
13 our cameras throughout the City and important  
14 locations, whether it be Miracle Mile, looking  
15 at those from a public safety standpoint.

16 I think their concern and what they were  
17 asking you all for some help was, what do we do  
18 to keep those cameras up and running during the  
19 storm? Do we want to keep them up and running?  
20 Do we need to take them down? They are  
21 expensive equipment.

22 I think the suggestion was sort of looking  
23 at that. How can we utilize the CCTV program to  
24 say we can see there's a big tree down or  
25 something like that.

1 MR. NORMAN: What is the CCTV program  
2 here? Is it continuously monitored? Could we  
3 get some information on that?

4 Is the information to harden it so they  
5 can survive?

6 MS. BRUMLEY: It's the basic questions of:  
7 What's visible from the EOC, how the cameras  
8 were up during the storm? How many did we lose,  
9 that type of thing.

10 MS. THROCKMORTON: I believe the director  
11 mentioned before that we were sort of in the  
12 process of installing and working on cameras  
13 when Hurricane Irma came. So I don't think we  
14 were at full capacity. We didn't have all our  
15 cameras up then. So I am sure someone from the  
16 CIS or CIC, some acronym, can come speak about  
17 where the cameras are and how they monitor.

18 MS. BRUMLEY: That would be great. Thank  
19 you.

20 MR. SANTAMARIA: Members of the board, I  
21 am sorry, but I have to go.

22 MS. BRUMLEY: Thank you.

23 MR. DANGER: Thank you for coming.

24 MR. NORMAN: The availability of the  
25 City's disposal facilities, that's probably a

1 conversation --

2 MS. WALKER: It's probably a conversation  
3 for the Director of Public Works. I do know  
4 that Assistant City Manager Iglesias sent some  
5 notes from Public Works saying they were in  
6 conversations with the City about that  
7 specifically.

8 I don't know if the City Attorney's Office  
9 was involved. The conversations is -- really  
10 the County is making sure the disposal  
11 facilities are available to us.

12 MS. THROCKMORTON: As the director  
13 mentioned, we are looking at that site next to  
14 them as we go forward into this hurricane season  
15 as to what our site --

16 MR. NORMAN: I think I asked in our prior  
17 meeting what the bottleneck was in debris  
18 removal. It sounded like the bottleneck was we  
19 didn't have a local facility to receive it. So  
20 it was just stacking up in our facility.

21 So the question is: How do we make sure  
22 that doesn't happen again? Is that something  
23 you contract with the County? I don't know  
24 maybe if Mr. Danger knows something about this.  
25 But do you contract with the County to have that



1 ability to take debris off landfill? How does  
2 that work out?

3 MS. WALKER: I believe that you do have to  
4 contract with them. Like I said, the problem  
5 with the bottleneck was at the time the storm  
6 happened, I believe they closed their facilities  
7 from accepting debris from other municipalities.  
8 And that is why we utilized Waste Management in  
9 Pompano Beach, which, again, was the issue of  
10 traveling such a distance to be able to remove  
11 the debris.

12 Again, there were ongoing conversations  
13 that we're going to have with the County to make  
14 sure that that doesn't happen moving forward or  
15 what we do to alleviate that. I will have the  
16 Public Works director or someone from staff be  
17 able to give us information with regard to that.

18 Now, again, you have to forgive -- the  
19 summary of what they discussed from the last  
20 meeting, that was sort of to try to summarize  
21 the objectives that they state. A lot of this  
22 is, of course, information we don't have today  
23 for discussions that we sort of have -- sort of  
24 tell you what you would like to see with regard  
25 to the next meeting, whether you want them to be

1 presentations or you actually want the  
2 information prior to your next session.

3 So I will need some sort of guidance from  
4 you on how you would sort of like that whole  
5 process to be facilitated.

6 MS. BRUMLEY: I think for me, I would love  
7 a presentation on the CCTV and the EOC and  
8 public safety. I don't know how the other  
9 committee members --

10 MR. DANGER: I also would like the  
11 communication director, if he can say about  
12 survey, you know, what you guys did after the  
13 storm. You mentioned a survey. Because Tom  
14 asked a question about, what did we learn or  
15 what's the beef with the people and all that  
16 kind of stuff. Maybe she can tell us what her  
17 plans are -- is it female or male?

18 MS. THROCKMORTON: Female.

19 MR. DANGER: If she can say what is her  
20 plan for next time, what she got in her magic  
21 bag.

22 MS. WALKER: Okay.

23 MR. DANGER: Along those same lines, I  
24 think Charley mentioned earlier, if we don't  
25 have power, if we don't have cell phones, how do

1 we handle communication?

2 I think we need to know what is the  
3 plan -- which we should have in place now, in  
4 this hurricane season. What is the plan for  
5 getting communications out when those basic  
6 utilities are not available?

7 MS. THROCKMORTON: I believe the City  
8 Manager mentioned before the possibility or use  
9 of the local radio station. So those, like,  
10 emergency crank radios still access the hourly  
11 updates, or something like that. I believe  
12 that's what we discussed with the University of  
13 Miami.

14 MR. NORMAN: I am personally just thinking  
15 more people getting out and walking the streets.  
16 Say you have an army of volunteers available in  
17 the event of a hurricane who were kind of  
18 briefed on some of these topics and can get out  
19 and walk the streets and pass this information  
20 out.

21 MR. DANGER: You got the Crime Watch  
22 Program that you have captains in different  
23 neighborhoods. You can maybe communicate with  
24 them, and they can be the head person of that  
25 group there and keep people informed; I think

1 something like that.

2 If you guys can gather all of that  
3 information and give it to us, we can start  
4 putting things together and get the  
5 recommendation that the Commission is looking at  
6 from us, and maybe we can get this thing moving.

7 MS. BRUMLEY: What about the underground  
8 utilities? Do we want to get the link to the  
9 presentation and then have our questions  
10 forwarded to you, and then maybe have somebody  
11 come speak to us about that?

12 MS. WALKER: Is that how you'd like to  
13 handle that?

14 MS. THROCKMORTON: The clerk's office  
15 should have the video for the --

16 MR. NORMAN: I don't know that we need to  
17 hear a presentation on it.

18 MS. WALKER: You'd just like to have the  
19 information?

20 MR. NORMAN: Yes.

21 MS. WALKER: I do know we're going to get  
22 you the information on the Public Safety  
23 Building. Because you asked about the timeline,  
24 the scope and design of the facility. So that's  
25 information I'll need to provide you in advance.

1 So if you have any questions, then, of course,  
2 that comes up during the meeting. But you can  
3 decide if you want a presentation on the Public  
4 Safety Building. You can let me know if that's  
5 how you want to proceed based on information you  
6 receive.

7 MR. NEAL: We have to use the current  
8 Public Safety Building probably for the next few  
9 years, no matter what?

10 MS. WALKER: We're stuck.

11 MR. NEAL: That's probably a long-term  
12 issue.

13 MS. WALKER: Yes, yes. As Mr. Danger  
14 said, he volunteers. So we thank him for being  
15 on that project.

16 MR. DANGER: I volunteered.

17 MS. WALKER: We volunteered you. So he is  
18 aware of some of the issues that are surrounding  
19 that. It was very, very aggressive. So he is  
20 asking for that to be accelerated, which they're  
21 trying. But we don't want to compromise the  
22 actual project or the facility at any time.

23 MR. DANGER: Once it's done, it's a  
24 great -- it's going to be a good building, no  
25 question about it.

1 MS. WALKER: That's our intention.  
2 Although we don't want to jeopardize the project  
3 and product that we get at the end. So that's a  
4 consideration as well, too. But we will do  
5 those things.

6 MR. DANGER: The only thing we have to do  
7 is pray that in the next two years we don't have  
8 anything.

9 MS. WALKER: Correct.

10 MR. NEAL: The forecast was for busier  
11 than average year, but they're flipping coins.

12 MR. DANGER: I always take that with a  
13 grain of salt.

14 MR. NEAL: It's a great job. You can be  
15 wrong half the time, and people worship you.

16 MS. WALKER: This time I want them to be  
17 wrong.

18 MR. NEAL: I kind of look at this thing as  
19 sort of a hierarchy of needs. When the storm is  
20 coming, the first thing I want is to be safe and  
21 I don't want my property damaged. It's all I  
22 care about. And then as the storm passes, I  
23 want my power back. That's all I care about.  
24 Then I want the street cleared. That's all I  
25 care about. Then I want the debris out of my

1 swale. And then I want those piles to go away,  
2 those areas of stinky messy things.

3 So those are some of the functional  
4 areas -- and not all those we can discuss right  
5 now. You have the RFP on the streets for your  
6 collection. So that's kind of off limits right  
7 now. FP&L has a lawsuit, only so much we can do  
8 with that. So I think those are pretty much the  
9 functional areas.

10 MR. DANGER: I think that that,  
11 psychologically speaking, if you can look at it  
12 that way, once people have power, people, their  
13 nerves calm down. The problem is that it's not  
14 under their control. You can pick up all the  
15 debris. You can clean the street. You can  
16 polish the floor. You can do all that, but if  
17 the power is not on, people bitch, rightfully  
18 so. So the main thing is not under your  
19 control, at least not now. Maybe after your  
20 lawsuit and Miriam has her magic wand or  
21 something.

22 Electricity is so needed to calm people's  
23 nerves. It's amazing how much that little  
24 flicker of light, people relax.

25 MR. NORMAN: That was the only thing I

1 heard in my neighborhood for two weeks. It was  
2 only about the power. There wasn't any  
3 discussion about the debris. Yet, the first  
4 panel, this committee, that's the first thing we  
5 talked about, was debris. Because I think it's  
6 to your point. It's the only thing we can  
7 really act on right now. So it does feel  
8 relatively straining when the citizens' greatest  
9 concern is something that we can't really -- I  
10 guess with that, do you want a motion to  
11 adjourn?

12 MS. WALKER: Correct. I just want to be  
13 clear. Let me recap what is actually going to  
14 happen as far as presentations are concerned.

15 You do want a presentation on the CCTV,  
16 slash EOC. You want one from the communications  
17 director with regard to the survey of the  
18 citizens or our future plans on how we are going  
19 to handle communications when there is no power;  
20 the specific plan for the season and whether or  
21 not it's going to be inclusive of actually  
22 having boots on the ground, people on the  
23 ground, and getting information to the citizens;  
24 so, specifically, those two presentations.

25 As far as the other information, I will



1           communicate to you via e-mail, and you can  
2           decide whether or not you have any appropriate  
3           questions after that that you want submit to me  
4           in advance and have staff ready, or that you  
5           will have that at the next meeting.

6           Is that a fair summary?

7           MR. NORMAN: Maybe two other things. So  
8           they hold these meetings, pre-hurricane  
9           meetings. I can't remember what the frequency  
10          of those are. I am not sure if it kind of ramps  
11          up to leading up to a hurricane or not. But I  
12          wonder if it's possible to sit in on one of  
13          those.

14          MS. WALKER: Okay.

15          MR. NORMAN: A committee member to sit in  
16          on that. I'd like to see what that schedule is,  
17          see if I can do that.

18          After we obtain this information from the  
19          relevant presenters, I suggest that we may need  
20          some other kind of meeting to start compiling  
21          this information, start preparing a report, sort  
22          of a working session. So if we could maybe  
23          start planning several of those; my assumption  
24          is over the course of this committee's  
25          impanelment. So maybe we should start planning

1 some of those for our discussions.

2 MS. WALKER: Okay.

3 MR. NORMAN: The last thing, will the  
4 committee members that dropped off, will  
5 commissioners be appointing replacements?

6 MS. WALKER: Yes. Commissioner Lago has  
7 indicated he wanted to replace this particular  
8 nominee. So I know that particular position  
9 will be replaced. The other position I think  
10 will remain vacant. They will determine if they  
11 will just move forward with the number of  
12 members that we have.

13 So currently you are missing one that will  
14 be replaced. Technically, it will be seven of  
15 you rather than eight that you originally  
16 started with.

17 MR. NORMAN: All right.

18 MR. NEAL: I have two last points as well.  
19 On your summary here there was a reference to  
20 look at what other cities did with their  
21 contractors and subs. Is there any knowledge  
22 are awareness of that at this point? And where  
23 is that information going to come from?

24 MS. WALKER: That meeting just happened.  
25 Our staff, we asked them to do some of the

1 research and have it available to you. I don't  
2 have it in pocket right now because we are  
3 working on our particular projects.

4 But, specifically, I know what the County  
5 does, but we haven't surveyed what all the other  
6 municipalities have done with regard to the  
7 debris collection portion of the contract.

8 The County uses multiple phases, and  
9 theirs are pre-qualified. Their monitoring was  
10 the only portion of the contract that they  
11 actually directly engaged in and won an award.  
12 All the other phases of their contract, they  
13 engaged in a pre-qualification process, which  
14 they pre-qualified contractors. And then pre  
15 storm or post storm, they actually did get a  
16 quote to actually get pricing in place for those  
17 people to be mobilized for services. So they  
18 did use that type of process at the County.

19 MR. NEAL: And, hence, the higher price  
20 that was delivered to the County, on very short  
21 notice. That was very short.

22 MS. WALKER: Correct. That was the sort  
23 of the point of contention with everyone with  
24 regard to the pricing and how they made it a  
25 competition at that point for people to put in

1 their post as subcontractors were --

2 MR. NEAL: And then the second piece, the  
3 FEMA reimbursement, does the City have any idea  
4 what percentage will be reimbursed? And it will  
5 be interesting to see these other cities who  
6 might have done it differently, what percentages  
7 they get. And did anyone lose by not doing it a  
8 certain way?

9 MS. WALKER: That I can speak to the  
10 finance director. But, specifically, that is an  
11 ongoing process. I don't think anyone has  
12 received anything at this time. So to tell you  
13 that I've gotten 80 percent or 90 percent at  
14 this point, it's almost impossible to tell you.

15 Our goal, of course, is to achieve 95  
16 percent, which is what you would initially go  
17 after, unless you would be obligated. But let  
18 me tell you kind of where we are with the  
19 planning phase and getting documentation ready  
20 and submitting that.

21 We are working with our debris monitoring  
22 contract we currently have on contract. And  
23 they are responsible for guiding us through that  
24 during the reimbursement process. So it will be  
25 going on for quite some time, since that takes a

1 long period of time. No one at this point has  
2 really gained anything from reimbursement.

3 I can try to get you some information and  
4 reach out to some of the other municipalities.  
5 But today, probably we would not be able to give  
6 you information. That's a long-term sort of  
7 process. Like the County, for Andrew, they just  
8 closed that out maybe a year or so ago. So it's  
9 a long process.

10 MR. NEAL: It's quite a maze to go through  
11 that and figure out how much will you be  
12 reimbursed and did you do everything right.

13 Is the County's model better where they  
14 have the pre-qualified contractors and then bid  
15 it after the event? Or is the other strategy  
16 where you bid a price upfront and have it all in  
17 place over a long term? I don't know which is  
18 the preferred model for reimbursement purposes  
19 or for having contractors on hand.

20 MS. WALKER: For reimbursement purposes,  
21 FEMA will accept either model that you choose,  
22 as long as you're in compliance with your  
23 procurement process that you utilized with  
24 regard to getting that contract and pricing in  
25 place.

1           So as far as FEMA is concerned, it's not  
2           really that one of those models is better. It's  
3           just the municipalities and whether the model  
4           works better for you. But as far as FEMA is  
5           concerned, we have to follow the guidelines in  
6           regards to our procurement process and make sure  
7           we're in compliance in order to get the 100  
8           percent reimbursement.

9           MR. NORMAN: So a motion to dismiss.

10          MS. WALKER: Second?

11          MR. NEAL: Second.

12          MS. WALKER: Thank you.

13                 (The board meeting was concluded at 10:25  
14                 a.m.)

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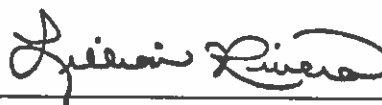
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I, LILLIAN RIVERA, Court Reporter, certify that I was authorized and did stenographically report the foregoing proceedings and that this transcript, pages 1 through 71, is a true record of the proceedings before the board.

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 18th day of April 2018.



LILLIAN RIVERA

Notary Public - State of Florida

My Commission Expires June 13, 2020

Commission # FF 980677