

**CITY OF CORAL GABLES
BUDGET/AUDIT ADVISORY BOARD
Meeting Minutes: Wednesday, November 9, 2016**

Conference Room First Floor , City Hall, 405 Biltmore Way, Coral Gables, Florida

MEMBERS	D	J	F	M	A	M	J	J	A	S	O	N	APPOINTED BY:
	15	16	16	16	16	16	16	16	16	16	15	16	
Jose E. Smith	P	P	P	E	-	P	-	P	-	P	E	P	Mayor Jim Cason
Erin Knight	P	P	P	P	-	P	-	E	-	P	P	P	Commissioner Jeanette Slesnick
Alex Menendez	E	P	E	P	-	A	-	P	-	P	P	E	Commissioner Vince Lago
John Holian	E	P	P	P	-	P	-	P	-	P	P	A	Commissioner Frank C. Quesada
Cheryl Goldstein	P	P	P	P	-	E	-	E	-	P	P	P	Commissioner Pat Keon

(Dash indicates no meeting; blank space indicate member not yet serving.)

^ - New Member

- Special meeting

** - Resigned Member

Staff:

Diana Gomez, Finance Director

Keith Kleiman, Budget Director

Minutes preparation and Recclary: Estela Valle, Bailey & Sanchez, Court Reporting, Inc.

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CITY OF CORAL GABLES

BUDGET/AUDIT ADVISORY BOARD AGENDA

MEETING: WEDNESDAY, NOVEMBER 9, 2016, 8:11 a.m.

FIRST FLOOR, CITY HALL

405 BILTMORE WAY, CORAL GABLES, FLORIDA

 ORIGINAL

MEMBERS PRESENT:
CHERYL GOLDSTEIN
ERIN KNIGHT
JOSE E. SMITH

CITY STAFF PRESENT:
DIANA GOMEZ, FINANCE DIRECTOR
KEITH KLEIMAN, MANAGEMENT and BUDGET DIRECTOR

ALSO PARTICIPATING:
JOHN C. WEBER
FRANK FERNANDEZ

1 THEREUPON:

2 (The following proceedings were held.)

3 MS. GOLDSTEIN: I'd like to call the meeting to
4 order at 8:11. We'll do a roll call.

5 Alex is not here. I'm here. Erin is here. Jose
6 is here.

7 MS. GOMEZ: John said that he would be here, so
8 maybe he's just running late.

9 MS. GOLDSTEIN: Can I get a motion to approve the
10 Minutes from September 22nd?

11 MR. SMITH: Motion to approve.

12 MS. KNIGHT: Do we have a quorum?

13 MS. GOMEZ: Yes, three.

14 MS. GOLDSTEIN: Can I second? I'll second.

15 MS. KNIGHT: Second.

16 MS. GOLDSTEIN: All in favor?

17 MR. SMITH: Aye.

18 MS. KNIGHT: Aye.

19 MS. GOLDSTEIN: Today we have John Weber. He's a
20 partner with the firm that we selected for the internal
21 audit group, and he's going to say, I guess, a couple of
22 words, give a background, and say where we are and when
23 we're getting started.

24 MS. GOMEZ: Right. So at the previous meeting,
25 this Board had mentioned that they would like to have

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someone from Crowe Horwath come and kind of talk to us;
One, to meet him; Two, to get some ideas of how we're
going to be doing this moving forward, and what the plan
is; when they're going to get started, so on and so
forth.

Just so that we know, the contract has not been
signed yet, but it's-- we're all in agreement now. It's
just that they're late walking the signatures through,
so we should be getting that today or tomorrow from
Crowe, and then we'll walk it through our process. So
within the next two weeks or so, we should be signed and
sealed.

MR. KLEIMAN: Do you want to talk about internal
management, also?

MS. GOMEZ: Okay, yeah. So we'll start with that
a little bit. So internally, the City Manager has
decided to have the internal audit function report
directly under the Budget Management and Budget Division
of Finance, but with dotted line reporting to the City
Manager, so it's not-- that function is not-- does not
report to the Finance Director, just to make sure that
there's no perceived conflict of interest or anything,
because Finance is one of the main auditees of-- you
know, of most internal audits or a lot of internal
audits, so we just kind of wanted to separate that. But

1 for purposes of administration and functionality, it
2 seemed to make sense.

3 Budget does already have a very wide range of--
4 they're involved in everything citywide. They know
5 everybody. They know how to get things done. Everybody
6 knows Budget, so what--

7 MR. KLEIMAN: We're an oversight.

8 MS. GOMEZ: Right.

9 MR. KLEIMAN: Basically it's a major oversight
10 division.

11 MS. GOMEZ: So basically what we're doing is,
12 we're going to be recruiting an internal recruitment for
13 a full-time position, that will be a shared position,
14 that would be part-time internal audit, part-time grants
15 administration, but it's-- we use an outside provider
16 for grants, so it's kind of a liaison for both
17 functions, and then, as time permits, some Budget help,
18 as well.

19 So we believe that there's a few internal
20 candidates that would do a good job at this, because
21 they know the City, they know how the reports are run,
22 they have been involved, you know, with City functions,
23 so we believe that we should be successful in that
24 recruitment. So we're waiting on that paperwork. I
25 don't know if it's been signed off yet.

1 MR. KLEIMAN: I called Kenny at HR. I haven't
2 gotten an answer from him. I'll call back again.

3 MS. GOMEZ: Right. So we're just waiting for, you
4 know, the call. That's the way Cathy wants to move
5 forward with it, so we're just kind of going through the
6 process, and hopefully get that position filled in the
7 next several weeks. But, in the meantime, once we can--
8 you know, we can start through Budget to help out to
9 start the coordination if something starts before that
10 position is hired. So that's kind of how we're going to
11 handle it internally. We believe that that structure
12 will work.

13 MR. KLEIMAN: And if it doesn't, it's always
14 changeable.

15 MS. GOMEZ: Exactly. The City Manager will
16 reevaluate. So the City Manager does, you know, value
17 and ask for your input throughout all of this, and
18 appreciates it. So, you know, we also want to make sure
19 that you guys have all of the information that you need
20 and that you are-- you know, anything you see that you
21 want differently or whatever, please give us your input.

22 MS. GOLDSTEIN: It sounds like she listened to my
23 input on the liaison.

24 MS. GOMEZ: Good. I'm glad. So with that, I will
25 turn it over to John, who can tell us a little bit about

1 Crowe, how you're going to do things, and the plan for
2 the City of Coral Gables.

3 MR. WEBER: Great. Thank you very much. It's
4 certainly a pleasure to get this going, and get this
5 started. So I'm free today. I haven't signed a
6 contract yet, but I'm going to do that this afternoon
7 and get that back to the City.

8 So with-- you know, with our plan-- you know, our
9 plan is very much incumbent also upon the needs of the
10 City, and your needs and how we're going to exactly go
11 about everything, but generally what we do is start with
12 a risk assessment. And, you know, risk assessment
13 involves really looking at a lot of documents to begin
14 with, a lot of internal documents on policies,
15 procedures, work chart, kind of understanding really how
16 things are done here at the City, and then looking at
17 prior audit reports, management letters, single audit
18 reports, prior internal audit reports to help us really
19 get a good understanding of maybe where some risks have
20 come up in the past or where they may be, and then, from
21 that standpoint, or after that, we go through an
22 interview process, and here's where we, you know, kind
23 of need some of your assistance, as well, on who would
24 be appropriate for us to be interviewing.

25 Now, generally, when we do this, it's interviewing

1 department heads, it's interviewing an Audit Committee
2 or Advisory Board, potentially City Commissioners. We
3 have done that in the past with some of our clients,
4 because they wanted to be involved, at least from the
5 standpoint of giving their input. The interview process
6 is really to kind of help understand where people's
7 thoughts are in how their department is working, their
8 policies, their procedures, you know, efficiencies or
9 non-efficiencies in their process.

10 You know, I'm always quite amazed about, you know,
11 the honesty we do get from people during this process,
12 because sometimes one would think, well, you know, this
13 is the department head you're talking to, they're not
14 going to tell you anything's wrong or whatever it may
15 be, but, you know, we usually get a lot of insight from
16 that process. So what we do with that is kind of put
17 all of the interviews together, and we put all of our
18 review of documents together, things like that, and then
19 we'll generally come up with a risk assessment based on
20 various areas.

21 So, you know, in the RFP, there was an outline of
22 the various types of audits in year one, year two and
23 year three, and, you know, really what we want to do is
24 just go through our process, and then work with the City
25 to make sure that, yeah, that makes sense to do these in

1 year one, year two and year three.

2 MS. GOLDSTEIN: How long do you think this process
3 will take, the risk assessment?

4 MR. WEBER: Probably about-- well, what we would
5 like to do is-- Lori is not going to put together our
6 request-- we use an electronic repository that we call
7 CIRT, our Client Information Request Tracker. It's a
8 secured internet-based portal. What we do is, we put
9 all of our requests in there, and our clients just
10 upload things right in there for us. So we're already
11 starting to put that together, and then, you know, if we
12 can get information within a couple of weeks, what we'd
13 like to do is get these interviews done in December--
14 early December, so that the goal would be that by the
15 end of the year to have our risk assessment complete, so
16 then we can go over the risk assessment with Management,
17 yourselves, whatever-- everybody who would like, here,
18 at the City to discuss it, and then really kind of get a
19 sign-off from the City on the audit plan. Then, at
20 least for the first year-- you know, these plans change.
21 You know, we can lay things out for three years, but we
22 all know things change; technology changes, policies
23 change, things of that nature. So sometimes it does
24 drive a change in the audit plan. So we're very
25 flexible with that. And then, you know, we're certainly

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going to work with everybody at the City on the timing of things. You know, if the external auditors are here, you know, you may not want internal auditors hanging all over Finance at the same time the external auditors are all over Finance.

So, you know, as another example, we've audited City Clerk's Offices, and, you know, they've told us, "Well, this is really a bad time, there's an election coming up" or whatever it may be, so, you know, our goal is really to work with you and the rest of the City to come up with a plan that we all, you know, are going to like and think is an appropriate plan.

You know, things do come up during the year, so there are what I will call miscellaneous hours, in our budget, at least, that we proposed for special types of things that may come up, you know, during the years, as well. And then what we'll have to decide on is, as audits are completed-- you know, our process with that is really working with whoever we're auditing, whatever department it may be, to verify all of our facts, and what we're reporting, you know, first, before we really go anywhere with that. But once an audit is complete, we ask for Management responses to include in the audit report, and so then from there it's going to be a matter of who are we going to present those to or how often you

1 would like us, you know, to present those. I believe,
2 when Michelle was at the City Commission meeting, they
3 had asked for like twice a year that we-- you know, we
4 meet directly with the City Commission to talk about the
5 various audits, but we're certainly flexible with
6 meeting with you all, as well, if it's what you would
7 like.

8 MR. KLEIMAN: Would it help if at one of our City
9 Manager's staff meetings you get to meet all of the
10 department heads? Is that something that we might want
11 to consider as a kick-off before you start the risk
12 assessment?

13 MR. WEBER: That would certainly be a great thing,
14 so at least everybody kind of sees us. We can talk
15 again about our process and our plans and what we're
16 going to do.

17 MR. KLEIMAN: How soon would you want to have that
18 happen?

19 MS. GOMEZ: November 28th would be the next staff
20 meeting, so maybe pencil it in, and we'll coordinate it,
21 to make sure the Manager is okay with that. That would
22 be a good idea.

23 MR. WEBER: Yep. We can do that.

24 MS. GOMEZ: But it's first thing in the morning,
25 8:30 in the morning. I don't know if she'd have you go

1 first or maybe have you come in at 10:00, at the end of
2 the Staff meeting.

3 MR. WEBER: That's fine.

4 MR. KLEIMAN: We can do a time certain, as soon as
5 he comes in, we can take a break from whatever we're
6 doing.

7 MS. GOMEZ: Yeah. Let me know if that date works
8 for you, because it's the Monday after Thanksgiving.

9 MR. WEBER: Yes, it works.

10 MS. GOMEZ: Then we'll touch base with the
11 Manager, and that's a good idea.

12 WEBER: Yeah, that'd be great.

13 MS. GOLDSTEIN: I think there was discussion at
14 the Commission meeting that-- exactly as you stated--
15 but there was also discussion in the group reviewing the
16 internal audit candidates with the gentleman who runs
17 internal audit at the City of Miami Beach, and they post
18 online all of their internal audit reports, and I think
19 that's something that we should consider, for
20 transparency, which I think everyone is in favor with
21 here. I don't know--

22 MR. KLEIMAN: We can do it. We have the capital
23 budget. We can do a section in there with internal
24 audits.

25 MS. GOMEZ: We have a division under the City

1 Manager's-- I think she was fine with it. I think we
2 talked about it with Cathy, and I think she was okay
3 with that, just Internal Audit Division, and then, you
4 know, put it there. Not necessarily tied to Finance,
5 but rather--

6 MR. KLEIMAN: That's actually a good point.

7 MS. GOMEZ: That would be fine.

8 MS. GOLDSTEIN: And so I would say, also, a
9 comment would be for us to review the reports in the
10 right timeline as related to the Commission, so that
11 we're supposed to be like before the fact and after the
12 fact.

13 MR. WEBER: Right. How often does this Committee
14 meet?

15 MS. GOLDSTEIN: Monthly.

16 MS. GOMEZ: Monthly, except for July and December
17 or if there's nothing on the agenda, then we may cancel
18 a meeting.

19 MR. WEBER: Okay.

20 MS. GOLDSTEIN: We usually had an internal audit
21 presentation quarterly?

22 MS. GOMEZ: Yes, I think so.

23 MS. GOLDSTEIN: If there was a report, then we
24 would review that.

25 MS. GOMEZ: And it tends to be the last Thursday

1 of the month, I think is the standing schedule for
2 meetings, but it sometimes changes. Obviously today is
3 a Wednesday, in the beginning of the month.

4 MS. GOLDSTEIN: At 8:00 a.m.

5 MS. GOMEZ: I would think that-- and rather, maybe
6 you can let us know how you would work your audit with
7 the department, come up with your preliminary findings,
8 talk with the department, make sure that all of the
9 facts are correct, at that point-- at what point would
10 then you bring maybe-- would you bring a draft here?
11 No, or you would maybe bring the final product back
12 here?

13 MR. WEBER: That's up to you. You know, we're
14 certainly fine bringing a draft report to discuss with
15 you before, you know, going final on a report. Some
16 clients, we do the draft. Some clients, you know, once
17 we're done with the department, they just go final. So
18 it's really a matter of what you would like and what you
19 like.

20 MR. KLEIMAN: Well, it's interesting, because I
21 can draft us-- wouldn't make sense, because we would be
22 getting a final-- I think a draft to the Board
23 specifically.

24 MR. GOMEZ: Right, or a very close to final or-- I
25 don't know.

1 MS. GOLDSTEIN: I would say that if there was
2 something of significance, to add us in so that we are
3 aware of what's happening, but if there's nothing
4 material, to add another step and another--

5 MS. GOMEZ: That makes sense.

6 MR. WEBER: Sure, right. And we can-- I mean,
7 obviously we can provide you, you know, drafts three
8 weeks before a meeting, when they're done, so you can
9 see them. Every report and every recommendation in it,
10 we do rank each recommendation, either what we'll call
11 high, moderate or low risk, you know. Now, obviously,
12 that's a matter of judgment.

13 MS. GOLDSTEIN: I also think it's fair to let the
14 department respond--

15 MR. WEBER: Yeah. Oh, no, we do prefer--

16 MS. GOLDSTEIN: Before we get the--

17 MR. WEBER: Correct. That's what we prefer. You
18 know, we want to make sure the facts are correct. And I
19 can tell you, from the ones that I've been doing for the
20 past three years in Florida, at least, I haven't had
21 disagreement. You know, I mean, maybe one would think,
22 well, it may be more moderate versus high or something
23 to that effect, but, you know, we're kind of basing
24 things on a risk matrix on, you know, risk as in a
25 dollar risk-- you know, is it high or low a risk as in a

1 political risk, a risk as in just an operational or
2 efficiency risk, so it's kind of factoring all of those
3 things into the reports we put together.

4 MS. GOLDSTEIN: Can you talk a little bit about
5 your staffing?

6 MR. WEBER: Sure. Well, we have at least two main
7 people-- two of our senior managers, Michelle Flatstock
8 (phonetic), who is local, and we propose Michelle would
9 really be the coordinator and day-to-day person involved
10 with our project team and you guys, and then Michael
11 Ciminero (phonetic) is a senior manager, and his focus
12 is all on internal audit outsourcing. Michelle does
13 internal audit outsourcing, as well as she does external
14 audits here, in Florida. The rest of the team is really
15 going to matter and depend on the audit we are doing.
16 You know, we have-- I'm not going to put somebody on a
17 Human Resources audit that really doesn't understand
18 Human Resources and what the function should be in Human
19 Resources, and how they operate.

20 When it comes to any sort of IT auditing, that's a
21 completely separate team that we have in our firm,
22 individuals that specialize in IT systems and auditing,
23 as well as, you know, penetration testing, things of
24 that nature. So it's going to depend on the particular
25 audit for the rest of the team.

1 MS. GOLDSTEIN: Do you guys have any questions?

2 MS. KNIGHT: No.

3 MS. GOLDSTEIN: Thank you.

4 MR. WEBER: Sure.

5 MS. GOLDSTEIN: Sign the contract.

6 MR. KLEIMAN: I'm looking forward to this. I
7 really am. I mean, the things that we have in the
8 budget and have discovered throughout the years has been
9 frustrating, and so having an external/internal auditor,
10 I think, is going to be a tremendous addition.

11 MR. WEBER: It just brings so much depth. That's
12 so hard to accomplish when you only have a one person
13 internal audit shop or two person internal audit shop,
14 because you can't afford to have on staff an IT auditor,
15 a financial auditor, compliance type auditor for the
16 grants and things like that, so--

17 MS. GOLDSTEIN: I also think, like you said, in
18 your interview process with the departments, that
19 hopefully it will come across that you're there to help
20 them and help them get maybe resources they haven't been
21 able to get or identify inefficiencies or more
22 efficiencies and be a consultant, as well.

23 MR. KLEIMAN: We don't want adversarial at all,
24 which is what we've had. So clearly we want a partner
25 with this, and it's the only way we're going to get

1 their trust when it comes to this.

2 MR. WEBER: Yes, exactly, and that's our goal.
3 We're not "got you" type of people. That's not what
4 we're here to do. We're not here to find fault, you
5 know. We're here to help the City, and hopefully make
6 sure, yes, there's compliance with policies, procedures,
7 laws and regulations, but, you know, also-- you know,
8 from our vast experience with all different governments,
9 is hopefully find some efficiencies and stuff.

10 Now, sometimes a lot of these efficiencies,
11 though, to implement a lot of them, do kind of result in
12 the need for some more dollars in certain places. That
13 does come out quite a bit. So then it's just a matter
14 of what the City wants to do, and--

15 MS. GOLDSTEIN: He's really good at finding
16 dollars.

17 MS. KNIGHT: Are we a little behind on a few
18 audits?

19 MR. KLEIMAN: Well, we never really had an audit
20 plan, right?

21 MS. GOMEZ: I wasn't that involved in the actual
22 audit plan, so I don't know, because it was the internal
23 auditor. So, you know, she's been gone for several
24 months, and then was gone for medical reasons for maybe
25 a year. So, yeah, no internal audits have really--

1 internal audits have not been done. So we just haven't
2 had an internal audit presence here for at least a year,
3 if not longer, maybe a year-and-a-half, right?

4 MR. KLEIMAN: Right, but I think the other-- when
5 she was here previously, under the previous City
6 Manager, it was more of whatever that person wanted her
7 to go look at, as opposed to what's recommended from the
8 internal auditors, saying this is what we should be
9 doing. There was no risk assessment. Let's put it that
10 way.

11 MS. GOMEZ: I have a question. So in terms of
12 your-- in your audit report and your findings, can you
13 just tell us a little bit about how you lay out your
14 recommendations? Because one of the things that I kind
15 of felt with the previous auditor, they would just tell
16 me, "This is wrong and it should be fixed," but there
17 wasn't a lot of helpful information as to how it should
18 be fixed or what should we do or making some
19 suggestions, you know, and I would hope that they're
20 valuable suggestions, because everything can be solved
21 with maybe having five more staff people, but that
22 sometimes is just not realistic, and so that doesn't
23 help me at all. I mean, so how--

24 MR. WEBER: Well, the reports, in general, they
25 kind of start with an introduction, what we're looking

1 at, kind of a higher level layout of whether it's
2 testing controls, looking at procedures, that type of
3 thing. And then, depending on the area, we try to also
4 put in some data that might help you, "Wow, we're a lot
5 different from this City or that City."

6 So, for example, we completed a grant audit of the
7 City, and what we did is, you know, we went out and got
8 comparative data from about eight different cities. So
9 we try to get comparable size, budget, things of that
10 nature, and then kind of go through their-- or what we
11 can get, at least, you know, from public information or
12 online, just to kind of show you where you are. Well,
13 here's the City of Coral Gables, you get two million in
14 Federal grants. These other six cities are getting
15 eight million in Federal grants. That's just an example
16 of what we try to do, at least in every audit, find some
17 sort of at least comparative data. So then we'll put
18 that in the report.

19 I mean, any recommendations there are-- you know,
20 we put down what we found, and, you know, we do what we
21 can to give you a recommendation that will work best for
22 the City, and we don't just say, "Here, you did this
23 wrong. Fix it."

24 You know, it depends, though, on the actual-- what
25 we come up with, you know. Some things could be as

1 simple as, "Joe needs to do what Joe is supposed to do."

2 MS. GOMEZ: Right. They're not entering things
3 that are supposed to be posted by the 30th of the month.

4 MR. WEBER: Right.

5 MS. GOMEZ: All right. Some things are straight
6 forward, and I get that.

7 MR. WEBER: Yes, but our goal is to try and give
8 recommendations that will, you know, help you guys with
9 putting some thought into it, and does it make sense,
10 and how can we do that better, and based on what you're
11 saying, that's a good suggestion, or you may feel that
12 it's a bad suggestion, you know, as well. But, you
13 know, that's why, you know, the whole partnership thing,
14 and that's what we're here to do, is really work with
15 you guys to come up with the best recommendations. And
16 then the report will actually end with each one of our
17 procedures performed and the result of that procedure.

18 So, you know, you're going to see everything we
19 did related to a payroll audit. You're not just going
20 to see what we found with it. So you'll be able to see
21 that, you know, Beth is doing her job, and Joe is doing
22 his job, and, you know, these reports are being filed,
23 they're being filed on time, whatever the thing is we're
24 testing-- procedure in that particular area. So that
25 should give you some comfort, as well, or help you see

1 that well, these four functions are working or seem to
2 be working and working well, you know, and when we do
3 things, we certainly-- if it's testing related, and
4 we're choosing populations and samples, things like
5 that, we lay it all out for you. So we're going to let
6 you know that we looked at 20 of these and we found two
7 errors or we found no errors.

8 Just telling you, "Well, there's two errors in
9 here," is meaningless information, if there's 10,000
10 transactions. But if there's only five transactions,
11 and there's two errors, it's a big difference.

12 MS. GOLDSTEIN: Okay. Well, we look forward to
13 the January meeting where we see the audit plan for the
14 year.

15 MR. WEBER: Okay. So that's our goal.

16 MS. GOMEZ: Yes, and that's our goal.

17 MR. WEBER: The last Thursday of January,
18 correct--

19 MS. GOMEZ: Yes.

20 MR. WEBER: --To submit the audit plan?

21 MS. GOMEZ: Yes, it should be.

22 MR. WEBER: Okay. All right.

23 MS. GOMEZ: If we get the contract signed and
24 everything, and if we get started, you know,
25 relatively-- in the next couple of weeks.

1 MR. KLEIMAN: So the 28th?

2 MS. GOMEZ: The 28th, hopefully, yes. You'll
3 pencil it in, and I'll confirm with you if that works
4 for the City Manager.

5 MR. WEBER: Okay.

6 MS. GOMEZ: I just saw Frank-- Director Fernandez
7 outside. You can stay or go. We're going to talk about
8 police vacancies.

9 MR. WEBER: Well, I'd love to hear about it, but
10 I'm not sure police vacancies is on my agenda for today.

11 MS. GOMEZ: Thank you, John.

12 MR. WEBER: Thank you.

13 MS. GOLDSTEIN: Where are you based, again?

14 MR. WEBER: Well, technically I have an office in
15 Tampa, but I'm never there. I'm in South Florida half
16 of my week, and then I live in the Tampa area half of my
17 week, as well.

18 MS. GOLDSTEIN: Okay. Nice to see you. Thanks.
19 Take care.

20 MR. WEBER: Okay, great. Thank you very much.

21 MR. KLEIMAN: Thank you.

22 (Thereupon, Mr. Weber left the meeting.)

23 MS. GOLDSTEIN: Welcome.

24 MR. FERNANDEZ: Hi, good morning.

25 MS. GOLDSTEIN: So enlighten us.

1 MR. FERNANDEZ: Hold on. I'm trying to reach for
2 my pen here.

3 MS. GOLDSTEIN: So we invited you here today to
4 our meeting, because it seems that police vacancies,
5 overtime and hiring, are a recurrent topic in our
6 meetings, as we look at the financial numbers, and so we
7 said, why don't you come in and help us see where we
8 are, where we should be, which is not always apparent in
9 the numbers, and what our challenges are, if there are
10 any.

11 MR. FERNANDEZ: Sure. Absolutely.

12 Well, first of all, thank you for offering me the
13 opportunity to come here. I haven't been to the
14 Advisory Board meeting before, so I'm glad to be here.

15 So, in brief, I'll tell you, because I only have a
16 short period of time, recruitment is a nationwide
17 problem. Just this past month, I was in San Diego at
18 the International Associate Chiefs of Police
19 International Conference, and one of the main topics was
20 about recruitment, and almost every agency has
21 difficulties in recruiting people.

22 Why? Well, look around you. You saw what
23 happened in Houston, what happened in San Diego, and I
24 can go on and on about officers being killed just for
25 sitting in a police car or for protecting protestors, so

1 that's hurt recruitment across the country. So that's
2 the primary reason why recruitment around the world or
3 around the country, I should say, has become quite a
4 challenge. It's no different here in South Florida, no
5 different here in Dade or Broward County, in particular,
6 here in Coral Gables.

7 As I studied the history of Coral Gables, they've
8 had recruitment problems for many, many years. As far
9 back as I go with HR-- they're briefing me on it-- we go
10 back five, six, seven, eight years, they've always had
11 difficulties in attaining that optimal number of
12 officers.

13 The good news is that, as you look at the ratio of
14 officers per thousand residents, which is kind of the
15 makeup you look at for the right number of officers per
16 thousand residents we're at in the Country, for a city
17 our size and a municipal government like we have, it's
18 about 2.5 per thousand. We currently have budgeted 3.5
19 per thousand, so we're a lot higher than the average
20 City, if you will, around the Country.

21 Now, that's not to say that if you have a vertical
22 population like Miami or like New York City, they use
23 what is called a troop factor, which means you increase
24 that ratio a lot higher, so that-- because you have to
25 have more people on beats, on walking beats or bicycle

1 patrol, so you may vary that number. But since we're at
2 3.5 versus 2.5, we do have a sufficient number of
3 officers to conduct the duties.

4 Today, our staffing in patrol is fully staffed.
5 We recently changed the policy to make sure that we
6 don't compromise 72 officers in patrol at all times.
7 That means, if we can roll someone from CID or from a
8 another lesser crew investigation division, will be
9 transferred down to patrol, to never compromise our core
10 service of a patrol officer. That means when you call
11 911 or there's somebody patrolling your zone, that's
12 never compromised.

13 So how many vacancies do we have today? We
14 fluctuate. That's a moving target. It's fluid. It
15 happens in every department. When do you achieve
16 optimal number-- the maximum number? Probably never or
17 maybe for a day, maybe for two or three, if you're
18 lucky. Why? Because there's always an attrition rate,
19 people leaving and coming.

20 So what we've done about it is that we have-- and
21 we started with Fire-- we're going to hire the attrition
22 rate. So working with Budget, what we do is, we
23 allocate funding to make sure that when we get to the
24 maximum, like we did with Fire, we look six months out,
25 and anyone in the DROP, who we know is going to leave or

1 has to leave, we're going to hire those individuals
2 ahead of time, those vacancies, so there's a good
3 succession plan in place. And that's worked very well
4 in the Fire Department. So in Fire, we were actually up
5 by two in personnel, because there's people leaving in
6 the DROP, so we have a transition plan.

7 In Police, today, we have 16 vacancies. In the
8 DROP, we have one more, in December, that's leaving now
9 next month, and next year we have five that are due to
10 leave. So that's the projection in terms of the
11 attrition rate. Now, that's not taking into
12 consideration some officers that may come and say, "You
13 know, I have different aspirations. I want to go to
14 ATF; I want to go to FBI or I don't want to do police
15 work anymore." This happens across every department.

16 This is my third department. I did 25 years in
17 Miami, three years as Chief in Hollywood, so I have a
18 little bit of an understanding of how things work out in
19 terms of the typical attrition rate.

20 In the FTO Program-- you asked that question-- we
21 currently have four that are coming out of the academy.
22 They're going to post orientation. That's right before
23 they go out in the field. We have seven that are in the
24 academy today, so that puts us in a very good tone.
25 It's quite, quite difficult to find that right officer.

1 You may have heard about background checks, that
2 they're too strict, they're too soft, too hard. I stand
3 by them. I stand by the benchmarking that we set in
4 place from the beginning of how do we find that right
5 officer. I'll explain why.

6 Number One, it's a very delicate, delicate
7 position. In our country, the thing that we hold most
8 dear to us is the Constitution, and these officers have
9 the right to literally take away your constitutional
10 rights. That means you can be incarcerated or they have
11 a right to take someone's life, if needed, to protect
12 themselves or others. So we have to protect that.

13 So, in doing so, we also have to study what has
14 not played out well in Police around the Country. So,
15 today, we know that police around the Country is being
16 looked at in a very finite way under a microscope. Why?
17 Because people believe that there's distrust, and it's
18 probably in the hands of some officers that have abused
19 their powers. So we have to make sure that that person
20 we select, we give that power-- that constitutional
21 power to the right person.

22 So, in doing so, we have benchmarked around the
23 Country, one of the best practices for a background
24 check, and that's the reason why we have our background
25 process today. It wasn't pulled out of the shelf. We

1 went out, and we want to make sure what is everybody
2 else doing and what are the best practices. This was
3 validated by the team inside of the Police Department,
4 and I stand by that. It's been probably brought before
5 the Commission, but, nonetheless, it's still quite
6 difficult to attract, because of what's happened around
7 the nation.

8 Two, difficult to find someone that can pass the
9 background check. We're moving forward, and we're
10 progressively getting out there to attract as many as we
11 can, but I talked to the Chiefs around the Country, and
12 other personnel around the Country, same exact problem.
13 We do exactly what they do. I am, constantly assessing,
14 how are we trying to attract the right people to Coral
15 Gables.

16 We recruit at universities. We do open houses
17 here at the Police Department. We're doing now, on
18 72nd, an open house, to bring in for all vacancies
19 throughout the City, not just for Police, but for all of
20 them. We're doing a major open house through HR.

21 The other thing that's quite innovative that a
22 Sergeant came up with in the Police Department is, we're
23 going to look to see if we can get the University of
24 Miami's Bank United Center, open it up for all agencies.
25 So we're going to do a recruitment drive for all of the

1 agencies in Dade County. So it's quite unique. I
2 haven't seen it before, but I thought he was quite
3 creative with it.

4 And the reason for that is so that, whether
5 someone wants to go to Miami-Dade or Miami Beach or
6 Aventura, they may want to come here. So by allowing
7 all of the agencies to do joint recruitment, we're
8 hoping we may get the leftovers or they may-- you know,
9 it's like an exchange. So we're going to invite all of
10 the agencies to participate with us in this County-wide
11 recruitment drive. So we're hoping that because every
12 one will be there, we're going to drive higher numbers,
13 and we may just get that person, "You know what, I'm
14 going to Coral Gables." We have a very attractive
15 display. We put out all kinds of brochures. It's quite
16 attractive. When we go to these recruitment drives and
17 Universities, we definitely stand out.

18 We also have an Outreach Program through the City
19 Manager's Office where, you know, we're hiring a
20 consulting company to come in and help us in spreading
21 that message out, an advertising company. How do we get
22 it out? We're looking at radio, possibly t.v., to put
23 that message out. There's a message board. It's called
24 variable-message sign, VMS sign. You've seen them
25 before on the street that says, "Detour." They'll say

1 traffic ahead or buckle up. So we have one over on
2 US-1, by Fire Station 2. So that sign, once a week, I
3 have them change it. It's all about recruitment. Come
4 join the force; every one come apply to Coral Gables.
5 About 150,000 vehicles travel southbound on that highway
6 every afternoon, so it's free advertising. Other than
7 that, it's costing about \$6,000 to get a billboard up.
8 So we try to be as good stewards of our tax dollars as
9 possible.

10 So that's where we are right now with recruitment.
11 I can tell you that the recruitment team is exercising
12 every ability for outreach services or outreach for
13 recruitment. We actually have the two payrolls now that
14 go out once a week, in addition to what the recruitment
15 officer is doing and the recruitment personnel is doing
16 in HR, they're going out once a week at a University or
17 some form of a drive or setting up a booth outside of a
18 Publix or at the University, but something is happening
19 multiple times a week for recruitment, and that's our
20 strategy going forward. The outlook is good. It's just
21 a matter of making sure we stay the course; we trust the
22 strategy; allow it to mature and it will pay off.

23 I went through this before in another agency and,
24 you know, we were down 40 some odd officers, and through
25 that 40 some officers-- we had an attrition rate, so we

1 had 106 officers to catch up. So this is a constant
2 problem in almost every agency you can think of. I
3 don't know of any agency that's a full staff. I just
4 don't know.

5 The other question you asked was, what is the
6 optimal level of staffing? If I understand, that's one
7 of the questions you had asked before. So staffing, I
8 mentioned the 2.5 ratio per thousand. You want to make
9 sure you never compromise it. We haven't compromised
10 it. That's Number One.

11 Number Two, you can never compromise your core
12 service of patrol. Why? Because that's the omni
13 presence we must have that the people expect. Are we
14 down detectives? Yes. We have some detective positions
15 that are not filled. What does that represent? That
16 means that a case load is higher for a burglary
17 detective or for a fraud and forgery detective. Does
18 that really mean a whole lot in the world of management
19 and administering the police department? It doesn't
20 mean a whole lot, because of the caseload that we carry
21 here.

22 So I'll give an example of what that means. It
23 means that for every month-- let's say you're a
24 detective, I'm going to give you, you know, 10 cases.
25 Instead of getting 10 cases, because that position is

1 vacant, maybe you get 12 or 13, divided up between the
2 team, so it's a little bit more of a workload. So what
3 does that workload represent in terms of everybody else
4 in the County-- their counterparts? So for burglary,
5 for example, in Miami, they probably carry roughly-- I'm
6 just thinking off the top of my head-- I don't have
7 these numbers concrete, but Miami probably carries about
8 150 per unit; 150 burglaries a month per unit on the
9 detectives. I know that in Hollywood, they carry about
10 100. You know, here, they're carrying 12. You know,
11 that's pretty effective. I mean, that's not a whole lot
12 of cases to carry. So when I say that we have a
13 vacancy, and you, the detective, are carrying a higher
14 workload, does that mean that that case is not being
15 properly investigated? No, it does not. It just means
16 that the officer has to work a little more on the case
17 he normally wouldn't have worked on.

18 Motors, for example, is another one that we're
19 short. So are we having less enforcement? Well, we're
20 seeing an increase in enforcement in traffic. So we're
21 seeing the tickets go up. And I've got to tell you, I
22 think they're doing a phenomenal job in Coral Gables
23 because of enforcement, better than any agency I've
24 seen, because not only do they issue tickets-- actually
25 summons, but we actually issue written warnings that get

1 registered in the computer in our system, which means if
2 you get stopped today, you're issued a warning, the next
3 time you're stopped, the database tells that officer
4 that that person was stopped for speeding last time.
5 The officer's going to tell you, "Ma'am, you were
6 stopped the last time for speeding. Sorry, but this
7 time around, you're going to get a ticket. You were
8 issued a warning."

9 So we calculate warnings and actual summons
10 issued, and we're seeing a significant increase, but
11 those positions are vacant, which means if we have more
12 officers, we probably would be issuing more tickets.
13 But does more tickets, you know, signify high-level
14 safety? I say, "No." I say that we have to make sure
15 we do it at the right time, at the right place.

16 So how do we supplement that? Through technology.
17 With the help of Finance and the City Manager, we bought
18 these new systems where, not only do we have message
19 boards that are up, but we have speed trailers that
20 are-- to me, all of these are like an officer, because
21 when you put them out, they're part of our omni presence
22 in the community, which means that when you are driving
23 by, oh, the Coral Gables Police Department is out here,
24 that person who is driving is going to change their
25 driving habits. And so what we're doing now, also, is

1 we have six positions for part-time traffic enforcement
2 officers. When we do see them down to three, because of
3 the salary, but it will be three positions that will be
4 augmented by this equipment. It will be placed out
5 every morning in the inbound traffic and the outbound
6 traffic. In the afternoon, going this way. In the
7 morning, going that way. The officers are deployed in
8 the outskirts of the City to strictly enforce traffic
9 violators, along with the equipment that we're putting
10 out. Very interesting piece of equipment that I love.
11 It's a very small little box. You'll see them out in
12 the community. We have two now. We're buying an
13 additional four we'll be deploying out. You have a sign
14 that says Speed Limit. On the bottom, it's going to
15 say, your speed is being recorded. So the reason why I
16 like that sign, your speed is being recorded, we're the
17 only ones that will have that sign. We hope to kind of
18 coin that-- that kind of phrase, is because of
19 unintended consequences we have from a speed trailer.
20 So the speed trailer has a license plate reader on the
21 rear. So on the front, it registers your speed. On the
22 back side, as you go by it, it grabs your tag, registers
23 back to our Communication Center, and it tells you if
24 that car is stolen or used in a burglary. That's what
25 it does. So I had them put on the sign that says your

1 tag is being read. The intent of that sign is the
2 intended consequence to tell the criminal, don't come
3 in. Please go elsewhere, because I'm reading your tag.
4 So that's the deterred value of that particular piece of
5 equipment. But it turns out that we're getting messages
6 back from the community saying, "I'm not speeding by
7 that trailer, because you're reading my tag, and I'm
8 going to"-- they think we're going to send them a ticket
9 over the mail. The State doesn't allow us to do that,
10 but we're not telling them that. So it's actually
11 allowing us to control speed.

12 So now this other board that reads your speed is
13 real small and attaches to any pole. It'll say, your
14 speed is being read. We hope to get the same result,
15 that people think, that because we're reading your
16 speed, that we're going to send you a ticket. In
17 reality, we're not lying. We are reading your speed,
18 because this particular sign has great capability.
19 Number One, the officers in traffic have a cell phone
20 capability. They can program it for that. So if five
21 cars speed by-- any number of cars-- they can actually
22 program it to alert them. If more than five cars have
23 sped through that sign in the last 30 minutes or an
24 hour, however they want to read it, it gives us all of
25 the digital--

1 MS. GOLDSTEIN: You have to use it. You have to
2 program it.

3 MR. FERNANDEZ: Oh, you program it whichever way
4 you want, but the great thing is that it tells us how
5 many cars are speeding, you know, and it alerts the
6 officer, whenever he or she wants to get that alert. So
7 we may be short, but we're utilizing technology and
8 equipment to utilize our resources in the best position
9 possible to maximize our strengths.

10 MS. GOLDSTEIN: Can I ask you a budgetary
11 question?

12 MR. KLEIMAN: Uh-huh.

13 MS. GOLDSTEIN: So we budget at the 3.5
14 per-- versus the--

15 MS. GOMEZ: Per thousand.

16 MR. KLEIMAN: We budget at the full allotment of
17 positions that are authorized. We have vacancies, 16, I
18 believe at this point.

19 MS. GOLDSTEIN: Even though we don't expect ever
20 to be at that number?

21 MR. KLEIMAN: Well, we're budgeted for it, just in
22 case, and if they're fortunate enough to fill--

23 MS. GOMEZ: I think they want to be fully filled.

24 MR. FERNANDEZ: Well, that's the same process for
25 every department. They budget for that number. That's

1 your budget of strength. But do you ever achieve that?
2 No, you don't.

3 MR. KLEIMAN: We budget conservatively. Other
4 cities, knowing they have vacancies, they'll budget
5 two-thirds of the positions or half of the positions.
6 We don't. We budget 100 percent, because we don't want
7 to start searching for the money if we're fortunate to
8 get the full staffing.

9 MR. FERNANDEZ: Right. And in terms of overtime,
10 we utilize those salary savings to be able to supplement
11 wherever we have those positions that need some extra
12 help.

13 MS. GOLDSTEIN: Or some overtimer?

14 MR. KLEIMAN: Well, we were using a lot for the
15 overtime and hiring.

16 MS. KNIGHT: So how are the vacancies; how are
17 they spread out?

18 MR. FERNANDEZ: They're spread out throughout the
19 department; detectives, traffic-- in the traffic unit,
20 that's where it's mostly spread out. That's about it.
21 Mostly detectives and traffic and in patrol, obviously,
22 but we don't--

23 MS. KNIGHT: I thought patrol was fully staffed?

24 MR. FERNANDEZ: No. Patrol, the minimal staffing
25 is 72. Optimal staffing is much higher than that, but

1 we don't compromise--

2 MS. GOLDSTEIN: I think what you said is that you
3 would pull a detective to go fill in.

4 MS. GOMEZ: Right.

5 MR. FERNANDEZ: But that's the 72. That 72, what
6 it allows us to do is that we have 12 zones in the City.
7 So you go from 8th Street to 152nd, and there's 12 zones
8 in the whole city. Each zone has to have an officer,
9 every single day, on every shift. To have every zone
10 manned, we need 72 officers. We don't compromise those.
11 There's a zone officer every single day, but we'd like
12 to have more. We'd like to have an overlap, so if an
13 officer calls in sick, or they go to training, we don't
14 have to tap into overtime to be able to supplement that
15 officer. But 72 is the minimal staffing that we have
16 for patrol to never compromise those zones. But you're
17 always going to staff and budget for full strength.

18 So, for example, Miami, when I was there, the
19 budget was 1,224. Did we do the 1,224? Never. Never.
20 In all of the 25 years that I was there, never did the
21 budget get to the 1,224, not even for a day, because
22 it's-- obviously, it's a higher number, but the
23 attrition rate is kind of like a filter. Kind of like a
24 filter, so, you know, you have a buffer in your staffing
25 numbers to account for vacancies, attrition, and people

1 that leave abruptly that you don't even expect, and that
2 happens often. You know, an officer says, "You know, I
3 have different vertical, horizontal aspirations, so I'm
4 going to go to a bigger agency; Miami-Dade, Miami Beach,
5 where I can go into different units."

6 MS. GOLDSTEIN: So we sit here and we look at the
7 numbers, what would be a flag to us to be concerned?

8 MR. FERNANDEZ: In terms of what?

9 MS. GOLDSTEIN: Staffing.

10 MR. FERNANDEZ: Whenever they compromise that 72.
11 That's definitely a significant concern. Now, there's a
12 hard fast standing policy that that cannot be
13 compromised. So if someone did, then they'd be
14 violating that policy. They didn't have that policy
15 before. We put it in place to make sure that our core
16 service is never compromised.

17 MS. KNIGHT: Is the pay competitive or is that a
18 hindrance in recruitment?

19 MR. FERNANDEZ: No. We're going through
20 negotiations now with the FOP, so we have studied all of
21 the agencies in Dade County, so we do-- our focus in the
22 negotiations is that we're above the middle and below
23 the top. That's our focal point for negotiations. So
24 where we're at with the starting salary is, we're above
25 the middle, but below the top. That's where we're at.

1 Where do we want to be in negotiations? Number One. My
2 goal, as we go through negotiations, is to be Number One
3 in salaries.

4 MS. GOLDSTEIN: From the officers' side?

5 MR. FERNANDEZ: From the officers' side. That's
6 it. You know, starting at the highest level, so that we
7 have a good attraction to us as best as we can. That
8 should not impact the pension, the unfunded liability.
9 It's just a matter of attraction toward that first year,
10 to attract as many as we can.

11 Are these young officers-- young catalyts looking
12 at salaries? Are they looking at equipment? This new
13 generation is totally different from my generation, and
14 I'll give you an example that I was shocked. When I was
15 in Hollywood, there was an officer that came over--
16 lateraled over from Miami Gardens. Hollywood, at the
17 time, was the lowest paid agency in Dade and Broward
18 County, the lowest, and by far. I'm talking about, if
19 you looked at the spreadsheet and you graphed it out, it
20 was everybody here, and Hollywood was down here, and he
21 transferred over-- lateraled over to Hollywood. I met
22 him, and I said, "But why are you coming to Hollywood
23 when Miami-Dade was the highest paid-- number one paid
24 in the County? So you're going from here all the way to
25 here. Why? I was curious as to why would you do that.

1 He said, "You have-- I'm landlocked in Miami
2 Gardens. You have a Beach." I kid you not. "You have
3 a Beach."

4 I said, "A Beach?"

5 He said, "Yeah, I want to be on Beach Patrol." So
6 what attracted this young man was he wanted to be on an
7 ATV on the beach. He didn't care about the money or the
8 pension. You know, he actually made a good judgment
9 call, because today Hollywood is paid higher than Miami
10 Gardens. So what does that tell you? That happens a
11 lot, because, why? You know, it's a moving target, so
12 these contracts go up and down.

13 You know, tomorrow we're going to negotiate a
14 contract. What we just did with Fire, okay. So with
15 Fire, we negotiated a contract. I believe that that's a
16 fair equitable contract, and their salaries are very
17 competitive. Tomorrow, Miami-Dade may come up with a
18 new contract, and then the Beach comes out three months
19 from now, and all of a sudden we're way outside, because
20 it's a moving target. But, nonetheless, the attraction
21 for that candidate was the Beach.

22 Other ones-- we do recruitment drives-- will walk
23 up to the booth and say, "What kind of computer do you
24 have in your car?" And if you tell them, "I have a
25 Panasonic Toughbook." "Wow, that's really cool. I like

1 that." But if you tell them you have the typical
2 Toshiba-- typical laptop, "Oh, I don't like that." You
3 wonder, in my world, thinking, what do you care, as long
4 as it works. Others are more focused on pensions.

5 I have seen an increase in that focus. They're
6 actually studying the pensions and multiplier, and the
7 merit pay. So we're structuring now a different pay
8 plan for the negotiation. It's actually a very
9 structured pay plan. I think it's simplistic. I think
10 it removes the opportunity for mistakes in the payroll
11 process. And I believe that it's going to get us to a
12 place where it will be a little bit more attractive to
13 people to come here.

14 Just arriving, I was told by some of the officers
15 that the new recruits know more about pensions than they
16 do, okay. They have books like this. So, it happened
17 yesterday, I came across one, and he says, "Oh, yeah, I
18 studied everything about pensions and cities. I want to
19 be a police officer." He was an intern here, and he was
20 leaving. He was going to do another job, but he's
21 applied for the department. "So what did you decide?
22 Who has the highest benefits that you've seen?"

23 "Oh, Gables by far." You know, in his world, the
24 Gables had the highest benefits, but the officer in
25 patrol here said we have the lowest benefits. So where

1 are we at? We're above the middle and below the top.

2 MS. GOLDSTEIN: Any other questions for Frank?

3 Thank you so much.

4 MR. FERNANDEZ: Anything I can follow-up with?

5 Any concerns?

6 Anything I can do better?

7 MR. KLEIMAN: I got a few. Just kidding.

8 MS. KNIGHT: Is one mile per hour considered
9 speeding?

10 MR. FERNANDEZ: Actually, I'll tell you--

11 MS. KNIGHT: Is it five?

12 MS. FERNANDEZ: It depends. The Judges are
13 typically not going to impose a fine, if you go to
14 court, if you go one, two, three, four, five miles over
15 the speed limit. In most cases, probably 10.

16 What did you do?

17 MR. SMITH: 10.

18 MR. FERNANDEZ: How did you know that? Are you a
19 speeder?

20 MR. SMITH: No. I don't drive much actually.

21 MR. FERNANDEZ: But he's right. It's about 10.
22 There's no hard fast rule on that, but, in practice, you
23 know, you see when you go to court, and having gone to
24 court many times, you know that if you issue a speeding
25 ticket under-- you know, if it's not more than 10 miles

1 over the speed limit, then typically the Judge is going
2 to say, "Wait a minute." It makes logical sense. If
3 you're in your car, do you really notice the difference
4 between 30 and 40 or 25 and 35? It's hard. I know
5 you're always driving looking at the speedometer and you
6 don't, so the Judges take that into consideration.

7 Now, they also take into consideration your
8 driving record. If you are a habitual traffic violator,
9 and you come forward with a three-mile an hour over the
10 speed limit, the Judge may impose it, because of your
11 driving history. It all depends.

12 MR. KLEIMAN: So what about the Miami-Dade police
13 officer that goes on the express lanes going south and
14 slows the traffic down to 55 miles an hour on the
15 express lanes? The most frustrating thing in the world.
16 Not to mention, it's been dangerous.

17 MS. GOLDSTEIN: You have to move to the Gables.

18 MR. KLEIMAN: What?

19 MS. GOLDSTEIN: You just have to move to the
20 Gables.

21 MR. KLEIMAN: Well, I can't afford my house in the
22 Gables.

23 MR. FERNANDEZ: It's quite interesting. In Miami,
24 we had a lot of speeding complaints from citizens, and
25 so our Internal Affairs unit, right after the shift's

1 over, they would set up with a radar on the express
2 lanes out in the County, and they clocked these officers
3 that come by, and then the Internal Affairs officer
4 pulls them over and says: "Officer, you were speeding.
5 Slow down. Tomorrow report to the office-- to Internal
6 Affairs," and they issued them a reprimand for speeding.
7 So the officers, after a while, getting ahold of this,
8 they get on the expressway and they go 55 miles an hour.
9 The complaint that I was getting, "Why is the officer
10 holding traffic back?" You know, so the law went into
11 the consequences. Kicks in, because we're a society
12 that moves very, very fast. And think about it, the
13 speed limit before on the Turnpike-- you've been to
14 Disney, right? You remember when it was 55 miles an
15 hour?

16 Anybody remember that? No. It was 55 miles an
17 hour 15, 20 years ago. So imagine going 55 miles an
18 hour on the Turnpike, and today the speed limit is 70,
19 and people know they're going 79. So that's--

20 MS. GOMEZ: Cruise control on 78.

21 MR. FERNANDEZ: Nonetheless, you know, it's a lot
22 safer going that speed limit, and studies were done,
23 because you're going straight forward, and they have
24 enhanced the expressway now, where they have the
25 barriers in the middle, because of the major accidents

1 on the Turnpike.

2 Now, remember, there were cars going off into the
3 center. You get a blow out of your tire, it goes out,
4 and you have a head-on collision on the other side,
5 because the car flips over once it hits the grass.

6 By the way, just for safety purposes, if you're
7 ever on the expressway, and you get a flat tire, stay
8 straight. Do not turn that car to the side. You just
9 stay straight. You bring that car down to 10 miles an
10 hour or slower, and then you pull off the road. Because
11 what people want to do is, they think, I'm going to get
12 it from the back, and you get a blow out, you feel the
13 pow, you feel that noise in the back, the tire is
14 moving, it's flat, and then you want-- you think you're
15 going to get hit, so you want to get off the road, and
16 that's what causes major accidents, because once you get
17 off the road, the rim embeds itself into the grass, and
18 the car flips. And that's how you get rollovers.

19 MS. GOLDSTEIN: Good to know.

20 MR. FERNANDEZ: Always. You hear the flat,
21 straight forward.

22 MS. KNIGHT: I would have definitely--

23 MS. GOMEZ: Swerved, yeah.

24 MR. FERNANDEZ: You want to go straight forward,
25 slow it down to 15, 10 miles, and then you slowly,

1 gradually, get off the road, because if you go off, I
2 can guarantee you, even at 40, 35 that car may flip.

3 MS. GOLDSTEIN: Okay, great.

4 MR. FERNANDEZ: Thank you. Did I answer all of
5 your questions?

6 MS. GOLDSTEIN: Thank you.

7 MR. KLEIMAN: Thank you.

8 MS. GOMEZ: Are you going to be here for a second?

9 MR. FERNANDEZ: I guess I am now.

10 (Thereupon, Mr. Fernandez left the meeting.)

11 MR. GOLDSTEIN: So our next meeting is scheduled
12 for January 26. That's a Thursday at 8:00 a.m.

13 MS. GOMEZ: Yes. Do you have anything-- I mean,
14 we'll most likely--

15 MS. KNIGHT: We said the 28th to the--

16 MS. GOMEZ: No. That's for our Director Staff
17 Meeting. So at that one, we hope to have the audit
18 plan, and maybe the risk assessment findings or
19 whatever, and the audit plan or draft audit plan.

20 Is there anything else?

21 MR. KLEIMAN: I haven't discussed this with the
22 Board. We have been doing now the overtime report for
23 quite some time. You know, we definitely have it all
24 under control. Other than Police and Fire, it's
25 absolute minimal overtime. I mean, I think it's sort of

1 almost like a waste of time to keep reporting on all of
2 that. So I was going to propose that we sort of morph
3 into just the one-page that shows Fire and Police,
4 because they're the ones that was the abuse years ago.
5 There's no longer the abuse now, but it still merits
6 tracking, and I think this Board should still be
7 involved in that. And then, on top of that, bringing in
8 the variance report-- not the variance, but the vacancy
9 report. So I know we do have the quarterly numbers on
10 there, but we can show you-- we can bring you an
11 absolute up-to-date report, forgetting about the
12 quarterly reporting, on a vacancy report that shows you
13 where we are citywide with vacancies at every one of our
14 meetings. Maybe morph into that. So just Fire and
15 Police on the overtime, and then the whole City vacancy
16 report, we can give you, and then we can discuss that if
17 that's the case.

18 So what do you think? And, again, if you want to
19 keep it the way it is, that's fine with me, too.

20 MS. GOLDSTEIN: My opinion is that I agree with
21 you on the overtime report, to slim it down to what's
22 worth looking at. I'm not sure that a full vacancy
23 report is going to warrant discussion every month, but
24 it's not bad to put it in the packet--

25 MS. GOMEZ: You mean, the quarterly?

1 MS. GOLDSTEIN: I think the quarterly is fine.

2 MR. KLEIMAN: Okay. That's fine. Again, it's a
3 two-page document, the vacancy report.

4 MS. GOLDSTEIN: Are you guys in agreement?

5 MR. SMITH: Yeah.

6 MS. GOMEZ: And we're flexible, so if it doesn't
7 work, you say, "Oh, yeah, I don't like this." You let
8 us know, and we'll go back to whatever you want.

9 MS. GOLDSTEIN: I think John's the one that's used
10 to having that history. I think we're all fine with--

11 MR. SMITH: I have a quick question as it pertains
12 to payroll. Is the City aware of the new payroll for
13 non-exempt and exempt that's coming December, 1st and
14 the minimum salary, as it comes to a non-exempt and
15 exempt, which non-exempt is hourly; exempt, salary? It
16 could affect overtime a lot.

17 Who's our payroll company here?

18 MS. GOMEZ: No. We do payroll internally, and so
19 in terms of-- I mean, so we-- I guess I'm not sure--

20 MR. SMITH: Because it affects-- I bring it up,
21 because it affects a lot of my clients in my business,
22 so I'm bringing it up to them, in terms of, let's say
23 you have an exempt employee at a \$40,000 salary, if you
24 don't have like a time keeping track software kind of
25 thing, and they say they're starting to work overtime,

1 you're not subject to pay them overtime even though you
2 have them on salary. Now they brought it up to 47,400
3 and change. So--

4 MS. GOMEZ: Yes.

5 MR. SMITH: I'm just bringing it up.

6 MS. GOMEZ: No. No. I understand. So you're
7 saying, if you're a salaried employee, but you're
8 working more hours--

9 MR. SMITH: Uh-huh.

10 MS. GOMEZ: Yes. So, right, so we have a very
11 clear--

12 MR. SMITH: They can't come back years later and
13 say, hey, I worked this much overtime.

14 MS. GOMEZ: Yeah, but we've dealt with that.

15 MR. SMITH: It's effective December 1st.

16 MS. GOMEZ: Even back in my day in Miami, we dealt
17 with that, because people got paid overtime, because
18 they were salaried employees, but they clocked in and
19 clocked out half an hour early, half an hour later, and
20 then we had to go back two years and pay them, so that's
21 been around, the idea. And so we're working toward
22 getting a clocking in system.

23 MR. SMITH: What a lot of my clients have done is,
24 if they're in the \$42,000, they just bump them up to 47,
25 but it affects the budget, because--

1 MS. GOMEZ: Right. I see what you're saying. So
2 now it's down to 40?

3 MR. SMITH: Right.

4 MS. GOMEZ: Right, okay.

5 (Thereupon, there was simultaneous speaking.)

6 MR. KLEIMAN: 17 is the lowest. I think so. I
7 can check.

8 MS. GOMEZ: The admin's are hourly, and they're
9 17.

10 MR. KLEIMAN: Well, they're exempt, right?

11 MS. GOMEZ: No. They get overtime.

12 MR. KLEIMAN: They get overtime. But you're
13 saying if they're making more than 47,000--

14 MS. GOMEZ: Then they probably don't.

15 MR. SMITH: But if they fall within the specific
16 duties-- it's very complicated. That's why I'm bringing
17 it up. I had 80 people come into my office to run me
18 through a lot of the things. I can scan and send you
19 the packet that they left with me.

20 MS. GOMEZ: That would be great.

21 (Thereupon, there was simultaneous speaking.)

22 MR. KLEIMAN: Thank you. That's great.

23 MS. GOMEZ: And then, in January, we'd probably
24 have the January quarterly report and things like that.

25 Anything else?

1 MS. GOLDSTEIN: I'm going to adjourn the meeting
2 at 9:12.

3 MS. GOMEZ: An hour and a minute.

4 (Thereupon, the proceedings were concluded.)
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STATE OF FLORIDA)
)
COUNTY OF MIAMI-DADE)

I, ESTELA L. VALLE, Shorthand Reporter and Notary Public
for the State of Florida, do hereby certify that I was
authorized to and did stenographically report the foregoing
proceedings, and that the transcript is a true and complete
record of my stenographic notes.

DATED this 14th of November, 2016.

Estela L. Valle

Estela L. Valle
Shorthand Reporter and Notary Public