

CITY OF CORAL GABLES
BUDGET/AUDIT ADVISORY BOARD
Meeting Minutes: Thursday, July 6, 2017

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

MEMBERS	A	S	O	N	D	J	F	M	A	M	J	J	APPOINTED BY:
	16	16	16	16	16	17	17	17	17	17	17	17	
Tony A. Rivas					-	-	P	P	-	P	-	P	Mayor Valdes-Fauli
Erin Knight	-	P	P	P	-	-	P	E	-	P	-	-	Commissioner Jeanette Slesnick
Alex Menendez	-	P	O	E	-	-	P	E	-	A	-	P	Commissioner Vince Lago
John Holian	-	P	P	A	-	-	P	P	-	P	-	P	Commissioner Frank C. Quesada
Cheryl Goldstein	-	P	P	P	-	-	A	P	-	P	-	A	Commissioner Pat Keon
Francisco Paredes												P	Commissioner Mena

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

^ - New Member

- Special meeting

** - Resigned Member

Staff:

Diana Gomez, Finance Director

Keith Kleiman, Assistant Finance Director for Management & Budget

Sally Ola Ola, Assistant Finance Director for Reporting & Operations

Minutes Preparation and Recording Secretary: Nieves Sanchez, Bailey & Sanchez Court Reporting, Inc.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CITY OF CORAL GABLES
BUDGET/AUDIT ADVISORY BOARD
TRANSCRIPT
CORAL GABLES CITY HALL
405 BILTMORE WAY, FIRST FLOOR CONFERENCE ROOM
CORAL GABLES, FLORIDA
THURSDAY, JULY 6, 2017, COMMENCING AT 8:05 A.M.

Board Members Present:

Alex Menendez, Chairman
Francisco Paredes
Tony Rivas
John Holian

City Staff and Consultants:

Diana Gomez, Finance Director
Keith Kleiman, Assistant Finance Director for Management
and Budget.

1 THEREUPON:

2 (The following proceedings were held.)

3 CHARIMAN MENENDEZ: Good morning,
4 everybody. It's July 6th. We're here for the
5 Budget and Audit Advisory Board Meeting, and
6 I'd like to start by calling the meeting to
7 order.

8 Everybody that's present, say, aye.

9 MR. RIVAS: Aye.

10 MR. PAREDES: Aye.

11 MR. HOLIAN: Aye.

12 CHARIMAN MENENDEZ: Okay. I think we have
13 a quorum here.

14 MS. GOMEZ: Uh-huh.

15 CHARIMAN MENENDEZ: And note that we're
16 missing Diana.

17 MS. GOMEZ: No, Cheryl.

18 CHARIMAN MENENDEZ: Oh, Cheryl. My
19 mistake. We're missing Cheryl.

20 All right. Great. And today we'd like to
21 welcome a new member. We have Frank Paredes,
22 who was appointed by Commissioner Mena, who is
23 here today. Let's say, good morning, and see
24 if you have anything to say, and meet the rest
25 of the team.

1 MR. PAREDES: Thank you. I think I've met
2 everybody already.

3 CHARIMAN MENENDEZ: Great.

4 All right. So with that said, we'll move
5 forward into a discussion regarding the
6 2017-2018 budget estimates, and we'll start
7 with Keith.

8 MR. KLEIMAN: Okay. Well, first of all,
9 has everyone had a chance to read through at
10 least the Manager's message?

11 MR. PAREDES: Yeah.

12 MR. RIVAS: Uh-huh.

13 MR. KLEIMAN: Well, first of all, the
14 values came in on June 1st. Last year, the
15 final values for July were 14.389 billion
16 dollars. June 1st came in at 15.128. And
17 that's what this budget here is based on. It's
18 based on those values. With the same millage
19 rate, we're talking about 3.8 million dollars
20 extra in property taxes, based on the value
21 increase.

22 July 1st, the new values came in at 15.172.
23 So it's another 44 million dollars. So that
24 brings in another \$232,000, which is not
25 included in this budget yet. That's for

1 discussion during the summer, okay. But we
2 also found out that, and this is the first time
3 this is happening, which is a little
4 disconcerting, we want to find out why, the --
5 we always know, right around this time, the
6 State puts out their estimates. We always do
7 our best guess of what some of the State funds
8 are, and one the monies, the half cent sales
9 tax, actually went down.

10 Up until FY17, the trend has been steadily
11 going up. For the FY18 budget estimate I went
12 up a little bit, as I normally do, and then
13 wait until the State estimates are available in
14 mid-July and then go up a little more depending
15 on what the State estimates show. Well, for
16 the budget estimate I went up by \$100,000 over
17 the prior year. However now that the State
18 estimate has come out, I will have to lower my
19 projections by \$125,000. Their estimates came
20 out lower than last year. And we're going to
21 make calls to them to find out what's going on.
22 So we're not really sure. So that minus 125,
23 against the 232, so we're ahead 107, okay.

24 The other increase, the local option of gas
25 tax for the use of roadways, that came in a

1 little bit higher, so we're going to net
2 another \$25,000 or so. That's a special -- and
3 it's going to be in Special Funds strictly for
4 capital improvements, okay.

5 So now you may as well just ask questions,
6 because, I mean, I can talk for hours on this
7 and we only have, obviously, you know, no more
8 than an hour. So have you had a chance to go
9 through it, anything that strikes you as a
10 question?

11 MS. GOMEZ: So we will be having the Budget
12 Workshop on the 11th at 3:00 p.m., after the
13 regularly scheduled Commission Meeting. This
14 is where the budget estimate is presented to
15 the Commission in a Workshop format. So it's
16 not open to public discussion. It is just a
17 discussion between Management and the City
18 Commission.

19 MR. KLEIMAN: Right.

20 MS. GOMEZ: There will be public hearings
21 in September for the public to be able to
22 comment on the budget, but this first Workshop
23 it's just for Management to go over the
24 estimate with the Commission.

25 MR. KLEIMAN: Right. So now what I can do

1 is, I can run over some of the increases in
2 revenue, some of the decreases in revenue, if
3 you want, unless you just have questions, which
4 is probably a better use of this right now. If
5 anything was glaring in your review of the
6 book --

7 MR. RIVAS: The capital expenditures on
8 Page Roman Numeral IV --

9 MR. KLEIMAN: In the City Manager's
10 message, okay.

11 MR. RIVAS: Yeah. From 77 million in 16-17
12 to 21 million, what was that?

13 MR. KLEIMAN: Most of that is
14 reappropriations from the prior year. This
15 year's budget, the new items are about 21
16 million dollars. Last year's new items were
17 about 15 million dollars. But, on top of that,
18 we are carrying a tremendous number of capital
19 projects budgeted in prior years. The reason
20 for that is that the City never had a
21 comprehensive capital improvement plan. We
22 have only had one for the last four or five
23 years. So we've been playing catch-up.

24 So we budgeted a lot of money, and the City
25 is doing the highest priorities first, and all

1 of the projects, they're funded, but we keep
2 reappropriating the money. So it's unspent.
3 So it's more historical dollars that are coming
4 forth and moving forward, so that it looks like
5 the budget was so much bigger in '17, and it
6 really wasn't. The adopted budget was in line
7 with '18, but now you're adding all of the
8 reappropriations, which is mostly capital.

9 MS. GOMEZ: Because the 2017 number there
10 is the final number, as opposed to the adopted
11 budget.

12 MR. KLEIMAN: It's called the amended
13 budget.

14 MS. GOMEZ: It's the amended budget. So
15 anything that was carried over --

16 MR. RIVAS: Correct. So next year, the
17 same --

18 MS. GOMEZ: Same thing is going to happen
19 next year. Anything that's not spent in the
20 previous year will then be added to the budget,
21 the amended budget, and, therefore, it will
22 look like this.

23 MR. RIVAS: What does the spending outlook
24 look like? When do we finally catch up on
25 these programs?

1 MR. KLEIMAN: Well, it's more of when they
2 really have the time to get a lot of them done.
3 That's the problems that -- we've played such
4 catch-up.

5 Again, picture a city without a capital
6 improvement plan.

7 MR. HOLIAN: For twenty years.

8 MR. KLEIMAN: For twenty years. Public
9 Works used to prepare a capital plan for the
10 upcoming year, but little to nothing in the
11 four out years. Projects were added to the
12 fold in a catch as catch can basis, but since
13 we've implemented a comprehensive five year
14 paln, which is really a long range plan,
15 projects have been officially added to the
16 budge and funded whether or not we can actually
17 do the project in the funding year. The logic
18 is that we are smoothing the City's spending by
19 funding items as we have funds for them.

20 The buildings were falling apart. I mean,
21 look at City Hall. So we're playing catch-up
22 now. But, again, the catch-up is, the biggest
23 priorities first, like the Youth Center,
24 Venetian Pool. I mean, those things were --
25 there were just major problems there that now

1 are really getting under control.

2 MR. PAREDES: But that's not on the 21 for
3 this year that you're --

4 MR. KLEIMAN: No. In the 21 this year --

5 MR. PAREDES: Those are new projects.
6 Those are the carry over projects.

7 MR. KLEIMAN: Well, yes and no. What we've
8 created, also, we've had these capital projects
9 matrices, which is comprehensive replacement
10 programs for different categories,
11 classifications of capital assets, and that's
12 in here, also. So now like we budget money to
13 replace all air conditioners, AC systems, HVAC
14 on time, all roofs on time, all motor vehicles
15 on time. So we never had that in the past.
16 That's in here, as well.

17 Now, those monies do get spent, but, like,
18 for instance, when you look at the IT budget,
19 we're budgeting 1.2 million dollars for them
20 each year. We don't spend that much money each
21 year, because part of it is to build up a
22 reserve for the one time like re-purchase of
23 the new software for the City.

24 So I know, Frank, you missed -- this is one
25 of the --

1 MR. PAREDES: Yeah, I've got some questions
2 on that.

3 MR. KLEIMAN: Right. So, now, that
4 software is going to happen over the next two
5 or three years, but of the 1.2 million we give
6 them every year, they're putting away money for
7 it.

8 MR. PAREDES: But when you first adopted
9 the capital budget five years ago or three
10 years ago --

11 MR. KLEIMAN: Well, we change every year.
12 We keep updating it.

13 MR. PAREDES: -- that number was, what?
14 That was a five-year number?

15 MR. KLEIMAN: Oh, it was much lower. Yeah,
16 it was way smaller than it is now.

17 MR. PAREDES: It is way smaller --

18 MR. KLEIMAN: It was. It was.

19 MR. PAREDES: -- because it keep getting
20 added every year?

21 MR. KLEIMAN: Right.

22 MR. PAREDES: And, then, therefore, Tony's
23 question, the 21 is added to that budget for
24 this year, plus everything else that's still
25 rolling over?

1 MR. KLEIMAN: Yes.

2 MS. GOMEZ: Right. So, for instance --

3 MR. PAREDES: So it's a moving five-year
4 budget --

5 MR. KLEIMAN: Yes. Right.

6 MS. GOMEZ: Correct.

7 MR. RIVAS: But it's moving in the wrong
8 end.

9 MS. GOMEZ: No, because the one million IT
10 budget that we just talked about, that one
11 million dollar new money is in that 21 million
12 dollar number for the current year.

13 MR. KLEIMAN: Yes.

14 MS. GOMEZ: Let's say last year they
15 haven't spent 500,000 of it, well, then that's
16 going to roll into the reappropriated in the
17 next year, so that at the amended budget,
18 that's why we have such a high, 77.

19 MR. KLEIMAN: Right.

20 MS. GOMEZ: So to your point, we are
21 funding the capital program and doing the
22 projects as time and resources allow us to, but
23 we are funding more than they are actually
24 spending, because they just don't have the
25 resources to do all of the programs at the same

1 time.

2 MR. KLEIMAN: Well, that's some of the
3 larger projects. When you get to something
4 like IT and all of the capital matrices, the
5 purpose of it is to give them the money and
6 start planning and saving for the time when
7 they need the one time.

8 Like, for instance, we budgeted in FY '17,
9 yeah, FY '17, and we started giving them extra
10 money toward an e-permitting system. Now,
11 that's a very expensive system. I think it's
12 like six or seven hundred thousand dollars.

13 So IT got a first lump of money in that 1.2
14 million dollars for that. They're not spending
15 it yet. We want that to roll. Because you
16 want cities expenditures to be leveled. You
17 don't want these peaks and valleys, and that's
18 what got cities in trouble, because when you do
19 an operating budget, you want a hundred percent
20 with recurring dollars. And when you have
21 peaks and valleys in spending and budgeting,
22 you can't do it, because if all of a sudden --
23 I'll give you an example.

24 Like our elections, we have them every
25 other year, and it's \$128,000. Now that's not

1 going to kill us. That doesn't really affect
2 that peaks and valleys. But if you had a
3 larger sum of money, that you only needed
4 sometimes, some cities will take that out of
5 the budget.

6 All right. Now, we can, because, again,
7 we're in a better position, and most of our
8 spending is very, very flat, but if we were in
9 a troubled state, like we were going back about
10 five or six years ago, I would have left the
11 128 in there in the year we weren't going to
12 spend it, because I don't want to look for it
13 again the following year, okay.

14 MR. RIVAS: Okay.

15 MR. KLEIMAN: I know this budget like the
16 back of my hand. I know where I can and cannot
17 touch it. But you want level spending, and
18 that's what you have to do. And most cities
19 don't. They do like this.

20 MR. RIVAS: I understand the level
21 spending, you know, idea, especially when
22 you're talking about IT, but I guess the
23 concern is, with all of these capital projects
24 and just, you know, we're funding them, but we
25 just don't have the resources -- I don't

1 understand why we don't have the resources to
2 do more than one project at once.

3 I mean, is it just, we don't want to have
4 cranes everywhere or --

5 MS. GOMEZ: No. I mean, they're working on
6 multiple projects at the same time.

7 MR. HOLIAN: Oh, yeah. Have you seen the
8 book?

9 CHARIMAN MENENDEZ: No. That's the
10 problem. We don't have the book.

11 MR. KLEIMAN: I don't want to say we don't
12 have the resources. That's really not the
13 correct term.

14 What it is, they're in the planning stages.

15 MR. RIVAS: Okay.

16 MR. KLEIMAN: I mean, it goes to
17 Procurement. We're going into RFPs. There's a
18 lot of moving parts to all of these, and,
19 unfortunately, with City Government, it does
20 takes two or three years to get a large -- like
21 look at the streetscape, that it's decades.

22 CHARIMAN MENENDEZ: A good example you'll
23 see is, we put money away for parks.

24 MR. KLEIMAN: Right.

25 CHARIMAN MENENDEZ: And it's not that we

1 have the park that's already ready to buy, it's
2 that we have the funds, they're available, so
3 when the house maybe needs to be demolished, we
4 can pick up that property. But if we don't
5 start funding for it, the house will become
6 vacant and the property -- someone else will
7 pick it up and we don't have money to buy it.
8 So we've been doing that.

9 (Simultaneous speaking.)

10 CHARIMAN MENENDEZ: But my issue, more than
11 that is, I thought we used to get both books at
12 the same time. We'd get the capital
13 expenditures book --

14 MS. GOMEZ: No. Capital is at the end of
15 August.

16 MR. KLEIMAN: Yeah.

17 CHARIMAN MENENDEZ: Once we have that, that
18 will help you a lot, because that goes --

19 MR. HOLIAN: Can we get two copies of the
20 capital expenditures book --

21 CHARIMAN MENENDEZ: The old ones?

22 MR. HOLIAN: The old ones. Last year's
23 book.

24 MR. KLEIMAN: Sure. We can get it.

25 MR. HOLIAN: It's a real great book. It's

1 quite impressive.

2 MR. PAREDES: And is the capital budget
3 funded from ad valorem taxes or is that funded
4 by debt or --

5 MR. KLEIMAN: Some of it. What we do is
6 that we actually -- there is some recurring
7 money that we use, like two or three million
8 dollars from the recurring revenue, and we put
9 that toward capital, but what we also do is, we
10 plan ahead. And so any surpluses in the year,
11 we put it away and we set it aside for one time
12 uses.

13 You never want to use a surplus, which is
14 one time money, for anything that's recurring,
15 so we set it aside for one time uses. Capital
16 is perfect for that.

17 So like, for instance, the capital
18 matrices, which are recurring things, we want
19 to use the recurring money coming in. But for
20 one time capital infrastructure improvements,
21 we want to use the reserves.

22 So we don't touch the 25 percent, which is
23 our emergency, but we have other money set
24 aside in different funds that is strictly for
25 capital improvements and they come from the

1 surpluses we generate.

2 MR. HOLIAN: Which we never used to have
3 ten years ago.

4 MR. PAREDES: That 25 percent, I read it
5 covers three months of operating expenses only.

6 MS. GOMEZ: Uh-huh.

7 MR. KLEIMAN: Well, you have to figure,
8 it's 25 percent of the budget.

9 MR. PAREDES: But does it get accumulated
10 on a yearly basis?

11 MS. GOMEZ: No.

12 MR. PAREDES: It's just one year, because
13 there's --

14 MR. KLEIMAN: It's one time, and it gets
15 adjusted. Like, for instance, when they closed
16 out FY '16, we adjusted the surplus reserve --

17 MR. RIVAS: Up or down.

18 MR. KLEIMAN: -- for what was needed to
19 match '17's budget. So we always have 25
20 percent of --

21 MR. PAREDES: So whatever, the 25 percent,
22 the excess, that gets accumulated and that
23 rolls over for the next year?

24 MR. KLEIMAN: Exactly.

25 MR. HOLIAN: Years ago, that number was

1 like two or three million.

2 MR. KLEIMAN: Yeah, at some point.

3 CHARIMAN MENENDEZ: When we go back and
4 look at the capital expenditures, I want to
5 look at some of the projects that we funded
6 over the years, because like, to your point,
7 the e-permitting, we funded that, what, three
8 or four years ago?

9 MR. KLEIMAN: No.

10 MS. GOMEZ: No. We started funding --

11 MR. KLEIMAN: No, we just started in FY
12 '17. It was FY '17 or '16.

13 MS. GOMEZ: They talked about it at that
14 point --

15 CHARIMAN MENENDEZ: I feel like we've been
16 talking about it for a long time.

17 MS. GOMEZ: Yes.

18 MR. KLEIMAN: The problem is that it's a
19 brand new system. There was no city that was
20 using any one particular system, and now
21 they're narrowing it down, and then they know
22 what they want, and IT is working on it with
23 the new ERP that we're going to be doing.

24 MS. GOMEZ: I don't know, do they know the
25 system already?

1 MR. KLEIMAN: No.

2 MS. GOMEZ: Not even. So we're just trying
3 to put money aside for it, because we know it's
4 coming, the purchase is coming.

5 MR. KLEIMAN: Right. But they are
6 narrowing it down now.

7 CHARIMAN MENENDEZ: I feel like, this
8 conversation, we've been having it now for four
9 years.

10 MR. KLEIMAN: We have.

11 MS. GOMEZ: Yes.

12 CHARIMAN MENENDEZ: And if we would have
13 put the whole system in four years ago, we
14 would have had savings already, and kind of the
15 things that we talked about, the reasons for
16 putting it in. And one of the big reasons we
17 didn't put it in originally was, do we want one
18 comprehensive system for the whole City or are
19 we going to buy a separate system just to
20 handle processing and permits.

21 MR. KLEIMAN: Well, it wasn't going to talk
22 to what we have now.

23 CHARIMAN MENENDEZ: Talk to it.

24 MR. KLEIMAN: Yeah, that was the problem.

25 MR. PAREDES: You're in the process of

1 buying an ERP.

2 MR. KLEIMAN: Well, not yet. We're in the
3 process of deciding what we want.

4 MR. PAREDES: Did you talk about it? Like
5 Alex just said, it will take four years to
6 finally get here --

7 MR. KLEIMAN: No, it's going to happen
8 fairly soon. The current system is sunsetting.

9 CHARIMAN MENENDEZ: It sunsets at the end
10 of this year.

11 MR. KLEIMAN: Is it that soon?

12 MS. GOMEZ: I don't know.

13 Our current system, I think it's --

14 MR. KLEIMAN: They're not going to maintain
15 it much longer.

16 MS. GOMEZ: Right. They're not going to
17 maintain it, I think, after next year.

18 MR. KLEIMAN: And they're not investing in
19 it.

20 MR. HOLIAN: It has to be next year. It
21 can't be this year, because we won't be able to
22 get a new --

23 MS. GOMEZ: No, we can hold on to it for a
24 year after the fact that they stopped, you
25 know --

1 MR. HOLIAN: Yeah.

2 MR. PAREDES: You know, I read in here, in
3 a message, "Upgrading our physical and
4 technological infrastructure." And, then, when
5 I looked at the details of the technology, I
6 didn't see really much technology in there, in
7 this thing in here --

8 MR. KLEIMAN: Yeah. Okay. Now, you won't,
9 but if you look at the capital page, which is
10 like Page 16 --

11 MR. PAREDES: It's on Page Roman Numeral
12 III, "Information technology, adding support
13 and maintenance alignments for ADP Pro" --

14 MR. KLEIMAN: Right. But if you turn to
15 Page 60, at the very, very top --

16 MR. PAREDES: I certainly didn't get there.

17 MR. HOLIAN: Well, that's where they go
18 into more detail about what --

19 MR. KLEIMAN: But I can tell you, the line
20 item that's on Page 60 -- it may help this
21 discussion if we go through some of the 21
22 million dollars. If you'd go to Page 60.

23 MS. GOMEZ: It's before the first tab.

24 MR. HOLIAN: Keith is responsible for every
25 line in the book.

1 (Simultaneous speaking.)

2 MR. KLEIMAN: Okay. So, now, if you look
3 at the first, it says, Capital Equipment, in
4 the first section --

5 MR. PAREDES: Right.

6 MR. KLEIMAN: -- that's the 1.2 million
7 dollars they're getting this year, and we're
8 rolling over 1.8 from prior years' allocations.
9 And right below it, you'll see CGTV Equipment
10 Upgrade. Now, that's technological stuff, as
11 well. That's all of the TV systems that we
12 have here, it's all being re-done, and you'll
13 see that's new money coming in, \$242,000.

14 Okay. And if you go to Public Safety, down
15 towards the bottom of Page 60, CCTV Security
16 System, we're enhancing that system another
17 \$500,000.

18 MR. HOLIAN: Keith, can you look at the
19 second line, where it says, Facility Repairs
20 and Improvements --

21 MR. KLEIMAN: Yes.

22 MR. HOLIAN: Roof license permit City-wide
23 HVAC --

24 MR. KLEIMAN: Right.

25 MR. HOLIAN: So you're budgeting this year

1 for the upcoming year.

2 MR. KLEIMAN: Those are the matrices --
3 yeah.

4 MR. HOLIAN: Which we've never done. Well,
5 we've been doing it recently, but --

6 MR. KLEIMAN: Yeah, we started implementing
7 -- these matrices just started -- motor
8 vehicles was the first one, and then IT came
9 in, I think.

10 So it started in '15, and we've been
11 increasing them ever since.

12 MR. HOLIAN: Right.

13 MR. RIVAS: So this shows how we're funding
14 these projects. Where does it show what we
15 plan on spending on these projects in this
16 year?

17 MS. GOMEZ: That's in the capital plan.

18 MR. HOLIAN: They're getting you the books
19 right now.

20 MS. GOMEZ: No, we don't have any extras.
21 I'll bring you mine, so they can just kind of
22 peruse through it.

23 MR. KLEIMAN: Wait. I want to understand,
24 to answer that question.

25 MR. RIVAS: Because this shows you, okay,

1 like IT Data Systems, we had 1.8 we're rolling
2 over, we're putting another 1.2, we're going to
3 be at 3.1, how much are we using of that this
4 year?

5 MR. KLEIMAN: There's no way of us knowing
6 that, especially --

7 CHARIMAN MENENDEZ: That's my concern. You
8 will see it will be zero this year, and then
9 next year we'll drop another 1.2 and it will be
10 for a system that's coming in 2018 --

11 MR. RIVAS: That goes back to the broader
12 question of, you know, we keep funding
13 projects, but --

14 MR. KLEIMAN: But it's planning. See,
15 that's the whole thing, because otherwise --
16 let's say, for instance, like City Hall, what
17 we were doing here was adding money to this
18 project, because we couldn't afford to add four
19 million dollars in one year, so every year --

20 MR. RIVAS: That would throw the budget off
21 completely, if every year we spend 400 million
22 and then 60 million --

23 MR. KLEIMAN: Right. Now, at least the
24 City knows that the money is in the bank for
25 these projects. It's there. Most cities don't

1 have that luxury, you know.

2 MR. RIVAS: Well, that was going to my next
3 question. Who is managing this money? Is it
4 the same people that are managing the
5 retirement money or --

6 MR. KLEIMAN: No.

7 MR. HOLIAN: This is cash.

8 MR. KLEIMAN: This is a whole different
9 thing. The retirement money can be invested in
10 different -- I don't want to say, higher risk,
11 but it is higher risk than the City's money.
12 The City's money has to be kept to treasury
13 bills and things like that.

14 MR. HOLIAN: Cash like.

15 MR. KLEIMAN: Yeah. But we have -- you
16 have seen the budget, we have a very big
17 increase in investment income. So our
18 treasurer, he's an expert at doing it. He is
19 also on the investment team for the retirement
20 system, but he's here, and since we've had Pete
21 here, our investment income has just gone much,
22 much higher.

23 MS. GOMEZ: These are ours. We will make
24 you ones, but you can borrow these for now to
25 go through it or whatever, just because they

1 may have our notes and stuff in there. I'm not
2 sure.

3 MR. HOLIAN: So that goes through all of
4 the projects or gives you --

5 MR. PAREDES: Which is fine, but, in
6 particular, if you look at the message, it
7 says, "New initiatives for fiscal 2017-2018,
8 information technology annual support,
9 maintenance, alignment," and when I read all of
10 those items, I didn't see any real -- it was
11 more people oriented, and some things that -- I
12 hear, you know, a million two on the capital --

13 MR. KLEIMAN: Okay. Wait a second.

14 MR. PAREDES: But in the initiatives, new
15 initiatives for 2017, it talks about
16 information technology annual support.

17 By the way, Keith, I'm asking this as a
18 rookie.

19 MR. KLEIMAN: Oh, absolutely.

20 MR. PAREDES: This is not meant to be
21 controversial or anything like that. It's just
22 general questions.

23 MR. KLEIMAN: Oh, I don't care. I love
24 questions. The better you understand this, the
25 better it gets to the Commissioners.

1 MR. HOLIAN: He loves to talk about this
2 book.

3 MR. KLEIMAN: Yeah. This is my life.
4 Anyway, the \$3,000 --

5 MS. GOMEZ: What page?

6 MR. KLEIMAN: It's on Roman Numeral III, so
7 that is just a follow-up of prior years. We
8 implemented a new needs process now starting
9 four years ago. Again, the City never had a
10 capital process. It never had a new needs
11 process. It just was creating an operating
12 budget, and if any director needed something
13 extra, they would ask for the City Manager's
14 ear. I'm not exaggerating. That's how it was.

15 Okay. They didn't even budget for capital.
16 They actually performed the capital project
17 before they had set aside any money, which is
18 how the City got into the mess that it was in.
19 The City never had a revenue problem. It had a
20 management problem. So now everything is
21 obligated before, and money is set aside first,
22 it gets encumbered first, nothing starts before
23 the money is already in place.

24 Okay. The City never had that.

25 But now, on the new needs side, the City

1 was never -- you know, the City made major cuts
2 going back from 2009, during all of the cuts.
3 I mean, drastic cuts. When I first got here in
4 2010, they said to me, "Okay, you've got to cut
5 this budget," and I was trying -- we had a new
6 Police Chief -- especially the Police
7 Department. We had a new Police Chief, and I
8 wanted to work with him, and say, "Okay, how do
9 we make these cuts?" This is Chief Weiner, who
10 was here and gone very, very soon.

11 MR. HOLIAN: Is that the one that shot the
12 toilet or is it a different one who shot the
13 toilet?

14 MR. KLEIMAN: No. That was before my time.
15 I never heard of that one.

16 MR. HOLIAN: You never heard that? The
17 Chief discharging his gun in the toilet, and
18 shot the toilet --

19 MR. KLEIMAN: We can talk off the record on
20 that one.

21 MR. RIVAS: I was about to say, off the
22 record time.

23 MR. KLEIMAN: But, anyway, I was too slow
24 at making the cuts and the City Manager took it
25 from me and just ripped -- went right through

1 it, "They didn't spend this money, take it
2 away." So it was amazing. The police didn't
3 even have money for ammunition, they were so
4 afraid to spend. It was a disaster.

5 So now, with the new needs process, we
6 rebuilt the budget and we have specific item --
7 line item detail of what every number is in
8 that budget.

9 MR. PAREDES: Okay. So most of these new
10 initiatives --

11 MR. KLEIMAN: It all follows some part of
12 that process.

13 MR. PAREDES: -- it's new things that the
14 City needs?

15 MR. KLEIMAN: Yes.

16 MR. PAREDES: It's not necessarily
17 information technology?

18 MR. KLEIMAN: Right.

19 MR. PAREDES: Other than the Twitter --

20 MR. KLEIMAN: And if you want to ask as to
21 each one --

22 MR. PAREDES: No. No. I'm not.

23 MR. KLEIMAN: I can tell you what that is,
24 too. No, honestly, we're looking to --

25 MR. RIVAS: I have a question, more on the

1 process side. When you say, nothing is spent
2 before the money budgeted, so what's the
3 process? So let's say there's going to be some
4 sort of capital improvement that's going to be
5 a million dollars.

6 MR. KLEIMAN: Right.

7 MR. RIVAS: Do you need to be fifty percent
8 funded before you start procurement?

9 MS. GOMEZ: No.

10 MR. KLEIMAN: I'm going to let Diana
11 answer, because she's Procurement.

12 MS. GOMEZ: Right. So we've created a
13 process where we have a solicitation request
14 form. It's a form that clearly labels what the
15 project is going to be, who is in charge of the
16 project, the project managers, all of that, and
17 where the funding is coming from.

18 So if it's a million dollar project, they
19 have to identify the million dollars. It has
20 to be in the budget, the full million dollars.
21 Then they send that to Procurement. Then
22 Procurement will use -- once that's been signed
23 off and reviewed, that we have the money in
24 place, then we will go through the process of
25 putting out a bid or doing an RFP or whatever

1 we need to do.

2 We can't go out to bid and do an RFP if the
3 money hasn't been identified --

4 MR. RIVAS: Fully funded.

5 MS. GOMEZ: -- period.

6 MR. PAREDES: If it's a project that hasn't
7 been budgeted, then it doesn't get approved?

8 MS. GOMEZ: It doesn't get one, right.
9 Unless the Manager says, "Okay, we're going to
10 stop this project, and we're going to take that
11 money and we're going to use it at this
12 project, because this project is higher
13 priority than this other project."

14 MR. PAREDES: But does the Commission get
15 involved in that, in terms of if the Manager or
16 the department head or whoever originally
17 submitted a budget for a million dollars, and
18 decides to spend it in one project, but now
19 they want to spend it in two projects, is
20 that --

21 MS. GOMEZ: Right. So for the most part,
22 yes, we go to the Commission and we let them
23 know, because projects of that size are usually
24 high profile projects, things that the
25 Commission is expecting or awaiting. So, yes,

1 we do notify the Commission and let them know,
2 "This is what we're doing. We're changing this
3 from this."

4 If it's a \$10,000 project, whatever,
5 there's authority --

6 MR. PAREDES: But major items --

7 MS. GOMEZ: Absolutely, we take them to the
8 Commission, yes.

9 MR. RIVAS: One more question. How do you
10 handle scope creep on a project, when it goes
11 to 1.5 million on something that was budgeted
12 for a million? Where does the money come from?

13 MR. KLEIMAN: Well, again, we maintain
14 reserves for capital projects, and it's not a
15 percentage. It's nothing do with the 25
16 percent. And we try not to touch it, but we've
17 had scope -- that's one of the big downfalls of
18 most cities, is scope creep.

19 MR. RIVAS: Right.

20 MR. KLEIMAN: So what Cathy is doing now,
21 when we hired the new Public Works Director,
22 she doesn't want scope creep anymore. She's
23 really tired of it. And she wants better
24 estimates. But, again --

25 MS. GOMEZ: It happens.

1 MR. KLEIMAN: Even when I first got here,
2 two City Managers ago, he would just look and
3 go, "Okay, put 250 away for that, put 350 away
4 for that." I'm serious. And it just was, you
5 know, money. And then, he was controlling, in
6 his mind, all of the fund balance. At least he
7 was trying to get a process.

8 When he came here, I mean, to his credit,
9 there was nothing. There were no controls in
10 place, just absolutely nothing. I mean,
11 honestly, they would do a capital project.
12 They would get Commission approval to do the
13 project, and just spend. Then Finance would
14 get all of these bills, with nothing in place
15 to pay for it. And this is before Diana, and
16 they would actually just go to fund balance,
17 and they kept drawing it down, until, as
18 everyone knows, there was nothing left of fund
19 balance.

20 MR. HOLIAN: A lot of times they didn't
21 even go to Budget, it went from the Director of
22 the City, to the Finance Director, like if we
23 were building a clubhouse.

24 MS. GOMEZ: Right. And so then, when there
25 is scope creep, as soon as it's identified, the

1 culture now is a little more, as soon as the
2 scope creep is identified, they come to Budget,
3 talk to us about it, and so, depending, do we
4 have fund balance available that we can apply
5 towards it, do we have any surplus funds
6 somewhere else that we can apply to it, is
7 there a project that's maybe not as high
8 priority that can be put on hold, and we take
9 the money from that project, a similar type
10 project, and then maybe say, "Okay, now we have
11 to push that project off until to next year."
12 So that's how we -- but we find the money
13 before they move forward.

14 Because, if not, then we're stuck having to
15 pay -- we have to pay the bill, right? If the
16 bills are -- services are rendered, we have to
17 pay the bill. How are we going to pay it? So
18 the fact that we do have some fund balances, it
19 helps us, some surpluses, it helps us, when we
20 have that, but we're running a much tighter
21 ship, so to speak, and moving forward all of
22 the estimates are supposedly better estimates.

23 MR. KLEIMAN: Right. But, again, Cathy is
24 keeping them within the scope, guys, because,
25 again, sometimes people have grandiose ideas.

1 So Cathy is making sure that, "No, this is all
2 you have to spend. You need to keep your scope
3 within, and show me a plan for it; not start
4 building and lets see what happens. Show me a
5 plan for this dollar amount, what does it get
6 us," and, then, if she's not happy, then we can
7 increase the scope, but she's trying to keep to
8 the budget. She's very good at, honestly,
9 taking the recommendations --

10 CHARIMAN MENENDEZ: And we put provisions
11 in our last contract to try to protect us, in
12 some of the last contracts that we did, whether
13 it be construction or not, like completion
14 dates, guarantees, penalties and due dates, and
15 stuff like that, to try to avoid some of those
16 pitfalls.

17 MS. GOMEZ: Right. And in some of the
18 bigger contracts, you try to do guaranteed
19 maximum price, things like that, make sure we
20 have adequate contingencies in the budget --

21 MR. RIVAS: Is funded with contingencies?

22 MS. GOMEZ: Yes.

23 MR. KLEIMAN: The larger ones.

24 MR. RIVAS: The larger, like five, fifteen
25 percent, depending on the --

1 MS. GOMEZ: Depending on the project, seven
2 to ten is unfortunately what the old norm is.
3 We're trying to move more towards 15 percent.
4 So I don't want to say it's very easy to find
5 scope creep dollars. It's not. Other projects
6 have to be put off or whatever before --

7 MR. RIVAS: But it sounds like Cathy is
8 really kind of boxing in a project, making sure
9 that it's set.

10 MR. KLEIMAN: Uh-huh.

11 MS. GOMEZ: Right, and the new Public Works
12 Director, as well, is making sure that going
13 forward projects are -- because he's just been
14 here maybe a year, not even.

15 MR. KLEIMAN: A little levity, part of my
16 job is to whine loudly so that they listen.

17 MR. RIVAS: "Stop spending."

18 MS. GOMEZ: Exactly. Or have the money
19 before you have to spend it.

20 MR. HOLIAN: The money needs to be there
21 before we spend it.

22 MR. KLEIMAN: Exactly.

23 Honestly, a good budget officer makes sure
24 you -- helps you get your job done, not to tell
25 you you can't have this. If the City needs

1 something, I will find the money for it, but
2 within reason. I am not going to put the City
3 in jeopardy. That's just what it is.

4 MR. PAREDES: Philosophically, I don't
5 object to spending if it's investment money,
6 investing in the future, I think, investing in
7 services, I don't have a problem. That's why
8 I'm into that information technology and
9 modernization and efficiencies and that whole
10 world, because it will make life easier for all
11 of us. It's 2017, by the way --

12 MR. HOLIAN: Just from a historical
13 perspective, when real estate prices were going
14 up every year dramatically, they always had
15 more money every year, and they never budgeted
16 for any project, and worse than that, they
17 never did any maintenance on existing projects.

18 So this is the first time that we've
19 actually funded keeping things current and
20 projects moving forward.

21 MR. RIVAS: It could have been done a lot
22 cheaper --

23 MR. HOLIAN: Oh, yeah. And we're eons
24 ahead of where we were 10 years ago.

25 MR. KLEIMAN: But, unfortunately, we're

1 feeling -- like if you look at this building, I
2 mean --

3 MR. PAREDES: Well, this building was a
4 source of controversy a few years back, wasn't
5 it --

6 MR. KLEIMAN: Yes, it was. That's before
7 my time.

8 MR. HOLIAN: We bought the lot and we
9 started building --

10 (Simultaneous speaking.)

11 MR. HOLIAN: All right. We're going to
12 have to move on, I think.

13 MR. KLEIMAN: Anyway, please ask more
14 questions, because, honestly, I rather have you
15 guys understand all of this. So feel free.

16 MR. RIVAS: The workers' comp, there's been
17 a decrease of \$455,000? Page IV, Roman Numeral
18 IV.

19 MR. KLEIMAN: Yes. Our history with the
20 workers' comp, the trend has been going down.
21 The trend that has been going up is general
22 liability, and that -- actually, we transferred
23 most of that 465 into that. We went up by 1.5
24 million dollars on general liability. So that
25 trend has been going up. We're trying to

1 curtail that and we are actually improving the
2 insurance in the City, as well.

3 During the Workshop, our Risk Manager will
4 be there, and the Director of Labor Relations
5 and Risk Management, underneath her, so in case
6 the Commissioners have any questions on this,
7 she'll be there to speak to it directly.

8 MR. HOLIAN: No. No. No. I was
9 interested. Don't worry about it.

10 CHARIMAN MENENDEZ: I would go back and
11 look at workers' comp, because I can't see that
12 going down. You might have had a good year
13 where you have like mod rate reductions, you
14 can have savings in your premiums, but the way
15 workers' comp laws are changing now and
16 attorneys are able to charge fees now over what
17 they were allowed to charge before, I just see
18 that number going up fifteen percent for the
19 following year.

20 MR. KLEIMAN: The trend has been down for
21 us, because we were budgeted very high.

22 MS. GOMEZ: For several years.

23 MR. KLEIMAN: And then we looked at --

24 MS. GOMEZ: I think that's what it was.
25 It's that we were always overbudgeted. Back in

1 the days, with the old City Manager, maybe we
2 increased it --

3 MR. KLEIMAN: The problem was, the
4 insurance funds were in the red, so he was
5 overbudgeting them. And you can't just throw
6 money at it. You have to do it as smoothly as
7 possible. So he overbudgeted. And so we've
8 been, each year, looking at the trends and
9 making sure we're staying within it.

10 So it wasn't so much that we were cutting a
11 budget that was being spent at one time, it
12 wasn't being spent.

13 MS. GOMEZ: Right. It was never being
14 spent.

15 CHARIMAN MENENDEZ: You're reducing the
16 reserves.

17 MS. GOMEZ: We're reducing the amount that
18 would eventually go to reserves, because it was
19 overbudgeted for a while. So we're adjusting
20 it to the correct level of spending. And we
21 discussed this with the Risk Manager and they
22 were --

23 CHARIMAN MENENDEZ: -- okay?

24 MR. KLEIMAN: Right. And so the way it
25 looks, with an internal service fund, like

1 insurance, in the end it gets taken out and put
2 back into the other funds, where it's sourced
3 anyway, but then it becomes reserve in those
4 funds. Basically you're using recurring
5 dollars and restricting it, and we had a better
6 use for recurring dollars, and then, all of the
7 sudden, forcing them to go into reserve. You
8 know, when we had to --

9 MR. HOLIAN: As opposed to having a big
10 number left over in that pocket for --

11 MR. KLEIMAN: Right. Then it gets
12 distributed back and it went into reserves, and
13 then it becomes one time money. It's recurring
14 dollars that was funding it, and we had better
15 use for that recurring dollars. That's why
16 we're taking this stand.

17 We watch it every year. If I find that
18 it's going to go up in FY '19, we're going to
19 prepare a budget that has it going up again.

20 MR. PAREDES: Keith, the merit, does that
21 mean performance on the salaries? Is that
22 merit? Or is that just --

23 MR. HOLIAN: Same page?

24 MR. PAREDES: Yes, same page, Salary
25 Increase 2.4 million dollars. You have

1 longevity and merit. Does merit also equate to
2 performance? Do you guys have a performance or
3 is it just --

4 MS. GOMEZ: No, it is a performance based
5 merit. So every year, on your anniversary, you
6 have an evaluation. If you make over a 2.9
7 or -- I don't remember what the number is --
8 2.5, then you're eligible for your merit
9 increase of a 2.5 percent increase, as long as
10 you're within your range.

11 If you don't meet that performance measure,
12 then it's --

13 MR. PAREDES: 2.5 is a threshold?
14 Everybody gets a 2.5 --

15 MR. KLEIMAN: Yeah. The highest is five, I
16 think.

17 MS. GOMEZ: No, the 2.5 scale -- it's a
18 scale from zero to five. You have to maintain
19 a score of 2.5. It's a performance score.
20 It's based on 11 or 12 items.

21 (Simultaneous speaking.)

22 MS. GOMEZ: And then the merit increase is
23 two-and-a-half percent per step.

24 MR. PAREDES: But merit is based on
25 performance and everybody gets evaluated on

1 their performance and all of that?

2 MS. GOMEZ: Everybody gets evaluated, yes.

3 MR. KLEIMAN: Right, unless they're capped
4 out.

5 MS. GOMEZ: Right. Once you've reached
6 your maximum range, then you still get
7 evaluated, but you don't get a raise. So a
8 salary may go from 50,000 to 65,000 for a
9 position. So once you hit that 65,000, it
10 doesn't matter if you get a five in your
11 evaluation, there's no more money in your --

12 MR. PAREDES: Oh, my.

13 MS. GOMEZ: Right.

14 MR. HOLIAN: Then your score drops down.

15 CHARIMAN MENENDEZ: Then you need more
16 responsibility.

17 MS. GOMEZ: Right. But then you get
18 longevities, which is at every, what, 10, 15,
19 20 and 25 --

20 MR. KLEIMAN: 10, 15, 20 and 25.

21 MS. GOMEZ: -- years, you get a
22 two-and-a-half percent increase or three
23 percent now they've changed it -- when you make
24 those longevity mark. And then you have COLA
25 increases.

1 MR. KLEIMAN: Now, once in a while, in a
2 contract, you get a COLA, but, again, that's
3 one thing; the cities, that's how they got in
4 trouble. They were giving COLAs every single
5 year, you know, on top of merits, which were
6 much higher. Merit is now two-and-a-half
7 percent. They used to be five percent. And
8 then picture, on top of that, every year
9 getting a COLA. People were getting eight
10 percent raises on a regular basis. It's not
11 sustainable.

12 So now we don't. Now it's a two-and-a-half
13 percent merit, and then COLAs are given out
14 more sporadically. Put it this way, every bit
15 of the valuation increase in your taxes is
16 going to go to pay for the COLAs. You just
17 can't do that.

18 MR. PAREDES: Professional services, 515
19 increase, 14 million total budget, and then on
20 the top paragraph, is that outsourced services,
21 basically?

22 MR. KLEIMAN: Yes.

23 MR. PAREDES: Because it reads, "To update
24 City Zoning Code, new funding for enhanced
25 cleaning services." I'm not sure those would

1 be professionals, but I guess those are
2 outsourced services --

3 MR. KLEIMAN: To update the Zoning Code,
4 they actually have a consultant coming in.
5 Part of that 500 is, \$250,000 to enhance our
6 security guard contract for evening
7 neighborhood safety aide use.

8 MR. HOLIAN: I read that.

9 MR. KLEIMAN: Yeah.

10 MR. PAREDES: What does FPI stand for on
11 the next paragraph?

12 MR. KLEIMAN: That's the security company.

13 MR. PAREDES: Oh, that's the security
14 company.

15 CHARIMAN MENENDEZ: Like a Wackenhut or --
16 like a regular security company?

17 MR. KLEIMAN: The security guards. Like
18 the ones that you see here at City Hall, they
19 work for FPI. So basically the \$250,000
20 enhances that contract and we're going to use
21 them for neighborhood safety aides in the
22 evenings.

23 MR. PAREDES: And we spend 14 million
24 dollars in those types of services for the
25 year?

1 MR. KLEIMAN: Across the board. It's all
2 City wide.

3 MR. PAREDES: So that's security, cleaning
4 services, the yard people that I see around?

5 MS. GOMEZ: Yes. Any kind of consulting
6 services.

7 CHARIMAN MENENDEZ: The auditors are in
8 there, as well, or --

9 MR. PAREDES: No. No.

10 MR. KLEIMAN: Yes.

11 MR. PAREDES: The auditors are in there,
12 too?

13 MR. KLEIMAN: Yes.

14 MS. GOMEZ: Because they're considered
15 professional services. Anything --

16 MR. PAREDES: No, I can see that.

17 MR. KLEIMAN: Internal and external
18 auditors.

19 CHARIMAN MENENDEZ: They're in there, as
20 well, internal and external?

21 MS. GOMEZ: Uh-huh.

22 MR. KLEIMAN: Yes.

23 MR. RIVAS: This is a little maybe off --

24 CHARIMAN MENENDEZ: But to his point, the
25 cleaning service, shouldn't that be under

1 repairs, maintenance and utilities; that one,
2 enhanced cleaning for the Downtown area?

3 MR. KLEIMAN: That is in professional
4 services right now until we know exactly how
5 it's going to be handled, but there are
6 janitorial services, which I'm trying to think
7 of the account number -- it really depends on
8 the account number. No, even janitorial
9 services are in professional services. It's in
10 the 3000 accounts. So it's still in that 14.

11 MR. PAREDES: They're in the same role as
12 the auditors.

13 CHARIMAN MENENDEZ: It's all grouped in
14 there.

15 MR. KLEIMAN: Yeah. Again, this is a
16 standard accounting structure for our accounts.
17 So that's how this is broken out.

18 MR. RIVAS: Have you guys considered
19 outsourcing your payroll, like having a company
20 like an ADP or a contractor --

21 MS. GOMEZ: Yeah. We have looked at it, I
22 think, in the past, but the contracts are very
23 complicated in the way that our pay scales are.
24 It's not very straight-forward. We're starting
25 to make things straight-forward with Fire and

1 Police, because they're on a scale and
2 there's --

3 MR. KLEIMAN: They are on a pay plan now.

4 MS. GOMEZ: They're on a pay plan, that
5 makes it a little bit easier to identify, but
6 there's a lot of plus items and extended rates
7 and pays, and so it just really wasn't
8 something that is worth it, because there's so
9 much detail behind it and so many nuances,
10 depending on the different unions' contracts.

11 MR. HOLIAN: And you have to create all of
12 that information to give it to them.

13 MS. GOMEZ: Correct.

14 MR. HOLIAN: You have to do all of the work
15 that you're currently doing, and then give it
16 to the payroll company.

17 MS. GOMEZ: And our payroll is not that
18 complicated. Right now we have two people --

19 MR. RIVAS: For the entire City?

20 MS. GOMEZ: Yes. I mean, each department
21 has a payroll clerk that enters in the time and
22 attendance and things like that --

23 MR. RIVAS: You guys don't have --

24 MS. GOMEZ: We don't enter it in Finance.
25 We process the payroll.

1 MR. RIVAS: We don't have like digital --

2 MS. GOMEZ: No, not yet.

3 MR. KLEIMAN: Well, we might, because,
4 again, as you go to a new ERP, where everything
5 is going to be basically logging in, so that
6 could majorly change --

7 MS. GOMEZ: Right. We are looking at a
8 Kronos-esk type of system to do time and
9 attendance. We're not there yet. It's
10 something that we're looking into.

11 CHARIMAN MENENDEZ: But you guys don't use
12 time cards, do you?

13 MS. GOMEZ: Not time cards. They do time
14 sheets.

15 MR. RIVAS: You just log in and say, I
16 worked from 9:00 to 4:00 today?

17 CHARIMAN MENENDEZ: You don't have
18 biometrics or --

19 MS. GOMEZ: No. Yes, in Parks, for
20 instance, they have a swipe in and swipe out
21 system.

22 MR. RIVAS: So we're not uniform yet?

23 MS. GOMEZ: Right. Employees, we're on
24 exception base. So I input in for 80 hours for
25 the two-week period, unless I have a leave

1 slip, and then my time clerk, my admin, Yvette,
2 will go in and say, well, on Monday, she was on
3 vacation. So she'll put in the exception.

4 So, for the most part, a lot of the
5 employees that are not hourly -- the hourly
6 employees, they put in the times that they
7 work, or they preset a schedule that is what
8 their normal schedule is, and then it gets
9 adjusted. So it's exception based processing.

10 We don't actually go in there and put in,
11 okay, Diana, on Monday, eight hours, on
12 Tuesday, eight hours --

13 MR. RIVAS: Even for the hourly? I
14 understand exception based for salary.

15 MS. GOMEZ: Yes. I understand that,
16 for the ones that are on a regular schedule,
17 yes, they have a preset schedule, and then they
18 go in and then they modify the schedule based
19 on the leave slips. So it's prepopulated.

20 MR. RIVAS: And leave slips are handwritten
21 leave slips?

22 MS. GOMEZ: Yes, where you get permission
23 from your supervisor to take the day off and
24 then they're accumulated and then -- for
25 instance, in my payroll, I see them all of the

1 time. When I'm approving the payroll, I have
2 all of the leave slips --

3 MR. RIVAS: I feel like that should all
4 be --

5 MR. KLEIMAN: And, honestly, we do expect
6 this to change drastically as we go to a new
7 ERP.

8 MS. GOMEZ: Right. And Police is starting.
9 They've implemented a scheduling type system
10 that is doing that, so we're kind of working
11 out of the kinks to try and find a system
12 that's going to work City-wide.

13 MR. RIVAS: Those payroll companies are
14 pretty sophisticated when it comes to
15 integrating all of that stuff. So maybe at
16 least having someone come and talk, to be able
17 to integrate those, to see if it's something
18 that makes sense.

19 MS. GOMEZ: But I think for us is more
20 about maybe the time and attendance. We have
21 to find a way to swipe in or thumbprint in or
22 something like that --

23 MR. RIVAS: Could be like a batch scan.

24 MS. GOMEZ: Right. Because the actual
25 processing of the payroll, I mean, it's not

1 that much of a concern for us in Finance, like
2 actually running the payroll, getting the
3 checks out or getting the direct deposits out.
4 It's more on the departments.

5 And the time and attendance and all of
6 that, yes, but we've been talking about trying
7 to find a solution that works, but we want to
8 try to find something that works for all. And
9 Fire and Police doesn't really work, because
10 it's a very different type of scheduling
11 issues.

12 MR. HOLIAN: And then when they're looking
13 for things like that, they look to other
14 cities, and it's very difficult to find a city
15 that has a similar situation that we have. For
16 whatever reasons, when we were looking for
17 different things, "Oh, this City in California
18 does this," and "This City in Nevada does
19 that," and, you know, it's tough to do apples
20 to apples.

21 MS. GOMEZ: Right. But it is something
22 that we are actively looking for and hoping to
23 get to a time and attendance type of automated
24 system. It's just, is it the highest priority?
25 No. Honestly, it's not.

1 MR. KLEIMAN: Well, the thing is, they
2 don't want to do it separately now, because,
3 again, it will be tied into --

4 MR. RIVAS: An ERP.

5 MR. KLEIMAN: So you want the ERP. The ERP
6 is coming very soon. I mean, you've got to
7 figure, two years is going to pass us quickly.
8 They're really actively looking, especially our
9 new IT Director. Have you met him?

10 MR. HOLIAN: No.

11 MR. KLEIMAN: He's great. I mean, he has
12 credentials that are longer than -- I mean,
13 just like out to here, and he's so smart, and
14 he's just changed the whole mentality in the IT
15 Department. He's very good.

16 MR. HOLIAN: We've talked about IT quite a
17 bit over the years.

18 MR. PAREDES: Over the years, not
19 necessarily --

20 MR. HOLIAN: Yeah. "They need another
21 million five for telephones." Okay, well --

22 All right. What else?

23 MR. KLEIMAN: So what else can I answer for
24 you guys?

25 MR. HOLIAN: Talk to me about the Twitter

1 team communications for \$30,160, which is the
2 same exact amount as the City Manager's
3 Administrative Assistant --

4 MR. KLEIMAN: Just a coincidence.

5 It actually is not hiring any additional
6 staff. It's actually giving additional hours
7 to existing staff, because a lot of the times,
8 the Twitter responses have to happen at off
9 hours.

10 MR. HOLIAN: Okay.

11 MR. KLEIMAN: Most our communications,
12 people in Public Affairs, are part-timers, and
13 that's what they want. That's the lifestyle
14 they want. They don't want a full-time job.
15 They've been asked. There are two people
16 mainly who work there, and there's no interest
17 in becoming a full-time employee. So
18 whatsoever their lifestyle is, they like
19 part-time. And all of the others, like the
20 editors and the reporters, are all part-timers.
21 So this is giving them more hours.

22 MS. GOMEZ: So this is giving them more
23 hours.

24 MR. KLEIMAN: More hours and basically
25 they're responding -- they connect with Maria

1 Higgins, for a proper response, and then
2 they'll respond. And basically we're going 24
3 hours a day, in case something comes in.

4 MR. HOLIAN: Okay. Okay.

5 MR. PAREDES: You don't see any chances of
6 increase the mil?

7 MR. KLEIMAN: Increasing the millage? I
8 doubt it. I doubt it. I would assume more
9 just the other way around.

10 MR. HOLIAN: You just stopped decreasing
11 it, right?

12 MR. KLEIMAN: We stopped.

13 MS. GOMEZ: Keith, I'm not sure that --
14 forget it. No, forget it.

15 MR. HOLIAN: Right now we're at the same
16 millage rate, but in the past, we were notching
17 it down a little bit, because that is something
18 that helped us get out AAA rating. The further
19 away you get from the ten mils, the better it
20 looks for you.

21 Now, at the height, during the crunch, we
22 were 6.072. We're down to 5.559. And you've
23 got to look at, we would never have to go back
24 up past that amount, think about the millions
25 of dollars, that based on the values, if we had

1 notched it up, but we want to stay away from
2 those high millage rates. So we notched it
3 down a little bit.

4 Even though it looked like it was not
5 making sense, it's only saving 500,000 a year,
6 but, over the years, we did it several years in
7 a row, it notched it down to a nice place.

8 MR. PAREDES: We're second to Key Biscayne,
9 which is pretty good.

10 MR. KLEIMAN: In full service cities, yeah.

11 MR. PAREDES: In millage rate.

12 MR. HOLIAN: Keith has a whole philosophy
13 on not notching it down too far --

14 MR. KLEIMAN: Right.

15 MR. HOLIAN: -- so it gives you room --

16 MR. KLEIMAN: Exactly.

17 MR. HOLIAN: It's pretty well thought out.

18 MR. KLEIMAN: Thank you.

19 MR. PAREDES: I don't have a problem with
20 that.

21 MR. HOLIAN: No, it's really well thought
22 out.

23 MR. KLEIMAN: Thank you.

24 MR. PAREDES: I have just more informative
25 questions.

1 MR. KLEIMAN: Go ahead. Keep going.

2 MR. PAREDES: On the tables on 43 and 51,
3 which I compared, revenues to expenditure --

4 MR. HOLIAN: What page number?

5 MR. PAREDES: 43 and 51 --

6 MR. HOLIAN: Okay.

7 MR. PAREDES: -- one which is revenue, and
8 the other is the expenses. So I compared the
9 two of them.

10 MR. KLEIMAN: Right.

11 MR. PAREDES: And I got the story on the
12 Biltmore. I figured it out. The Biltmore, we
13 just get a flat number from them, a million
14 nine for the complex and 160, I think, for the
15 golf --

16 MR. KLEIMAN: I think there are three
17 numbers that come in from the Biltmore. There
18 is one for the golf, there's another for
19 some -- a small amount of debt, because it was
20 a large number for debt, most of it was paid
21 off, so now the only remaining debt is like 200
22 and some odd thousand, and then there's a piece
23 of the rent, we get activity based on that.

24 MR. PAREDES: Yeah. But what seemed out of
25 proportion on that table was the Granada

1 generating more revenue than Biltmore, but then
2 I realized that Granada has loses because of
3 the expenses and Biltmore doesn't have any
4 expenses. So I answered that myself.

5 MR. KLEIMAN: Yeah. Okay.

6 MR. PAREDES: Now, on the Biltmore complex,
7 it seems, based on this number -- based on the
8 number you had given me for 2016, and we're
9 recognizing 500,000 less than last year, last
10 year was 2.4, and this year is about a million
11 less --

12 MR. KLEIMAN: And that's the debt service.

13 MR. PAREDES: What is that? Oh, that's the
14 debt service.

15 MS. GOMEZ: They paid something off.

16 MR. PAREDES: We're not done with debt
17 service, so they don't have to --

18 MR. KLEIMAN: No, we're not done with it.
19 We're done with the debt service for that
20 particular series. There's still about 200 and
21 some odd thousand. There's one component left.

22 MR. PAREDES: Okay.

23 MR. KLEIMAN: So that's still pending.

24 MS. GOMEZ: But they paid something off
25 that --

1 MR. PAREDES: And they're supposed to be
2 paying that, or they were giving us the money
3 and then we would pay it?

4 MS. GOMEZ: Correct. We took it out, but
5 it's for things on the Biltmore property.

6 MR. KLEIMAN: Right. Right.

7 MR. PAREDES: Now, the other one, the
8 trolley is a break even proposition? It looks
9 like revenues come in at two million three and
10 expenses go out at two million three.

11 CHARIMAN MENENDEZ: Because it's funded by
12 the Federal Government.

13 MR. KLEIMAN: That's funded by the half --

14 MR. PAREDES: It's a non-issue to us?

15 MR. KLEIMAN: Yes.

16 CHARIMAN MENENDEZ: Yes.

17 MR. KLEIMAN: Actually, everyone looks on
18 us very favorably, because that money, you have
19 to spend a minimum on transit, that's twenty
20 percent, and the rest you can spend on
21 transportation, meaning, capital projects. We
22 spend like 90 percent of it, at least, or more,
23 on transit.

24 MS. GOMEZ: On the trolley or --

25 MR. KLEIMAN: And everybody loves it,

1 because it takes the presume off Miami-Dade
2 County, so they love us.

3 MR. PAREDES: And parking seems to be a
4 pretty good thing for us.

5 MR. HOLIAN: That's an understatement.

6 MR. KLEIMAN: That's our moneymaker.

7 MR. PAREDES: I've been hit --

8 MR. HOLIAN: The second largest revenue in
9 the City.

10 MR. KLEIMAN: Right, and we usually put it
11 to good use, let me tell you.

12 MR. PAREDES: Well, those are two
13 comparisons that I did.

14 I don't have anything else.

15 CHARIMAN MENENDEZ: Keith, anything else
16 high level you want to bring up to our
17 attention, anything new this year?

18 MR. KLEIMAN: I don't think so. Actually,
19 this year we tried our best to keep capital
20 projects down, but just so you know, in the
21 capital -- if you go to Page 60 again -- I hate
22 to go back to capital, but we really didn't
23 discuss it before -- the unexpected items,
24 Biltmore Golf Course bridges renovation, right
25 in the middle of Page 60, under historic -- two

1 million dollars, that just hit us completely
2 out of the blue.

3 MR. HOLIAN: Is that the one on Bird Road
4 or no?

5 MS. GOMEZ: No, it's actually on the golf
6 course.

7 MR. HOLIAN: I mean, that's the one you can
8 see from Bird Road?

9 MR. KLEIMAN: There's two of them.

10 MS. GOMEZ: There are two bridges, and so
11 they're in dire need of repair, and they want
12 to make sure that they remain historic --

13 MR. HOLIAN: That's a code name for
14 expensive. Please refer to Merrick House.

15 MR. PAREDES: There's a lot of iguanas
16 around those bridges.

17 MS. GOMEZ: And that is an estimate. We
18 believe it's going to be right -- right around
19 the two million dollars.

20 MR. KLEIMAN: Right. Exactly. That was
21 just completely out of the clear blue. We had
22 no idea.

23 CHARIMAN MENENDEZ: And it was deemed like
24 structurally unsound?

25 MS. GOMEZ: Right. Yeah, unsound.

1 MR. KLEIMAN: Of course, it would have been
2 cheaper just to replace it with a standard
3 bridge, but we have to replace it with
4 historic --

5 MR. HOLIAN: In case you have a gondola
6 that goes underneath it.

7 MR. PAREDES: Talking about bridges, isn't
8 there some controversy about the Cocoplum
9 Circle and the bridge going into that, between
10 Coral Gables and then --

11 MR. HOLIAN: The park or the Cocoplum?
12 Like there's the park that they just renovated
13 right --

14 MR. PAREDES: Right. No, the bridge.
15 They're talking about redoing the bridge and
16 I've read it in the papers. And is that our
17 problem or is that a State problem or is that a
18 Federal problem or --

19 CHARIMAN MENENDEZ: It's going to become
20 our problem when the traffic starts. Yeah,
21 that can be a minimum of like six months or
22 something like that.

23 MS. GOMEZ: But I don't now that we're
24 paying for it. I'm not sure. I've heard taht
25 there's going to be a traffic issue when they

1 have to close the bridge down, but I think it's
2 the County that's doing it.

3 MR. KLEIMAN: It's a County road.

4 MR. HOLIAN: The issue came up that they
5 had a bunch of extra money in the budget, had a
6 bunch of money in the budget for the City, and
7 then they wanted to close the bridge, because
8 they have like four million bucks or two
9 million bucks, and that was the project that
10 they wanted to do, and then they said, wait --

11 MS. GOMEZ: For this City? No.

12 MR. HOLIAN: No, for the City of Miami --

13 MS. GOMEZ: Oh, the County had left over
14 money on the bond or something like that.

15 (Simultaneous speaking.)

16 MR. PAREDES: At the end of the City, kind
17 of when you come from the Highway --

18 MS. GOMEZ: Yeah. Yeah. No, but it's not
19 a project that we are taking on. It's not in
20 our capital plan, so it would be a surprise to
21 us if we have to pay for it.

22 MR. HOLIAN: No. And the City of Miami
23 said it would take like 18 months to 24 months
24 to redo the bridge, and then one of the
25 developers, who lives in the area, like it's

1 not going to cost four million dollars, it's
2 going to cost 2.5 million dollars and can be
3 done in eight weeks.

4 MR. PAREDES: "And why didn't you do it
5 when you did the pedestrian bridge there?"

6 CHARIMAN MENENDEZ: They went back and
7 looked at doing like a prefab bridge and drop
8 it in and --

9 MR. HOLIAN: That's exactly right.

10 CHARIMAN MENENDEZ: And in the meanwhile
11 allowing for traffic to use the new bridge that
12 they put in, which is an emergency bring. You
13 know the bridge that they put in for people to
14 walk across --

15 MR. PAREDES: Can you fit a car through
16 there?

17 CHARIMAN MENENDEZ: For a hurricane, you
18 can do a one way emergency to come in and out
19 of there.

20 MR. PAREDES: Is that right?

21 CHARIMAN MENENDEZ: Yeah. It's made for
22 that.

23 MR. HOLIAN: It's beautiful.

24 MR. PAREDES: I thought that was just a
25 pedestrian bridge.

1 MR. KLEIMAN: The one thing to keep in mind
2 with Coral Gables is that the City tries to
3 maintain Coral Gables-esk landscape. So when
4 the County is doing something for us, they do
5 it based on their standards, and then the City
6 would have to pay for anything that's above
7 their standard.

8 CHARIMAN MENENDEZ: Lighting.

9 MR. KLEIMAN: Beautification.

10 CHARIMAN MENENDEZ: Well, at least we don't
11 have the orchids on here this year, do we?

12 MR. KLEIMAN: The orchids, are they in the
13 budget?

14 MS. GOMEZ: Isn't it 30,000 every year?

15 MR. KLEIMAN: Yeah, it's every year. It's
16 still in the budget. But they haven't been
17 spending it in the past. This year, they're
18 supposed to. It's just been going into fund
19 balance and then we have a new amount for the
20 next year.

21 CHARIMAN MENENDEZ: It's a million orchids.

22 MS. GOMEZ: A million orchids.

23 CHARIMAN MENENDEZ: So you know, every year
24 I get indigestion from it, but every year we
25 put more money away --

1 MR. KLEIMAN: But it goes into fund
2 balance. They haven't been paying it out.

3 MS. GOMEZ: But it was a contract. It was
4 going to be like \$30,000 a year for five years.
5 It's a set number.

6 MR. PAREDES: And where are these --

7 CHARIMAN MENENDEZ: They haven't bought
8 them yet. They go into fund balance.

9 MS. GOMEZ: It's a joint project with --

10 MR. KLEIMAN: No, they're growing them with
11 seeds. That's what Tropical Gardens is doing.

12 MS. GOMEZ: With Tropical Fairchild
13 Gardens. They were supposed to start putting
14 them in the trees this year.

15 CHARIMAN MENENDEZ: Just recently, just
16 like two weeks ago, they started talking about
17 putting out the first 60,000 orchids or
18 something.

19 MR. KLEIMAN: They are beautiful. Some
20 people are doing them in my neighborhood.

21 MR. HOLIAN: Oh, I think they look great,
22 too. I just --

23 MR. RIVAS: They're going to put them all
24 over the oaks?

25 (Simultaneous speaking.)

1 MR. KLEIMAN: And supposedly the City had
2 it years ago and they blamed the New Yorkers
3 who came down here temporarily.

4 MR. HOLIAN: I'm going to take offense to
5 that.

6 MR. KLEIMAN: I'm serious. That's what the
7 story is, that the New Yorkers came down during
8 the snowbird season and just took them off of
9 the trees and took them up.

10 MR. RIVAS: Those New Yorkers.

11 MR. KLEIMAN: I'm telling you.

12 MR. HOLIAN: I have one comment.

13 MR. KLEIMAN: I've been here 16 years. I
14 don't care anymore.

15 MR. HOLIAN: One, on acknowledgments, where
16 everyone gets acknowledged, I was hesitant to
17 bring this up, but could we write in next
18 year's budget, and the Budget Advisory Board,
19 on people to thank?

20 MR. KLEIMAN: Sure we can.

21 MR. HOLIAN: Okay. That would be nice. It
22 doesn't have to be for this year, after sitting
23 in on many of these meetings.

24 MR. KLEIMAN: We can put it in for --

25 MS. GOMEZ: The final book.

1 MR. KLEIMAN: -- the final book.

2 MR. HOLIAN: I just thought it was kind of
3 interesting.

4 And then on something not related to this,
5 which will take a minute, we approved buying of
6 parks, plats of lands for parks, and one of
7 them is a block and a half from my house over
8 on Palermo, and I went to the meetings, and the
9 meetings were fantastic. Everyone is thrilled.
10 The people in the area are thrilled and
11 everybody is very excited about it. So it was
12 very cool.

13 MR. KLEIMAN: And the money is in this
14 budget to do it.

15 CHARIMAN MENENDEZ: So that's one of the
16 passive ones that's being developed?

17 MR. HOLIAN: Yes.

18 MR. KLEIMAN: Yes.

19 MR. HOLIAN: I went to the meeting and
20 there was like 25, 30 people there. And the
21 woman that it is adjacent to her house, she has
22 three children, and like the three neighbors
23 were all there and they were extremely excited
24 about the whole thing.

25 CHARIMAN MENENDEZ: So it was really

1 positive?

2 MR. KLEIMAN: So we added money in this
3 budget. You'll see it. It's on the capital
4 improvement page.

5 CHARIMAN MENENDEZ: Yes. For the next
6 budget, I want to see a dog park, because we
7 don't have one in Coral Gables. I brought it
8 up to our Commissioner. All of the dog parks
9 that are currently in our City are County
10 parks, they're dog park friendly.

11 If we want to be a world class city, with
12 AAA rating, we have to have a dog park.

13 MR. HOLIAN: Well, in that one on Palermo,
14 though, they're going to have -- have you seen
15 the dog water fountains that they have? So
16 like when you're walking your dog, you turn the
17 thing on, and it fills the bottom up, and it's
18 there for 15 seconds and it drains. It's
19 pretty cool.

20 MR. RIVAS: I don't want to tell you where
21 the money has been appropriated from, the
22 orchid fund.

23 CHARIMAN MENENDEZ: All right. Guys, do we
24 need to pick a date for our next meeting or are
25 we --

1 MS. GOMEZ: Yes, we do.

2 CHARIMAN MENENDEZ: Do we want to look at
3 our agendas real quick?

4 MR. KLEIMAN: This is off the record.

5 (Discussion off the record.)

6 MS. GOMEZ: We can go back on the record
7 now.

8 MR. KLEIMAN: I'm sorry. Yes. Yes.

9 CHARIMAN MENENDEZ: This will be the first
10 test, that they were starting with IT --

11 MS. GOMEZ: Right. But they'll come in and
12 they'll give a presentation, so they'll give us
13 a high level presentation on that.

14 MR. KLEIMAN: Right. And the cash
15 management audit is actually a tremendous
16 audit. Basically they pull the cash piece out
17 of all of the other audits that were in the
18 plan and put -- merge it together to look at
19 all cash across the City, and that's why that's
20 taking some time.

21 CHARIMAN MENENDEZ: Okay.

22 MR. PAREDES: Just for information on the
23 Committee, I asked for the Charter, for the
24 Audit Charter or the Audit Committee, and I got
25 the information sent to me, and it goes back to

1 1959, and then it gets undated.

2 MR. KLEIMAN: Okay.

3 MR. PAREDES: It seems like it's --

4 CHARIMAN MENENDEZ: I don't need a copy.

5 MR. KLEIMAN: And if anyone has any
6 questions from now until before the Workshop,
7 by all means, just e-mail them to me. Don't
8 e-mail it to all. E-mail it to me separately
9 and I will put a response to everybody, but
10 please no one respond "Reply all."

11 CHARIMAN MENENDEZ: Have they gotten the
12 Sunshine Law documents that we get when we join
13 the Board, where it tells you the dos and
14 don'ts for Sunshine Law?

15 MS. GOMEZ: So there's going to be an
16 ethics training, that they get that packet when
17 they do that. I'm not sure when the next one
18 is coming up.

19 CHARIMAN MENENDEZ: Because right now we
20 have two members that haven't done it yet.

21 MS. GOMEZ: Right. We'll get you copies.

22 MR. PAREDES: This doesn't need to be --
23 (Discussion off the record.)

24 CHARIMAN MENENDEZ: When you say that
25 Internal Audits is coming to present, that's

1 our City's internal audit function?

2 MS. GOMEZ: Correct. We outsourced it.

3 MR. PAREDES: That's been outsourced.

4 CHARIMAN MENENDEZ: Yes. And then the
5 actual external auditors, they won't be doing
6 any presentations?

7 MS. GOMEZ: No, because the financials are
8 already done, and so we're not with them until
9 March.

10 MR. KLEIMAN: Did we pick a date?

11 MS. GOMEZ: No. I don't know people's
12 vacation calendars. Normally we do it the last
13 Thursday of the month. Also normally we don't
14 have a meeting in July, but maybe we could have
15 it in July. The 27th, maybe.

16 MR. PAREDES: I'm out the 27th. I'm out
17 the last week --

18 MR. RIVAS: I should be a father to a
19 second child on that day, so --

20 MR. HOLIAN: He's out. He's out.

21 MR. RIVAS: My wife is definitely out.

22 MS. GOMEZ: When are they ready with the
23 audit?

24 MR. KLEIMAN: The IT audit is ready to --
25 actually, I have to just review Management's

1 Response and then --

2 MS. GOMEZ: So do you want to try maybe the
3 20th?

4 MR. KLEIMAN: It's up to you guys.

5 MR. PAREDES: That's only two weeks away
6 from today.

7 MS. GOMEZ: I mean, it's just to go over --

8 MR. KLEIMAN: It doesn't have to be.

9 MR. HOLIAN: Wait. What do we have to go
10 over at the next meeting so far?

11 MS. GOMEZ: The IT audit.

12 MR. KLEIMAN: The IT audit. We are going
13 to do a summary.

14 MR. HOLIAN: Well, do we want to do it --

15 MS. GOMEZ: We can wait and do it in
16 August.

17 So then would it the 24th of August?

18 MR. PAREDES: That will be fine with me.

19 MR. RIVAS: That works for me.

20 CHARIMAN MENENDEZ: August 24, that works.

21 MR. PAREDES: Eight o'clock in the morning?

22 MS. GOMEZ: Yes.

23 MR. KLEIMAN: Yvette is going to send out a
24 confirmation e-mail, because Cheryl will have
25 to know about it, as well.

1 MR. PAREDES: Are you guys all early
2 risers?

3 MR. HOLIAN: Pretty much.

4 MR. RIVAS: I've been up since 3:00 in the
5 morning. I don't sleep.

6 CHARIMAN MENENDEZ: We are done?

7 MS. GOMEZ: We're done. We're adjourned.

8 (Thereupon, the meeting was adjourned at
9 9:10 a.m.)

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

C E R T I F I C A T E


STATE OF FLORIDA:

SS.

COUNTY OF MIAMI-DADE:

I, NIEVES SANCHEZ, Court Reporter, and a Notary Public for the State of Florida at Large, 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 15th day of July, 2017.



NIEVES SANCHEZ