

**City of Coral Gables City Commission  
Special Meeting  
April 24, 2015  
City Commission Chambers  
405 Biltmore Way, Coral Gables, FL**

**City Commission**

**Mayor Jim Cason**

**Vice Mayor Frank Quesada**

**Commissioner Patricia Keon**

**Commissioner Vince Lago**

**Commissioner Jeannett Slesnick**

**City Staff**

**City Manager, Cathy Swanson-Rivenbark**

**City Attorney, Craig E. Leen**

**City Clerk, Walter J. Foeman**

**Chief Procurement Officer, Michael Pounds**

**Public Works Director, Glenn Kephart**

**Public Speakers:**

**George Navarro, Ric-Man International**

**Victor Menocal, Ric-Man International/Senior Project Manager**

**Paul Kerdi, State Contracting & Engineering/Vice President**

**Deborah Swain**

**Mr. O'Connor**

**Robert Ruano**

**Rip Holmes**

**Venny Torre**

Mayor Cason: All right, everyone. Welcome to the Friday, April 24, 2015, special meeting to discuss the -- a construction manager-at-risk contract, and then to -- this is a resolution. And then the second item is for us to take a look at the streetscape design on Miracle Mile and have a discussion of what we've seen, and that will be the item we discuss today. City Attorney.

Craig Leen: Yes, Mr. Mayor, thank you. I'm going to briefly go over the procedure for today. The first item is a continuation of a prior item where the Commission was considering a recommendation from the City Manager, as well as a bid protest relating to the construction manager-at-risk for the Miracle Mile streetscape. This -- today will be the hearing where the Commission decides -- makes a final decision as to who will be the construction manager-at-risk, at least as to the negotiation, and I should explain that. Similar to the CCNA, our structure of our Code is that the City chooses up to three, basically, construction managers at risk, which we then enter into negotiations with one at a time, based on the order of preference; and depending on how the first negotiation goes, if that goes well, then the matter comes back to the Commission for an award. At this point -- at this stage in the process, we are looking at the rank order, the preference, so who would be one and who would be two in this case. I'd like to refer everybody to Section 2-1089 of the City Code, which discusses the construction manager-at-risk process. So I think it's very important that everyone understand today that although the Commission's making a final decision as to who will be ranked number one, that this matter will still come back to the Commission for an award of the contract once it's negotiated by our Procurement Division. If, for example, there cannot be a contract negotiated with the -- with whoever is the first -- the preference, number one, whoever prevails today in this hearing, then it would go to number two, and there would be negotiation with number two. So I just wanted to make that clear. Now, let me briefly go over the process for today. First, the Mayor has just opened the meeting. Now the City Attorney discusses the procedure and legal standard. Then there will be a presentation by City staff for 10 minutes, approximately; then a presentation by the protesting party, or counsel for the protesting party for 10 minutes. Then there'll be a presentation by the non-protesting party, the one who received the original recommendation, or counsel for that party, for 12 minutes.

Then there'll be a rebuttal for two minutes. So each side will get 12 minutes to make their presentation. At that point, there'll be a time period for Commission discussion and questions, and then a Commission decision. I want to make it clear to everyone present today that this is not a quasi-judicial hearing. This is a decision within the discretion of the City Commission as to who they wish to choose. This is not the application of law, and there's not a right to this contract by anyone in this room today. It's the Commission's decision who will be ranked one and who will be ranked two. There is a staff recommendation, and the Commission can give weight to the staff recommendation, which is based on an Evaluation Committee process. So with that, I would like to turn it back to the Mayor, and -- who will now hear from the City staff.

Commissioner Lago: Mayor, if I may?

Mayor Cason: Yes.

Commissioner Lago: I just want to kind of gauge the temperature of my colleagues, because I was listening to our City Attorney state the fact that we're going to probably put about 10 minutes for a presentation. I don't have an issue going over those 10 minutes. This is one of the most important decisions, if not the most important decision we'll be making this year, so I want to make sure that we get all the facts out so that everyone can make a concise decision and feel comfortable with their decision. So, if it takes -- the presentation has to be 10 minutes or 15 minutes, you know, I don't have an issue. I don't know how my colleagues feel on the dais. I just want to make sure that we have all the necessary time, and we provide the necessary time to both parties to get all the information, to disseminate as much information as they may need.

Mayor Cason: Yeah, I don't have a problem with more than 10 minutes. I mean, whatever they need to make their presentation.

Mr. Leen: Mr. Mayor, I would suggest, just so that both sides have equal time, that you give them maybe 15 minutes then; and then, if one of them needs an extension, they'll get it, and the other side will get the same time.

Commissioner Lago: I mean, I agree. I think we should be fair. You know, if one group takes 20 minutes or 15 minutes, we provide it to both. But I just want to make sure that everybody has the necessary time.

Commissioner Lago: Vice Mayor, you're not used to being called Vice Mayor yet?

Vice Mayor Quesada: ...

Commissioner Keon: ...

Commissioner Lago: Commissioner Slesnick, you're fine?

Mr. Leen: Mr. Mayor, I should also -- I also wanted to mention, there will be a brief time for public comment on the first item, but that public comment should be directed at who should be the construction manager-at-risk. The -- I know that there are some people here today who want to speak on the second item, which is the design, some of the design issues that the Commission is looking at. I did want it to be known that the idea behind that hearing was more of a discussion among the Commission, and we're actually going to all drive out to Miracle Mile, and everyone's welcomed. It's been a publicly noticed meeting there as well, so -- and that's going to occur. The Mayor understands that there are people here who would like to speak on an issue related to that. And even though the idea was that there would be no discussion today, it would be at a future meeting, based on your request, the Mayor is willing to provide no more than five minutes total to discuss that item. There's no right to be heard on that item, because there will be a hearing in the future where that will be discussed. But because you're here, the Mayor is going to give five minutes, but he doesn't want this process to go to 5 or 6 p.m. when, really, it was supposed to be a more limited hearing, and I hope everyone understands that and will try to respect it. Thank you.

Commissioner Lago: Thank you.

Mayor Cason: All right. Well, let's start then with the presentation from City staff.

Cathy Swanson-Rivenbark: And Mr. Mayor, I'd like to call Mike Pounds, our Director of Procurement; and then it will be followed by Glenn Kephart, our Public Works Director.

Mike Pounds: My name is Mike Pounds, and I'm the Procurement Officer. My voice is a little bit horse today, so I'd appreciate it if you'd bear with me. Ric-Man International, through their attorney Greenberg Traurig, filed written ... on March 10, 2015, regarding the recommended Miracle Mile's road-to-avenue construction manager-at-risk rank order. It was listed in order of preference, the contract negotiation authority, State Contract, an engineering company known as SCEC, and Ric-Man International, Inc. In accordance with Section 2-950(g), the Chief Procurement Officer, after consultation with the City Attorney, issued a recommendation on March 18, 2015, in response to the written protest to the City Manager, with a copy to the protesting party. Just as a way of background, the Miracle Mile/Giralda Avenue request for qualifications was advertised on December 4, 2014. The purpose of the RFQ (Request for Qualification) was to obtain qualifications, statements from firms in order to select a qualified CMA (Construction Manager-at-Risk) or to provide design phase services during the design of the project and serve as a general contractor during the construction of the project, again, for the successful completion of the Miracle Mile project. On December 12, 2014, the prequalification ... was held, and we had two firms in attendance of the eight firms that received the doc -- the RFQ document. Those firms were SCEC and Ric-Man International. On January 22, 2015, those same two firms submitted qualification statements to the City. On February 16, 2015, the Evaluation Committee met to evaluation -- to evaluate the qualification statements, to hear presentation, and to conduct interviews of firms who submitted qualification statements. The Evaluation Committee consist of the Assistant City Manager, Carmen Olazabal; Public Works Director, Glenn Kephart; BID (Business Improvement District) member, Venny Torre; and Bill Kenworthy from Cooper Robertson, who's part of our streetscape design team. After the presentation and interviews, the Evaluation Committee selected both firms to recommend that the Commission in the following order of preference: SEC and Ric-Man. The rank order was determined unanimously by the Evaluation Committee, because of SEC's predisposition towards

... versus design-build, and other construction delivery strategies. Their collaborative approach with the streetscape designer in the City... -- the subcontracting versus self-performing. Their cost control approach to obtaining three to five bids from prequalified subcontractors, and their most structured approach to public information with three -- excuse me -- with two communications professions. On March 15 -- on March 5, 2015, the City Manager's recommendation on the RFQ was submitted to the City Commission, which was made available the next day on March 6; made available to the public on March 6. On approval of the recommendation, the firms selected on approval by the Commission; the above firm selected in order of preference, deemed to be most highly qualified to perform the required services, are invited to enter into negotiations phase to determine the compensation that will be paid under the contract. So the City, as mentioned by the City Attorney, said the City did not -- unable to negotiate a satisfactory contract with the firm that's ranked first, then we would go on to negotiations with the second ranked firm. On March 6, 2015, Ric-Man International, Inc., through their attorney, filed a Notice of Intent to protest the recommended rank order. On March 10, 2015, the formal protest was filed by Ric-Man. And on March 10, the procurement was stayed as a result of that written protest under the procurement -- under 29508 of the Procurement Code. The written protest raises a number of issues and makes a number of allegations about the recommended rank order of the CMR/RFQ and the responsiveness and responsibility of SCEC. Those issues and allegations are listed in the recommendation under the title "Written Protest Statements," along with reference to the page number and the paragraph number in the protest document. Now, for each written protest statement, the Procurement Officer has submitted a response to those statements in regard to the Chief Procurement Officer's recommendation. Based on the review of those written protest statements in the Miracle Mile/Giralda Avenue CMR/RFQ documents, the recommendation is as follows: Number one, the Evaluation Committee did not fail to properly follow and apply for RFQs' evaluation criteria as alleged by the written protest; the RFQ does not require the selection of firms be based on the size of the firm, i.e., who has the largest aggregate construction value amount, size of projects, number of projects, and funding -- bonding capacity; furthermore, the evaluation criteria does not require comparative position by -- analysis of the key staff members of the two firms. However, both firms have impressive staffs capable of performing this project. The two approaches to staging that were

discussed with the Evaluation Committee were not a determining factor in the final rank order. Although Ric-Man's capability to deal with water and sewer line disruptions are a plus for that firm, it does not indicate any failure on the part of the Evaluation Committee that that was not a deciding factor in the final rank order. Both the firms handled the questions and the use of subcontract as well, and this appears to indicate more of a difference in business models rather than a qualitative difference. The case with SEC is not response... non-responsive was not made in a written protest. The allegations about performance bonding and insurance by Ric-Man are not accurate. The dates of the four significant projects submitted by SEC and their qualification statements was not required by the RFQ, although this information would have been useful to the Evaluation Committee and the Public Works Director. Ric-Man -- number three, Ric-Man's protest should be deemed -- should be denied based on the findings above. The issue of the dates of the four significant projects, three streetscapes, one full ... project that were not submitted by SEC. The dates were not submitted ... SEC. ... been reviewed by the Public Works Director, and he has determined that they should be considered because the current staff members worked on those four projects. The current SEC staff members worked on those four projects. That is my -- the end of my comments regarding the protest.

Mayor Cason: Glenn.

Commissioner Keon: Do we have a copy of your comments?

Mr. Pounds: Sure.

Commissioner Keon: Thank you.

Vice Mayor Quesada: Attachment four to the file that we have.

Ms. Swanson-Rivenbark: It's attachment four, but he also summarized it, so we'll make copies of the summary.

Commissioner Keon: Yeah, right.

Vice Mayor Quesada: Yeah.

Glenn Kephart: Good afternoon, Mayor --

Commissioner Lago: Good afternoon.

Mr. Kephart: -- Vice Mayor, Commissioners. On March 9, and as part of your package, I prepared a memo to our City Manager basically outlining the discussions that we had in the Steering Committee, and what we saw, and what we talked about, and why we were making the recommendation that we made. I do want to acknowledge that, I think, we had a very solid -- I thought we had a very solid Selection Committee, and I want to thank Venny Torre, who volunteered his time, and also Bill Kenworthy, who -- the both of them volunteered their time and their expertise to help us through this very difficult and very important selection process. I think, collectively, between Venny, Bill, Carmen, and myself, we represent over a hundred years of experience in -- collectively, in design and construction projects. So, as part of the Selection Committee -- and as I highlighted in the memo -- we did identify, and we were pretty pleased, that we had two very qualified firms that can successfully deliver this project for our community; and, specifically, both firms demonstrated comprehensive understanding of the project needs and the community interests. Both firms have an extensive body of work that demonstrates the capacity to successfully deliver this project. Both firms are highly recommended from former public sector clients on similar projects. Both firms demonstrated financial capacity to successfully deliver this project, and both firms demonstrated an approach to work collaboratively with business owners, operators, and stakeholders to minimize impacts during construction, a very, very important component, and they both got that, and they brought a team together to do that. So how did we separate them? And here are some of the specifics that we discussed during the Steering Committee. We looked at the team, the makeup of the team, both firms; very qualified. The Ric-Man team, however, had worked together on construction design-build projects. They had never collaborated as a team that they were presenting to us as a construction manager-at-risk



project, and that's a pretty important distinction. And State Contracting Engineering, who's consulting, entire team is designed and put together and has experience -- extensive experience on construction manager-at-risk projects. So, in that category, we gave the edge to SCEC. And then there was discussion about the differences between design-build and construction manager-at-risk. And Ric-Man indicated that they consider this project similar to a design-build, and there are some similarities. There are also some important differences. And in a design-build process, and probably one of the biggest keys, our contracts would be with the contractor, and then the designer typically would work for the contractor, and the designer and contractor become one team and they're both -- and they're working under one contract with us. In construction manager-at-risk -- and the City -- or the client in that case gives up a lot of control when the project through. Basically, you define what it is we want to accomplish. It's pretty clear-cut. You enter into a contractor to do that for you. They hire designers, and they deliver what the intent of the project was. Miracle Mile is something different than that, because we're going through this visioning concept phase with our community, so we didn't go that route. We went -- recommended last fall when you approved the project methodology of going with construction manager-at-risk, which allows us to begin working with the design firm; then through the concept phase about this time in the process, we would bring a construction manager-at-risk on board who would also be under contract to us, not the designers; and they will become part of our collaborative team that is working with the community to figure out what's the best way we can build this project for this community. So, because we see that this is a construction manager-at-risk process, the collaboration was very, very important in that area as opposed to the design-build methodology we gave ... to State Contracting in that category. Then we talked about cost control, which is very important in a project like this, and both firms presented to us their methodology for cost control. And one of the things that they will be doing is they will be prequalifying subcontractors, and we will be part of that. We will get to approve that. And then they will have the subcontractors build. Ric-Man indicated that they would -- they could self-perform up to 50 percent of the project. That can be an advantage; could be a disadvantage. It's neither or. We allow for that.

Vice Mayor Quesada: Whose decision is that ultimately then when it comes to subcontractors?

That's something that we're going to tell them what we want them to do? I mean -- that issue to me seems to be a moot point in a --

Mr. Kephart: OK. Sure. I mean --

Vice Mayor Quesada: Tell me ...

Mr. Kephart: ... you're not, because it's not being ...

Vice Mayor Quesada: Because we're going to tell them, "Hey, go get some business subcontracts to get a better twice, or should you self-perform this." I don't think that argument benefits either side.

Commissioner Lago: I mean, you --

Vice Mayor Quesada: I mean, again, I'm not a construction --

Commissioner Lago: ... that I do CMR at risk, and I do it for the School Board. Basically, the bid is broken down as per division, and every subcontractor's in the room with the owner, the architect and engineering. All bids are closed. They're put on a stack in front of you by division, electrical, plumbing, civil, whatever the division it may be. If the contractor wants to self-perform ... on the project, they also include a bid on that portion of the work. It is open with all the subcontractors in the room. At the end of the bid, everything is tabulated, and every single person in that room gets a copy of every single bid that was in the room, so there's no funny business. So, sometimes the contractor may be cheaper, if they own their own equipment, if they're specialty; if they're really, really specialized, they may be cheaper; sometimes they may not be cheaper, because some subcontractors may have an advantage on them. So, to answer your question, Frank, at the end, to me, I'm with you. I don't see that as even an issue here, because it could benefit us. I could only see it as a benefit, because --

Vice Mayor Quesada: No, but --

Commissioner Lago: -- if they're willing to go head to head with a subcontractor and show that they're qualified and that they can do the work and they have the experience to do that type of work and they can save us money and they go head to head in a sense like -- the way CMA is really done, which is where bids are open in front of all parties, I don't see it -- I could only see it as a win/win.

Mayor Cason: How do you ...?

Commissioner Lago: ... could save money.

Mayor Cason: How do you get the quality factor in there, because sometimes the low bids are not the best companies?

Commissioner Lago: Oh no. What you do at that point is you have -- once you have all the bids, the owner, which would be the City of Coral Gables, says the procurement staff or the director would say, "Let's go item by item," and say, "OK, listen, that subcontractor excluded the following scope. They didn't carry the generator," per se, so they're invalidated because they don't have the entire scope. That's the way you review. You have to review every single scope and to make sure that they cover what our plan is for this project. That's the way CMRs -- this is done.

Mr. Kephart: And Commissioner Lago did an outstanding job in explaining that, so I'm not going to try to add to it. You live it and you know it, and thank you for that. It's -- it is -- he's accurate. That is the way it works. So, I'll move on to the next. That did -- at the Selection Committee, we -- our only -- our concern were -- and it wasn't so much the self-performer. ...self-perform, our concern was that when asked the questions -- not a concern. The deciding factor that we gave SCEC the nod on that is that when asked how they do their subcontractor bidding, Ric-Man indicated they get two bids and SCEC indicated that they get four bids, and we thought that that allowed us the opportunity to get -- now, again, if we tell them to get four bids, are they going to? Of course they are. So -- but based on their response, we felt the four bids was a process that was

a little better than only getting two bids. And additionally, they provided us a team of recommended subcontractors as part of their team in landscaping and some other areas, and they brought forth some very good subcontractors, but we think it's premature at this time to be identifying subcontractors and to make them part of the team; makes it a little harder for cost control. They may, in the end, end up picking some of those subcontractors, and they may be the best deal for the City, but we felt that was premature. So that was our discussion at the Steering -- at the Selection Committee. The --

Commissioner Keon: Did I -- could you just clarify --

Mr. Kephart: Sure.

Commissioner Keon: -- that point for me? When you were talking about subcontractors, one of the bidders didn't identify particular subcontractors. He told you that, if chosen, they would then identify them? You said there were four in each of the categories, and they would then do it. The other person that was bidding already had a group of subcontractors that they intended to use. Is that what you said?

Mr. Kephart: They were recommending them as part of their team. I think they saw that approach as -- if they show us really good contractors, that's a strength for their team. I don't think --

Commissioner Keon: So you really wouldn't have any idea that that subcontractor would -- that their bidding on those parts would be competitive? You would --

Mr. Kephart: I think we know --

Commissioner Keon: Was that your concern?

Mr. Kephart: Yeah. I think we know that some of the subcontractors they put forth are quality

subcontractors. There wasn't a concern there. There was a concern that if they're recommending that this is the subcontractor they want to use and then we're faced with trying to negotiate with just that subcontractor, it makes it a little harder to get the fair pricing.

Commissioner Keon: OK.

Mr. Kephart: That was our --

Commissioner Keon: I understand it.

Commissioner Lago: If I could just interject just for one moment. I mean, when you do CMR at risk, you have to provide the owner of the project with a list of subcontractors, either it be two, three, four, five, six, whatever the quantity may be. I think we're really confusing quantity versus quality here. So, when that list is proffered by the contractor to the owner, the owner then has the option, as per what CMR truly is, to say, yea, nay, yea; qualified, qualified; I had a bad experience; I feel this person is not qualified to do this type of work; it may be too big for them; it may be too small for them; they may not be suitable; they might not have the necessary licenses. Have you checked to see if they have the necessary insurances? A multitude of factors may go in. But at the end of the day, the owner of the project has full discretion to pick and to also include certain subcontractors in the process. It is the responsibility of the contractor to show that the individuals that will be bidding on the project as a subcontractor are qualified.

Commissioner Keon: So --

Commissioner Lago: Sometimes the owner says, "Oh, I want to include Coral Gables Electric." Coral Gables Electric may not be a certified subcontractor when it comes to dealing with FP&L (Florida Power & Light) lines or dealing with underground utilities. They may be a certified electrical contractor for home remodeling, but you understand? There's a --

Commissioner Keon: So what you're saying is that in the response to the bid, the contractor for

the -- should provide -- should provide this names of subcontractors or is that something that's done after you negotiate?

Commissioner Lago: What I'm saying is this is a nonissue. It's a nonissue, because you can either do it now or you can do it later. That is constantly -- that list is constantly influx. It will be influx until the moment that the scope of work is defined, the plans are done, and those are sent out to the subcontractors. They will be adding and removing subcontractors to the moment.

Commissioner Keon: OK. So whether or not --

Commissioner Lago: If am I --

Vice Mayor Quesada: In other words, the protest on this issue ... say favors State in the sense that this is not sufficient to over --

Commissioner Keon: Right.

Commissioner Quesada: -- turn the Selection Committee.

Commissioner Keon: OK.

Vice Mayor Quesada: I think that's what ...

Commissioner Lago: No, no. What...

Commissioner Keon: That's what I want to know.

Commissioner Lago: No, no.

Vice Mayor Quesada: On this specific issue.

Commissioner Lago: No, no. What I'm saying is that it's a nonissue. There should have been known issue. I'm just saying that if you're including subcontractors or you're not including them, it's --

Commissioner Keon: It doesn't make any sense.

Commissioner Lago: -- it doesn't make any difference. To me, I mean I think it's -- I think -- to me, I think it's great that they took the time -- that someone took the time to show you, "Look, we're showing you that we have qualified subcontractors," but I think that's State Contracting and Engineering Corporation could have done the same thing also. I think this should be more of a fact that it wasn't delineated in the procurement process.

Mr. Kephart: I think -- if I could respond, and everything you've said is absolutely correct. We'll have total control over the selection of the subcontractors for this project, and we'll make sure we get it right. And it's part of the reason I said both firms are very qualified. When it came to the Selection Committee and the rationale for -- my understanding as part of that group of four of us -- that we weren't in negotiations with the firms. We were there to ask them questions and also to listen to their approach. And when it came to their approach, Ric-Man's approach was to bring the subcontractors that they were thought good to the table. States was -- left it more open in a more competitive process. They can both, in the end, do exactly the same thing, but we were evaluating on what they told us they thought their approach to the project would be.

Mayor Cason: Glenn, back on the question of CMAR (Construction Manager-at-risk) versus the other approach, do you have any doubt that the -- Ric-Man could not do CMAR? I mean, can they do that? I mean, they didn't make that presentation. So whether -- you chose them on -- because you were asking for construction manager-at-risk, and the group that you chose made that presentation.

Mr. Kephart: Both firms can deliver this project. We felt that State Contracting brought more

collaborative approach that matched with our design team and what we're trying to do with this community. Having said that, I said it in the memo, and I'll report it: I think they're both very qualified firms, and I think they'll deliver the project at -- that we expect, but we put our nod to State for the reasons I've stated. And then there was one last in my memo that I'd just like to cover, and that was on the community involvement, and they both totally got this. One of the most important parts of this construction manager-at-risk is to provide people to work directly with our businesses, hold their hands, talk to them about what their needs are, what's coming up in construction, what can we do to keep their doors open, who do they call when their windows are dirty and the noise is loud, and both firms got that, and brought good people to the table. I don't know if you're going to hear from some of them today or not. But again, Ric-Man's approach, they had a very talented person that they assigned this to. State had two very talented people that they assigned this to. We both gave them high scores in this area, because they got it, but we liked the approach to have two, because we really need somebody who's available 24/7, 365 days a year while we're under construction; and the reality is, we'll come closer to achieving that if there's laudable people involved in the day to day and they can back each other up, because people get sick, people have reasons to -- So, both got high marks in that area, but a slight nod to the State. And that was basically the discussion we had about the project, so I thank you.

Commissioner Lago: Thank you.

Mayor Cason: Thank you very much. All right, Craig.

Vice Mayor Quesada: Wait. Hold on a second. Can I just come back to staff for a second? I'm looking at Exhibit -- Attachment 4. I don't know if this is Mike -- I think maybe both of you need to come up for this question. On page 6 of this attachment, which is the City's response -- Mike, this is your response to the protest letter.

Mr. Pounds: You're on page 4 and --

Vice Mayor Quesada: I'm looking at page 6 of attachment 4.



Mr. Pounds: Page 6 --

Vice Mayor Quesada: And attachment 4 to our documents.

Mr. Pounds: OK. Let me get my --

Vice Mayor Quesada: So I guess I -- as you're pulling that up, I'll ask my question. So on page 6 towards the middle of the page -- I guess towards the top of the page where it says Ric-Man written protest statement, and I believe you cited this verbatim from their protest letter. And this is addressing performance and payment bonds, and then you have a response underneath saying that State has the bonding capacity for the project. The question that I had, which is not addressed here, but just something that came to my mind as I was reading this, has either firm ever defaulted on a project? Do we know? Or, if you don't know -- if -- when they come, they speak; if you can just let us know?

Mr. Pounds: I have found no evidence that either company has defaulted on any project.

Vice Mayor Quesada: OK. And is there any benefit to being able to have double capacity -- in your opinion, to have double capacity for bonding or not?

Mr. Pounds: Well, it sells that, you know, that they're obviously a well thought of company, a capitalized firm. But I believe that the SCEC has the bonding capacity that is requested. I think more than that, it's not necessary.

Vice Mayor Quesada: Now, it says, pursuant to the Florida Statute -- I don't have my computer in front of me, so I couldn't pull up the statute -- that -- and your response to the Florida Statute 255.05, and it says for obligations for construction, the project in the full amount of the contract for construction. We had a bid protest three months ago on another item, and Commissioner Lago pointed out that there was a lot of litigation related to that one company, and it all made us look at

it a little bit differently. Had we ever had the experience where a contractor -- that contractor defaults and we have to pursue them? I mean, again, as Commissioner Lago mentioned earlier, this is a very important project. This is the heart of our downtown. And I just want to know what were -- I consider this to be very important. Obviously, if something goes awry, then we have something to fall back on.

Mr. Pounds: Procurement is not involved with construction management side of these projects. I would have to defer to Glenn and Craig on that.

Unidentified Speaker: (Comments made off the record).

Mr. Pounds: I don't know, Craig, if you are aware of any?

Vice Mayor Quesada: I don't ...

Mr. Pounds: ...contractor defaulted.

Commissioner Quesada: I don't need an immediate answer on that question. It's just something I'd like to have a further discussion on it just to make sure we're fully protected moving forward.

Mr. Pounds: If I could partially address your comment on the capacity. I think it's extremely important that both firms have the capacity to do this project. I mean, I think we -- they do. I'm not certain that having double or triple the capacity is as important on this project as maybe some others. This is a finesse project. A lot of fine finishes, a lot of slow and tedious work, stone pavers, fine furniture, special lighting, special care on trees. And it's not about having bigger and bigger equipment that can do more faster. So it's absolutely critical that they're not on the edge so much that we think they can't deliver, but as long as they're big enough. I don't know if it's a big deal if they're twice as big enough.

Vice Mayor Quesada: OK, got it. And then also on the bottom of page 6, Ric-Man written

protest related to the insurance coverage. They lay out employee's liability to sort of offset in the paragraph there. And on page 7, your response -- I guess I miss -- I didn't really understand your response. So I believe your response says that they do qualify, but if they're saying it's \$500,000 and it's a million dollars in the bid, what -- I guess my question is, what did the bid say? What did the RFQ say? What ....

Mr. Pounds: Well, the RFQ states the insurance limits that are provided under the written protest statement by Ric-Man, which was the \$1 million limit for employer liability to each accident, one million limit ... each employee, one million limit ... policy limit, et cetera. We were given a certificate of insurance from SEC [sic], which indicated lower miles, but they stated in their qualification statement that they could meet the requirements. I stated in the protest that when we have a -- when we enter into a contract with a firm, they are required at that time to submit documentary evidence that they meet the insurance requirements. We never require them to submit insurance documentation prior to when we're executing a contract, because there obviously is some costs involved, and --

Vice Mayor Quesada: But in this situation, they did provide that.

Mr. Pounds: In the case of Ric-Man, they did provide it.

Vice Mayor Quesada: Yeah, coverage.

Mr. Pounds: But in the case of SCEC, they said they would be able to meet those requirements, and that is sufficient from a procurement standpoint.

Vice Mayor Quesada: But they attached a document that was contrary to that -- well, I guess not contrary to that statement.

Mr. Pounds: Yes, they did.

Commissioner Quesada: ...

Mr. Pounds: I'm not sure that there was -- I think that creates confusion. The reality is on all contracts in the City, they are not required to meet those requirements until contract execution phase, because there is a cost involved --

Unidentified Speaker: Do we have the contract...

Mr. Pounds: -- with these firms in meeting these requirements.

Vice Mayor Quesada: OK. Thank you.

Mayor Cason: Any other questions? We can come back to you later on. Mr. Attorney.

Mr. Leen: Yes, Mr. Mayor. The Public Works Director wanted me to make it clear that the resolution does indicate that you're giving the Manager authority to execute phase one, but it's still consistent with what I said before in the sense that we don't have that negotiated yet, so what we're doing today is we're picking the firm that we will negotiate with. Now, I should add to what I said before, though, because of the time sensitivity of this particular project. We are also asking that you give authority to then execute phase one. Now, that would not -- do you contemplate that including the entire contract or just phase one?

Mr. Pounds: No. Phase one, to clarify in a construction manager-at-risk. What we want to do is we want to get our construction manager-at-risk firm on board so they can be part of our team with our design firm and our Steering Committee and our community meetings and start to do constructability reviews, construction -- concept construction estimates, construction staging, maybe start -- it's a design phase of this project. It's not the construction. It's not them going out and getting subcontractor bids. So it's not a huge contract. And that's why for the sake of expediting that somewhat and the fact that it's not a huge contract, we ask in the resolution for authority for the City Manager to enter into that contract, so.

Commissioner Keon: But --

Mr. Leen: But you are creating authority for something that has not been fully negotiated. However, we had done that before, and it would be -- the City Manager and the City Attorney would have to agree. The City Attorney as to the form ...; the City Manager as to the content.

Mr. Pounds: Thank you.

Commissioner Keon: But you would be -- but what you're doing -- although it's only the first phase of this contract, I would think that it would be anticipated that this would be the contractor that would be with you throughout the project.

Mr. Pounds: Yes. The way this will work is we would bring them on during the first phase. And ..., there's going to be a large contract that needs to be negotiated, and they're going to have a fee, and they're going to give us a guaranteed maximum price based on their subcontractors and buying out this project. If we feel that that fee is not fair as is not competitive, is not the best price for the City or in the best interest of the City, at that point we would come back to the Commission, report where we're at, and say that we're not recommending going forward. We would be under contract for the phase one -- their constructability reviews, their cost estimating, their -- everything that they do in phase one they will be compensated for, but they're not guaranteed to get this construction project. They have to bring us a good deal. And then the backup to that would be we've got 90 percent plans at that point. We just finalize the plans and we go out to bid under a traditional process prequalifying contractors. Certainly, we would want to on this so we could do an RFP (Request for Proposals), but there's always the opportunity for the City to stop it if we can't negotiate the best deal for the City.

Commissioner Keon: Why wouldn't you negotiate the contract?

Commissioner Lago: That's what I want to explain.

Commissioner Keon: I -- yeah.

Commissioner Lago: Just -- I -- the problem that I think we're not getting -- I don't want to get too in the weeds here, but I think you need to explain to the rest of the Commission what you mean by negotiating a deal. When you negotiate a CMR deal like this, what you're doing right now is you're negotiating preconstruction services right now.

Commissioner Keon: Right.

Commissioner Lago: This is what we're negotiating. We're entering into an agreement with a general contractor who's going to move forward hand in hand with the architect and the engineer and the designer and whoever may be on the design team to start --

Commissioner Keon: To do that.

Commissioner Lago: -- doing cost analysis, value engineering, contractibility; finding out, for example, whether a certain paver, which may cost -- we don't know what the cost is. It may be --

Commissioner Keon: Right.

Commissioner Lago: -- a beautiful design, but we'll find out that that paver that's being proposed is \$50 a square foot. We may only have in the budget \$15 a square foot or \$10 a square foot, or it may not be ADA (Americans with Disabilities Act) compliant. So that's all the type of leg work that needs to be done preconstruction. During that time, the plans are being -- are progressing from a stage of zero percent to 50 percent, 75 percent, 90 percent, 100 percent. What he's talking about is negotiating a deal. You're negotiating two things. You're negotiating general conditions and you're negotiating your profit. So, at that point, once you've done all the leg work for your preconstruction services, you enter into the agreement; hopefully with the same contractor who gave you the preconstruction services. You negotiate your general conditions, which is how

much you're going to pay for your overhead on a monthly basis over the life of the contract; and then your profit is your raw number, how much is it going to take home.

Commissioner Keon: Do you generally do this with the same contractor, or is it not unusual that you would have two different contractors and they --

Commissioner Lago: It's usually -- usually, at that point, the contractor, after doing all this leg work, she say, they want to do this project and the City or a private agency who's employing this type of construction process will negotiate the profit. And if your profit -- if you're a one, two, three percent away from each other, eventually you end up splitting hairs and you end up ... a project firm for that price.

Commissioner Keon: So, traditionally, you would save this -- you wouldn't look at the individual that you are selecting as the individual for the life of this contract?

Mr. Pounds: Well, we expect -- before we expect them to be the contractor for the life of this project --

Commissioner Keon: OK.

Mr. Kephart: I was just saying... And I would add to it -- and Commissioner Lago, thanks; that was a very good explanation; right on the mark. And is -- I've never seen it fail.

Commissioner Keon: OK.

Mr. Pounds: The contractor always ends up -- everybody has so much invested.

Commissioner Keon: But --

Commissioner Lago: And they have so much invested --

Commissioner Keon: OK.

Commissioner Lago: -- it only fails at that point when you're discussing percentage points in reference to profit.

Commissioner Keon: Right.

Commissioner Lago: And at that point, it's --

Commissioner Keon: Right. And so, the only thing I just -- I want to make -- I want to be clear is that you're not -- is that whoever is -- the award is given to is someone -- is -- still should be the person that is best qualified to bring this project to fruition.

Commissioner Lago: And that's why I mentioned before --

Mr. Kephart: Absolutely.

Commissioner Keon: So it's not just --

Commissioner Lago: For example, we were discussing about pavers.

Commissioner Keon: Right.

Commissioner Lago: As I --

Commissioner Keon: OK.

Commissioner Lago: You could see our architects are here in the front row. As the design evolves today, probably Commissioner Slesnick will give some input in regards to certain things



that she hadn't given input before --

Commissioner Keon: Right.

Commissioner Lago: -- and they'll take that into account -- or Vice Mayor or the Mayor and they'll take that into account. If we have a contractor in place, their subcontractors will evolve, because maybe we're using a product --

Commissioner Keon: Right.

Commissioner Lago: -- or a certain material or certain texture or certain finish level that the subcontractors that were on the list already named or have not yet to be named will be excluded and new subcontractors will have to be included --

Commissioner Keon: I just don't --

Commissioner Lago: -- to meet that goal.

Commissioner Keon: OK. I don't want to lose sight of the importance of awarding the bid to a contractor that can live the life of this project.

Mr. Kephart: That you --

Commissioner Keon: You know, it's not that it's just, you know, this phase. It's don't worry about it; it's not whatever because --

Mr. Kephart: No.

Commissioner Keon: -- it doesn't work out. I really want to make certain that, you know, we know that the anticipation and the expectation is that it is to bring this project to fruition.

Mr. Kephart: Absolutely.

Commissioner Keon: OK.

Mayor Cason: When would you expect the construction contract to come to us?

Mr. Kephart: Early fall, late summer.

Mayor Cason: OK.

Commissioner Slesnick: Glenn, what kind of --

Mr. Kephart: Yes.

Commissioner Slesnick: -- compensation are you talking about if we go on to the second contractor?

Mr. Kephart: I'm not really prepared to discuss that actual. If you're talking about when we get to -- what we're talking about is a project that may be an \$18 million project. It will be basically an \$18 million contract that includes all of the subcontracts, all of the pieces needed to do this; the fee that that the contractor is and the general conditions. All those will be included in that. So it'll be a large contract, the second one. The first one is more of a design ...

Commissioner Slesnick: We should mention compensation to the contractor if we don't choose the first one and move to the second one.

Mr. Kephart: No, no. They would -- their compensation would be under the phase one. They're going to provide a service to us; and to the degree they've provided that service, they will get compensated for the service according to the contract that they've done. It's going to be when

we negotiate that design services, we're going to assume so many public meetings; we're going to assume so many construction estimates; we're going to assume so much time for value engineering and contractibility reviews, and we'll come up with what we think is a fair fee for those services, and they will be compensated for those.

Commissioner Lago: Let me just -- just to add on to what the Commissioner -- I think -- she wants a more tangible number, and I want to see maybe I can help her -- help everybody understand. Are you going to go with like the standard protocol where preconstruction services are in the range of 1 percent, one and a quarter, point 75? What are you looking at? Are you looking at a...?

Mr. Kephart: I think you're in that ballpark. We haven't worked through it, because I think that --

Commissioner Lago: So let me --

MULTIPLE SPEAKERS...

Vice Mayor Quesada: Not in the industry; what does that mean?

Commissioner Lago: No. That's why I want to -- I want to give an answer. I want to give an answer to Commissioner --

Commissioner Keon: Yeah.

Commissioner Lago: She deserves the answer. OK. Using preconstruction services, you're ranging between point 75 to one and a quarter of the total cost of the project. Let's just put it at 1 percent. So 1 percent of the total cost of the project, let's say, is, you know, \$20 million. Take 1 percent of that and that's your preconstruction services. That's all the leg work. That's while the project is being designed; why you're going to meetings; why you're checking out permitting,

WASA (Water and Sewer Authority), DERM (Department of Environmental Resource Management); you're looking into every aspect of the project to ensure that the \$24 million budgeted price that the City has set aside for this through its bonds that we meet that \$ 24 million; that we don't go over. That's what that preconstruction money is, so that 1 percent.

Commissioner Slesnick: And we're talking about having this all determined by early fall?

Commissioner Lago: Yes. And then, if you really want to go tough -- and I say this because this is what happened to me when I negotiate these deals. Usually, in good faith, the contractor that's chosen after they've gone through the preconstruction services while you're negotiating in a contract, you can ask them to give 50 percent of the 1 percent back.

Mr. Kephart: Thank you.

Commissioner Lago: You can say that as part of the negotiating. "Hey, sorry, guys," you know. And then, you know, they can give 50 percent, they're going to get a contract. They're about to get -- they're going to get a \$20 million job. They can take a 50 percent of their 1 percent preconstruction services for getting that job. That's what usual happens. And then, usually, like you were mentioning before, what is the profit on a construction project of this magnitude? Between 4 and 6 percent. Your general conditions are usually -- you know, your general conditions and profits should be between 10 -- should be between 12 to 15 percent, all inclusive. That's your number, including profit and general conditions. And general conditions includes your project manager, your superintendent, you know, standard, your office staff, your shelter out there; you know, if you need water, cell phones, computers. That's what your general conditions are.

Commissioner Slesnick: That, plus your profit.

Commissioner Lago: General conditions plus profit should be in the range of between 12 to 15 percent.

Commissioner Slesnick: OK.

Mr. Kephart: Thank you.

Mayor Cason: Craig.

Mr. Leen: Yes, Mr. Mayor. So the City Attorney's Office has provided you on page 2 of the memorandum to -- for Michael Pounds, our Chief Procurement Officer, to the City Manager, a description of the legal standard that applies today in the hearing that you're about to review. Just in a nutshell, what it says is you do have discretion here today. Ultimately, a court should uphold whatever you do, as long as you're not acting in arbitrary manner, as long as you can base this on something in the record that shows that it's justified. My opinion is you could choose either, based on the staff's recommendation, and you would satisfy this standard. So what I recommend is that you hear from both sides, ask the questions, and then make the decision that you think is in the best interest of the City. Then the one other thing is, just to clarify again, based on resolution, you will be granting authority to the City Manager to execute the agreement that is negotiated. However, you know, I still want to be clear that, you know, we have to enter into negotiations with whichever firm you choose. If we're unable to reach an agreement with them, then we go to the second one and we negotiate. And then, if the City Manager was satisfied with that, and if it was legal under the City Attorney's view, then the City Manager could execute that one. Now, you don't have to grant that authority to execute, but it's recommended because my understanding is that this is very time sensitive, and we'd like to get value out of this agreement. But I would really defer to staff on that, but that's my understanding of the reason. Now, the last thing I wanted to say is that the second part of the agreement -- I think this has been made clear to you -- will come back to you, the main construction contract. And at that time, you are not bound to hire the person that you recommend today or you -- that you direct we enter into negotiations with today. Although, there will be more of a reason to hire them, obviously, because they've already worked on the contract. So with that, we have both sides ready to present today. And I would turn it back to the Mayor to begin the hearing.

Mayor Cason: All right, let's start with Ric-Man.

George Navarro: Good afternoon, Mr. Mayor, Commissioners, Madam Manager, Mr. City Attorney. My name is George Navarro, offices at 333 Southeast 2nd Avenue, in Miami, Florida. Here this morning -- we're here this afternoon on behalf of Ric-Man International. Before I begin, I'd just like to take a quick second to congratulate everybody who was recently re-elected in this recent election. We welcome our new Commissioner, Commissioner Slesnick. It's a pleasure to have you on the dais; getting a nice round of applause from the audience. I'd like to just begin -- we're handing out for you a copy of the actual presentation materials that were presented to your Selection Committee. We're not going to do that whole presentation. That will take about half an hour. We're going to try to keep it a little -- more brief for you and concise. But I'd like to start off by introducing our team. With us, we have Paul Jankowski, who's the owner of Ric-Man International; and our president, Rene Castillo; our senior project manager, Victor Menocal; Javier Salman, from Stantec Engineering, one of the largest engineering companies in the United States; and Liz Fernandez, our full-time public information specialist who will be dedicated to this job. Liz has actually worked on the two largest infrastructure projects in Miami-Dade County history: The Port of Miami Tunnel and the Miami Intermodal Center. Mayor, Commissioners, I know it's been a long process, but we appreciate your diligence and your hard work to ensure that the most qualified and experienced contractor selected for this project, a project that will ultimately impact many residents and businesses in your City. We're very excited to be here today, and we believe that after our presentation here this morning, you will agree that Ric-Man International is the most qualified and the most experienced firm to deliver the largest project in the history of Coral Gables. For those of you who are not familiar with Ric-Man International, we've been in business for 32 years. We don't litigate with our clients. We don't file bid protests. We're not in the business of filing bid protests. We're not like other companies that may just file a bid protest to see what happens. In fact, in the last 20 years, we've only filed four bid protests. In this case, we filed a bid protest because we were very disappointed not to be ranked as the top-ranked firm for this project, considering that, first, it's our specialty, and secondly, we have completed some of the largest streetscape projects and roadway infrastructure projects in Miami-Dade County. We have

the upmost respect for our competitor and know that they are a great company. And if the City Commission today was going to be constructing a police station, school building, or another administrative building, we would recommend that you choose them. However, for this specific project and in this particular case, we are the better qualified firm, as you will see shortly. When it comes to streetscape and roadway construction, this is all we do. The team that's here before you today from Ric-Man International, this particular team does not do vertical construction. We specialize solely in urban and neighborhood streetscape and roadway infrastructure projects, just like the Miracle Mile streetscape project. Building a vertical project is not like building a streetscape project. You have a lot of concerns on a streetscape project that you don't have in a vertical construction project. For instance, it requires a lot of coordination with your local businesses and important management of pedestrian and vehicular traffic to ensure safety. Also, you want to make sure that you have a plan in place that allows the residents and the pedestrians to access these businesses so that they don't suffer financially during the construction of this project. So this is no easy undertaking, and it requires a firm that has a lot of experience with a project of this size and scope in this same urban environment, and this is exactly what we do. This is what we did in Washington Avenue, which is the largest streetscape project ever completed in the City of Miami Beach. This is what we did in the Lummus project, which impacted Ocean Drive in Miami Beach. And this is what we did in Ocean Front, which included work on Collins Avenue. These are all major commercial thoroughfares that have a large volume of pedestrian and vehicular traffic, as well as a large number of businesses, such as nightclubs, bars, restaurants; you have national retail tenants here, and you also have small local boutiques. And we made sure in each of these projects that we implemented a system that provided a safe work zone for these businesses to flourish during construction. Additionally, these projects were completed during very busy events, such as the Super Bowl, the Food & Wine Festival, and the Boat Show, which is just several to name that occurred while we were doing some of these projects. So we know what works and doesn't work, because of our specific experience in this unique and specialized field, especially when it comes to MOT, which is the Management of Traffic, such as pedestrian and vehicles. We are also very aware of the local business owner's concerns, and we're able to address them in our construction methods. One issue that was brought up that I believe is a bit misleading, and I'd like to clarify for the record, is that Ric-Man does not have CM-at-risk

experience. The vast majority of cities and counties that do these sorts of infrastructure projects and streetscapes projects do not use the CM-at-risk method. Actually, we're not aware of any recent projects in Doral, City of Miami, Miami Beach, or Miami-Dade County that uses a CM method for a streetscape project. This is why the signature projects that we submitted and the majority of the 46 streetscape projects that we have completed on time and within budget are design-build or low bid work. Some of these projects are low bid work, so we know what cost control is, because we've been successful in being awarded large projects that are based on solely on price. So that's the first thing I wanted to clarify. The second thing is that this project is really tailored more like a quasi-design-build than a peer construction manager-at-risk. In the CM-at-risk -- and I have a copy of the American Institute of Architecture -- or the Architecture Institute of America that defines a construction manager-at-risk as someone that basically does not subcontract any -- or does not self-perform any of the work. It says that the CM gives a client a guaranteed maximum price and coordinates all subcontract work. The difference is that in this RFQ -- the RFQ specifically provides that the contractor could perform 50 percent of the work, so this is not a pure CM-at-risk. Additionally, in a CM-at-risk, the CM provides contractibility review at the end of the process. Unlike a CM-at-risk process, right now, as mentioned by staff that they're eager to get the -- your construction management on board as quickly as possible, the construction manager is providing these services during the design phase at the beginning of the project, so it operates more like a design-build. This is the reason why we brought Stantec on board, because of their history with the site and they're the most knowledgeable of the existing conditions and specific site issues that impact Miracle Mile, so we believe that they will bring a wealth of knowledge and a wealth of expertise during this design phase, and that's the reason why we brought them on board, in addition to their public information component, which they've dealt with the intermodal center and the port of Miami. An additional benefit of choosing our team is that you get to keep your local dollars at home. Stantec has been a staple in Coral Gables for many years, and I'm proud to announce that with all the water and sewer projects that Ric-Man International is doing, they've actually moved their hub into Coral Gables. Our new address is actually 5246 Southwest 8th Street, so we're a new resident of the City, and we're very excited to be here. I'd like to just take a quick second to quickly review our qualifications and compare our relevant experience to that of State Contracting and Engineering. I handed out two charts; one of



them has Ric-Man and SCEC side by side. It's called "Experiences in Relevant Projects." And I'd like just to go through a couple of these items. Feel free to follow along or read it on your own. The first one is the annual amount of construction work performed in the last five years, and this is very important, because you want to make sure that when you're giving away a \$24 million project for a company to take care of for the City, that they have experience with dealing with projects of this same size and scope. So in the last five years, Ric-Man International has done \$100 million total of construction work, as compared to State Contracting and Engineering, which only has \$20.8 million total. I'd like to know the budget of this project alone is ten-times what State Contracting and Engineering did last year alone. The total worth of work in progress -- we have approximately \$40 million in construction work ongoing; 24.1 million alone, which is in ongoing streetscape projects, as opposed to based on the response that was submitted by State Contracting, which shows \$6.1 million worth of construction work in progress, zero being dedicated to streetscape projects. They're mostly dealing with schools and administrative buildings. The bonding capacity, as you could tell, we have a bonding capacity of \$70 million per project, which is almost three-times what the budget for this project is, and an aggregate bonding capacity of \$125 million. This is double that of our competitor. Lastly, you know, I'd like to just talk about our public liaison officer. Rather than having two part-time public liaison officers, we're going to have a full-time, very qualified and competent public liaison officer who's going to be the main point source for all issues relating to this project, and she'll be able to work on the City's behalf to make sure that all local business and residents' concerns are addressed and are brought to our attention. I'd also like to just quickly go through some of our qualifications. I handed out a list of our projects. These are projects that we just chose that were completed in the last seven years. These projects -- I just want to put on the record, these projects include the elements defined in the scope of work for this project. So these projects that we chose have all of the elements that were defined in the RFQ as a streetscape project, which this is. So, you know, even though the heading of the project may not spell out streetscape, these are, in essence, streetscape projects, and involve things such as roadway, landscaping, sidewalk, curb and gutter, installation of decorative lighting and decorative pavers, and street furniture. As you could see, we have -- in the last five years alone, we've completed projects of \$18 million -- two projects, sorry, of \$18 and one of \$34 million. These are very large projects that have been completed as recently as five years. Also,

as you compare both charts, you'll see that we are the only firm that has completed a project of over \$10 that's a streetscape project in the last 10 years. Lastly -- and I believe that this is very important to some of the Commissioners from what I heard here this morning -- Ric-Man as the ability to perform on-the-spot emergency repairs for most utility breaks. This is a construction project. You're going to have vibrations in the ground. There may be some old infrastructure. It's inevitable that something is going to happen. Imagine if it's a major issue that deals with water and sewer; we will be able to go in and address it right away. We have 75 employees, 8 foremen, 4 superintendents, and we own all our own machinery. We are actually Water & Sewer Department's emergency contractor. We are one of five companies in Miami-Dade County that are certified by Water & Sewer to do emergency service. So, when Water & Sewer has an issue, they call us. And this is the level of service and response that we're going to be bringing to the City as part of our package. This will allow us to restore service to your businesses in the event that something happen and prevent any disruption from day-to-day operations. With that, I'm going to conclude. I'd like to save a few minutes for rebuttal, if necessary. But I'd like to say that it's because of this expertise and experience in this mixed market that we believe that we are the best and most qualified firm to successfully deliver this project with the least impact to your residents and local businesses. I appreciate your time. And we're here to answer any questions that you may have.

Mayor Cason: Thank you.

Commissioner Keon: Thank you.

Commissioner Lago: Thank you.

Unidentified Speaker: May I ....

Commissioner Keon: Excuse me, sir.

Mayor Cason: I'm sorry. This is -- we're not having discussion right now. We can do this at the

end.

Commissioner Keon: The end.

Mayor Cason: At the end. Now, would SCEC.

Paul Kerdi: Good afternoon, Mayor, Commissioners, City Manager. We're going to take you through an abbreviated version of what we gave to your staff so you can actually see what we do, what we have done, the differences between what we plan to do for you, perhaps. We think that's very important. We're also very excited about this project. We have been tracking this for over a year. This is right up the alley of the kind of work that we do. I'm not sure where our competition thought we only do vertical work. That is completely false. In 1988, when I graduated from the University of Florida in construction management degree, my first job was building bridges and streets on the FDOT Turnpike, so I'm not sure where that confusion came in. I'll try and address that, too.

Commissioner Keon: Could you identify yourself, please?

Mr. Kerdi: Oh, I'm sorry. Paul Kerdi, Vice President of State Contract and Engineering. I'm glad you said that, because I am a principal of the firm. I will also be the project manager for your project.

Commissioner Keon: OK.

Mr. Kerdi: I will be the one that stands before you to explain if something goes wrong. I'll be here to celebrate with you when something goes right. So I'm not an attorney. I am State Contracting. I have a stake in this project. I'm here to tell you that we can build this project and we want to build this project, and this is why.

Commissioner Keon: Thank you.

Mr. Kerdi: Do we have -- there we go. OK, so we have a commitment to the project. Like I said, we've been researching your project. We've been here during the day, at night, on the weekends trying to figure out exactly how this street operates, what we're going to deal with from the number of businesses we impact, how the traffic flows, how we're going to deal with that, because that's how important this is to us. We've been to two BID meetings so far, so we have a very -- that's how we approach our projects. We don't do a lot of work. We're not the biggest. We don't want to be the biggest. What we do believe: We're the best. We are especially contractor that focuses on certain projects, and we do those with excellence. We have CM-at-risk experience. If you look at this list, these are the CM-at-risk projects that we have completed in just since 2008, and I have to take a minute to talk about that. Design-build and CM-at-risk are two completely different things. This is the first job that the City's going to do as a CMAR project. Entrusting a firm that has never delivered a single CMAR at risk project is a huge, huge concern and a red flag that I got to raise for you. It is not the same. It's not about just building. It's a very different approach. So, it is very different. If we have time, I'd like to engage in that conversation, because there are a lot of differences to it. I have done over \$450 million worth of CM-at-risk projects, streetscapes, vertical, all kinds of projects all for local municipalities, school boards in South Florida; my entire career, 25 years, in South Florida.

Commissioner Lago: You know what the good thing about it is, that I -- that's why I mentioned before we have all the time in the world. Why don't you give me a difference between CMR and design-build so we can educate some of the individuals that are listening today?

Mr. Kerdi: Design-build, you get a price upfront. We, as a contractor, puts a team together. You asked us to give you a price and a team, so we've come to you with that team and we give you a price. So there's no hidden cost in that. You get the price upfront. You know what you're paying for. Then you select the team you want based on that total price upfront. When you select CM-at-risk, you're selecting on qualifications, believing that the firm you selected is going to give you the best ultimate price in the process.

Commissioner Lago: How are you --

Mr. Kerdi: ....

Commissioner Lago: What is the difference between a hard bid and a design-build if you're saying ... price upfront?

Mr. Kerdi: Because in a hard bid somebody else does the plans; I don't control the architect. I'm going to -- through the presentation --

Commissioner Lago: No, but I want everybody -- because they're going to ask that question and I want to make sure that they're aware.

Mr. Kerdi: Yeah. I'm going to point out, through my presentation, some of that.

Commissioner Keon: OK. You're going to show us the projects you did?

Mr. Kerdi: Yes.

Commissioner Keon: OK.

Mr. Kerdi: This is our team. Some of our team is with us today. And these are the components of the projects. State Contractors has been in business for 45 years right here in South Florida. We've been FDOT-qualified for 40 years. We have a bonding company of \$50 million with Zurich. We have no litigation. One of the questions that was asked is that we ... ever ... in a bond. No, we have not ... in a bond. The other issue with insurance that was a little misleading as well -- I could clear that up. In the certificate we looked at, if you look at the umbrella amount, it's for a million dollars. It's in far excess of any requirement that you have as a city. I agree with what staff said, but just to clarify the certificate --

Mayor Cason: It was confusing. That's why --

Mr. Kerdi: It is a little confusing, but we have a formula and umbrella in that certificate.

Commissioner Lago: What was the City asking for? Were they asking for a five million in umbrella?

Vice Mayor Quesada: It was a million for a general, a million for commercial, and I think a million for something else. I forget right now.

Mr. Kerdi: The umbrella gets over the total.

Commissioner Lago: No, no. I'm saying that -- but I just want -- OK. One of -- they were missing -- there were \$500,000 versus a million on one line item, but the umbrella covered everything.

Mr. Kerdi: The certificate -- correct.

Commissioner Lago: OK. All right, perfect.

Mr. Leen: And please remember, the agreement that we negotiate with either of these firms will require --

Commissioner Lago: Yeah, of course.

Mr. Leen: So that will have to be provided. It's just we generally allow them to say that they will -- that they're able to provide it.

Mr. Kerdi: A number of the agencies that we work for in South Florida carry a yearly recertification and prequalification so they know that the bonding and the financial capacity the

company can handle certain size projects. These are four of those certifications, as you can see. We're well certified and qualified to do work with --

Commissioner Keon: You know, it's hard to read them.

Mr. Kerdi: -- other municipalities.

Commissioner Keon: Can you read them? I can't read them from here.

Mr. Kerdi: Oh, I'm sorry. Basically, the single limit, project limit, \$67 million for the FDOT; 17 million for the school district of Broward, 35 for the school district of Palm Beach, and 10.3 for Miami-Dade Public Schools.

Commissioner Keon: They're all schools? I mean --

Mr. Kerdi: No. FDOT is --

Commissioner Keon: The FDOT one is --

Commissioner Lago: What do you --

Commissioner Keon: OK.

Commissioner Lago: What he's showing there -- just to give you an idea -- are the limitations that -- you said you can't read it -- the limitations of single project limits versus aggregate project limits, what they can build up to.

Commissioner Keon: Right.

Commissioner Lago: So, for FDOT, they can build up to 60, 70 -- 67 million?

Mr. Kerdi: Correct.

Commissioner Lago: But then your aggregate is also the same, correct?

Mr. Kerdi: Yes. They don't differentiate.

Commissioner Keon: Oh, these are your prequalifications.

Mr. Kerdi: These are the approved prequalifications --

Commissioner Keon: These aren't --

Mr. Kerdi: -- that we have --

Commissioner Keon: -- aren't the projects that you did. OK. Thank you.

Mr. Kerdi: But now is -- I'm sorry --

Vice Mayor Quesada: In other words, it far exceeds what we need here?

Mr. Kerdi: Correct.

Mayor Cason: Yeah.

Mr. Kerdi: So I'd like to talk about what we've done and some of the similarities of what we've done in the streetscape realm that is significant to your project. What you see on the screen before you is our most recent streetscape experience. And when we talk about streetscape, it's very important to understand that streetscape is used in a very broad sense. What you've asked for and what you're doing on Miracle Mile is not your typical streetscape. This is a very artistic,



architectural redevelopment of your entire downtown district. To just call it streetscape, which could be where I just repave the street and added some trees, that is not a streetscape job. This takes a whole different level of expertise. The project you're looking at in front of you was done for a local municipality in Broward County. We just did these projects for them. The total contract amount was five million, built in five months. So that's a million dollars a month. Your project is 18 months; easily the same \$18 million. So we're well qualified financially to handle it.

Commissioner Lago: Can we discuss that? That's something that -- I brought that up when we had met. Eighteen months to do this project? Is that what we're looking at?

Ms. Swanson-Rivenbark: I'm going to have Glenn come and speak about construction time estimates.

Mr. Kephart: Eighteen months would not be unreasonable, but certainly, we probably want to do a better than that, and we're going to have -- one of the first discussions we will be having with the construction manager-at-risk is that schedule, because we don't -- we need their buy-in. That's... We need it to be as aggressive as it can be for the community, but we also need it to be realistic and not pretend we can't. So I can't answer the specific time frame at this point. I don't -- I think we have those discussions with the contractor and the designers when they're on board, and then we'll come back to you with a more definitive time frame.

Commissioner Lago: Has the designer given an idea in reference to time frame for delivery?

Mr. Kephart: Yeah. I think, you know, there's been discussion around an 18-months, but it's no commitment to that, and so as a realistic given the scope of work for both projects.

Mr. Kerdi: So, as I flip through some of these slides, what I'm trying to -- we're trying to show some of the artistic elements that we have done on projects, not just the two that I wrote from ... but other ones. This is taking the artist's renderings, the architect's drawings of what he wants, what they envision for your City streetscape, and making that a reality. That takes a lot of research, a

lot of dedication to find the right products, whether it's lighting, it's the right flavor, it's the right material; extensive research. We have done that. If you look at some of these projects I'm showing you, you can see all the different details, the types of pavers, custom pavers, custom colors; exactly what you're going to be doing to make your City beautiful; Miracle Mile even more beautiful. So that's what we have experienced doing. That's what we have done. We've done lots of art in public spaces. Yes.

Commissioner Keon: Are you showing us work that you have done?

Mr. Kerdi: Yes, correct.

Commissioner Keon: This is work you have already performed?

Mr. Kerdi: Correct.

Commissioner Keon: Oh, OK.

Mr. Kerdi: Where that leads us to is to get into the discussion of how we handle your project, our understanding of your project, and that starts with this. What happens is that you have dozens and dozens of businesses, restaurants that you tap .... So how we interact with that, we basically -- and if you can look at some of these pictures, the big one in the middle, that's your ... has a beautiful and historic terrazzo entry in front of it. We have to figure out how to build right up to that. That's where our expertise comes in, knowing how -- the structure's worth, and understanding that in the process of construction, we have protect, preserve all those historic elements. We have to work up to the doorway of hundreds of different businesses. We have to understand what the ADA impact is, how we interact with their materials versus the material that's coming to their doorway, and as well, how do we keep them open during this construction process. We've done that in this project we just completed. We did that all day long. We had about 150 different businesses we interacted with. We also then looked at your traffic. Like I said, out here during the days, at nights, on the weekends, how does your traffic operate? What's the best way to build

this job? We made three or four different suggestions in our proposal. We're not married to any one of those. This is part of the CM-at-risk process. And one of the differences that I like to point out is that we will work with the staff, with the engineers, with the architects to develop what works best for the City and the residents during that preconstruction. So we'll have suggestions that we bring, but we will work collectively with your team to find the best solution during that preconstruction process. We broke your project into basically six zones, Giralda is one of them. Basically beyond that, we have four zones along Miracle Mile, because we need to break up the construction and figure out the best phasing that works for all those businesses, and again, this is how we will work with your staff and the architect to develop the best plan of approach during that preconstruction phase. We have an excellent safety approach. We don't have any OSHA (Occupational Safety and Health Administration) violations, which is very important on a project like this where you're working straight downtown right next to people walking -- pedestrians, business owners walking right next to construction. We've done this before with very good success and no accidents and no OSHA violations. And we have an EMR (Experience Modification Rating) rating of .84.

Commissioner Quesada: What's that?

Mayor Cason: Yeah, what is that?

Mr. Kerdi: That's your modification rate. It's what the insurance industry provides you to gauge how you do. If you have an accident, basically your EMR will go down. If you don't have accidents, it goes up, and that's --

Mayor Cason: The higher, the better.

Mr. Kerdi: The higher, the better. And that affects your insurance rates that you can get in the industry.

Vice Mayor Quesada: So, I'm assuming, because you put it up there, .84 is good?

Mr. Kerdi: Yes, very good.

Commissioner Lago: The threshold is about one, 1.0 to ..., just so you know.

Commissioner Keon: One point zero ....

Commissioner Lago: On that, which is good.

Commissioner Keon: Yeah.

Commissioner Lago: It's very good.

Vice Mayor Quesada: Well, the question is what does the average company have? I don't --

Commissioner Lago: I mean, I don't have an answer for that. I mean, we -- I can tell you, my company hasn't had OSHA ... in 15 years, but we don't deal with this type of heavy machinery work, you know, working on streets, pavings, and stuff like that. We're more -- we're a variable city, vertical construction, so.

Vice Mayor Quesada: Because they put it on the screen, it's very good.

Commissioner Lago: No, it is good. That's a good EMR rating. That's a very good rating.

Mr. Kerdi: The next component is the public outreach. You've heard Glenn talk about that. Our competition talked about that. This is very important. This is the ... of what's going to happen. We did this on the last project, and I'll show you a few references at the end, because really, it boils down to what is that business going to say about you at the end of the project? That's what makes it real or not real. So I will show you reference from a business owner restaurant right in the ... of downtown. There will be impact to this restaurant on three different

sides, so we have a great plan for how we handle that. Like I said, we've been to your meetings. We understand the key components that -- and the pressure points that all your businesses and residents are facing here. We also understand that because of the ideas, financing a big portion of this project, we don't have one owner. Typically, we have one owner: City of Coral Gables. In this case, we look at this like we have almost 200 owners, because each one of those people who are putting money out for this project to go forward are going to feel like they have a stake in it, and we're ready to respond to them in that capacity, and treat them that way. The next part is the preconstruction phase. These are the things that we do during preconstruction. These are the things that make it different from a design-build. Design-build, you come up with a price, you have a design, you turn it in, you're low. Maybe you win. Maybe you don't. CM-at-risk is all about the experience you have in going through in detail, meeting with the clients, meeting with the architects, meeting with the artists, being collaborative, finding the best solution for the individual project in that, so we define the scope. We go out to subcontractors. We give them a very detailed scope to make sure that we have subcontractors that are bidding apples to apples. We give them lots of details and lots of MOT plans and lots of how they need to know how to get the best price on our project. We reviewed the construction documents. We stimulate bidder interests. We find the best bidders to bid on this project to make it successful for you at the best price. We have a comprehensive bid package, like I said, that will ultimately go out. We have an open-book policy so you get to see all the pricing as it comes in, as we open bids. It's all open book; very big difference from design-build. That's a closed-book system. If you're not used to the open-book system, it's a huge transition. Ultimately, we'll ... with the City if we can implement a tax-saving program, so we may be buying up to \$10 million worth of materials on this project; 6 percent of that if we can save. It is a huge amount of money. We do this day in and day out with most municipalities we work with, and we believe we can save a lot of money on this project by buying materials through ... purchase program. Ultimately, at the end of that process is when we come back to you with a guaranteed maximum price. This is our final price, as Glenn mentioned. That's when you [sic] would come back to you to approve that GNB. Like I said, in the constructability review -- this is hard to see on your screen. Maybe on your paper you can see it. This is the level of detail we go through. We're looking at every single page of every single plan, every detail and every plan. We're looking at it for will it work, can it be done better, can it

be done a different way, can we improve on it. That's the level of detail. This is just one page of what we might have 40 to 50 pages on a project of this size. This is an example. Again, this is the difference between CM and design-build. This is what you get from a construction manager doing their job. So, ultimately, like I said before, it's all about what does the client say at the end of the day. We talked about the municipality. We just worked with Town of Lauderdale-By-The-Sea. I will tell you that their Commissioners had the same concerns that you guys have today: What's going to happen to my town? Are my businesses going to suffer? Are they going to go out of business? What happens to my tax base if it does? Will I get elected next year if this job is a catastrophe? We made a commitment to that counsel directly. We stuck by it. We built their job in five months. We got it opened before the tourist season. Every single one of them will be open to taking your phone calls to tell them what a great job we did for them and what a great success that project was. They're now -- businesses are doubling their business that they had before. It's a wonderful success story, and I think that's what Miracle Mile will be and we'd like to be part of that. This is a reference from the Town Manager of that town basically telling us what a great job we did. Feel free; we'd love for you to call her and verify it directly. And like I mentioned before, it's really about that business owner that's on that street while we did construction. This is one of the big famous restaurants in Fort Lauderdale. In my 30 years in working in the restaurant industry, I've never seen a contractor finish on schedule within budget as SCEC did. So, again, that concludes our presentation. We wanted to try to show you what we've done and what we think you -- to bring things to the City.

Mayor Cason: Question. What's your capacity to fix broken water mains in these kind of emergencies that was -- that Ric-Man mentioned?

Mr. Kerdi: There was a couple of questions. I'll answer that one and the other one that was raised about self-performing. We have a different opinion of that. The clients that we work for, Miami-Dade County Public Schools been doing CM-at-risk for 20 years. I did some of the first ones for them. They specifically preclude you from doing self-perform work. The theory behind that on the CM-at-risk is that you're hiring us to manage your project. You want us to manage the subcontractors. You don't want us to self-perform. Here's a couple of reasons why.

If I'm self-performing work, I have to make sure I'm making a profit on that work. So if my superintendent or my staff is out there looking at maybe I'm doing a drainage line, maybe I'm doing some curb and gutter, whatever it is, my guys are going to be focused to make sure they make a profit on that work, not looking at the business, the safety, and that kind of stuff. Our construction management team in the field is looking solely at managing the process. The other reason for it is that you can say you're going to get a competitive price, as Commissioner Lago said. If I get three prices for work that I do day in and day out, they're not going to be competitive. I've been there; I've done that for another firm I worked for. We self-perform aspects of work. The industry knew we did that. So -- and we even asked ourselves, you know, for other bids, those bids would never really be truly competitive, so that's why CM-at-risk, the theory behind it, as somebody pointed out, the designation -- the definition is you do not self-perform work, and that is the theory behind it.

Commissioner Lago: You just mentioned right now about the issue of -- that you had done work for the School Board?

Mr. Kerdi: That is with a previous employer. I worked for the MDCPS (Miami Dade County Public Schools).

Commissioner Lago: I have a JOC (Job Order Contract) and I have a CM-at-risk contract with the School Board, and I've self-performed for the School Board. So I just want to make sure --

Mr. Kerdi: Yes.

Commissioner Lago: And I've had that contract for my employer for eight years, so I just want to make sure -- for the past eight years, we've been able to self-perform. We don't self-perform a lot of. We do dry wall, some clean-up, some paint, some ...

Mr. Kerdi: I think they limit it to 10 percent of the contract.

Commissioner Lago: No. Again, that -- I'm -- I just want to make sure we put that on the record, because it's -- you are allowed to self-perform.

Mr. Kerdi: And on this project, we would self-perform certain key elements ourselves, which would be perhaps the maintenance of traffic, in charge of the safety. So, again, where typically on the CM, it's a smaller range; 5 to 10 percent of the work, not 50, 60 percent of the work.

Vice Mayor Quesada: I think the intent of the Mayor's question --

Mr. Kerdi: Yes, let me get back to that. I'm sorry.

Vice Mayor Quesada: -- was -- and if I could just clarify it. The intent of the question is because we have so many businesses on Miracle Mile, because our residents love Miracle Mile to go get a haircut or pick something up, we want to ensure that if a water main breaks or if there's some sort of emergency, that you guys can react quickly and efficiently. When we look at the submission by Ric-Man, you know, they say that they're one of the five preapproved emergency WASA -- how do you --

Commissioner Lago: WASA.

Commissioner Keon: WASA.

Vice Mayor Quesada: -- WASA contractors.

Commissioner Lago: Water and Sewer.

Commissioner Keon: Water and Sewer.

Vice Mayor Quesada: Water and Sewer. So --



Mr. Kerdi: We would be happy to pick up the phone and call Ric-Man to come and service this. That's the answer to that question ... very simply. We have tons of people that work for us, and we'll respond in an emergency situation. The contractor, ... ultimately selected to do all the water and sewer work on this project will be responsible to make sure he's there when we need him to fix something. But beyond that, again, back to the difference of CM-at-risk, we're not going to have that water main break because during preconstruction, we're going to do potholing, we're going to dig. We're going to find all the utilities and we're going to make sure we do not have a conflict during construction.

Commissioner Lago: But let's be honest, though, OK? We're in the same business. I mean, we can't -- we just can't say we're not.

Mr. Kerdi: When it does happen --

Commissioner Lago: There's what they call "unforeseen conditions."

Mr. Kerdi: Correct. And when that does happen, we will --

Commissioner Lago: And it happens. It happens everywhere. I'm not saying it's going to happen. You guys are great contractors. Not saying it's not going to happen, but let's be honest also. Let's not put something out there and say it's not going to happen when there's only so much underground radar that you can do to see if there's -- what are you going to do about ... types that doesn't get picked up? And when a backhoe hits that, it's everywhere, you know, and those are -- that's the way they used to do it 40, 50, 60 years ago. You know, that can't be picked up now by ground penetrating radar.

Mr. Kerdi: We do soft digs, so we actually physically dig down, expose the pipe, find how deep it is, what size it is. That's how we do it.

Commissioner Lago: But it happens.

Mr. Kerdi: It does happen. ... like I said, we can pick up the phone call --

Commissioner Lago: People make mistakes.

Mr. Kerdi: We can call any one of those five contractors or dozen others that will respond and take care of that, so we don't see that as an issue, so.

Mayor Cason: So you're saying you will have a company -- a subcontractor on call should that happen?

Mr. Kerdi: Absolutely.

Mayor Cason: Questions?

Commissioner Keon: I have -- oh, I'm sorry. Oh, it's you ....

Mayor Cason: Thank you. You said you had a question?

Commissioner Keon: No. I had ... of questions, but I just assume wait until all they're done, and then --

Mayor Cason: Yeah. So, we'll have --

Commissioner Keon: -- you can help --

Mayor Cason: -- Ric-Man come back up for --

Commissioner Keon: He can help me ... questions. Yeah, I have a lot of questions.

Mayor Cason: Ric-Man for a couple of minutes.

Mr. Navarro: Yeah, just a couple minutes. I'm just going to be quick about some of these issues. First of all, with the timing issue that I know that was brought up, I actually spoke to our team, and we believe that this project could be accomplished in less than a year, depending on the amount and level of the plans that are finally and ultimately approved by this Commission. But just to give you, I guess, an example: In Washington Avenue in Miami Beach, which was twice the size of this project, we completed that project in 14 months, and we actually have a testimonial that came out in the paper. It's part of your package from the director of the Capital improvement Project basically saying that we walked on water and that we completed this project in very short order.

Commissioner Lago: What page is that?

Mr. Navarro: This is actually slide 21 of your package, and it's the Capital Improvements Director, George Chartham, talking about the great work that we did and how we accomplished this project in only 14 months. So that's a timing that we think that we'll have --

Vice Mayor Quesada: Can I stop you for a second?

Mr. Navarro: Of course.

Vice Mayor Quesada: I want you to address something that State brought up. And they were discussing that their experience of working with architectural or design elements or the finesse and the type of project, and they gave us some examples, and I think there was the East Commercial Boulevard -- am I saying that one right? -- that I saw in the presentation. And I'm flipping -- I'm comparing. I'm looking at both. And I'm looking at Wash -- I'm looked at the Washington Avenue pictures, and I am looking at previous submissions as well, and I'm looking at the Flamingo Lummus --

Mr. Navarro: Yeah, Lummus.

Vice Mayor Quesada: Lummus.

Mr. Navarro: Lummus.

Vice Mayor Quesada: My apologies. I mean, what's your response? Have you guys had that experience with finesse-type projects, with matching up the colors of the pavers, or the different designs and working with artists?

Mr. Navarro: Yes, we definitely do. You know, we've been very familiar with working with various -- other design professionals that are chosen along these projects. I have with me Mr. Victor Menocal, the project manager for Ric-Man International. He has actually been involved in all of these projects, and he has a wealth of knowledge on them, so I'll allow him to explain. Not too much, but just a little.

Victor Menocal: Commissioner Quesada, during the Flamingo "E" project, we actually did a bunch of medallions which showed the historic district for the City of Miami Beach, and we actually have a picture of one of them, which is about 20 feet of terrazzo, so I kind of will consider that to be slow and methodical. And we also placed smaller medallions throughout the City as they placed, so we have done some of that. And we're talking about benches and all that type of furniture. Street furniture, we've also done that for the City of Miami Beach all the way throughout the districts, from 5th Street all the way to 16th Street

Mayor Cason: I have a question. How -- in terms of how long it takes to do a project, obviously, a lot has -- depend on how much finesse is in there. I mean, how many unique things that have been to be manufactured and ... brought over and so on.

Mr. Menocal: Definitely...

Mayor Cason: It seems very difficult to say how long a project would take when we haven't even seen the design elements yet, but -- I mean, am I right on that? The actual physical part of the work could be much shorter, but the -- getting all the materials together from all over the world and designers and so on.

Mr. Menocal: Actually, depending on the type of materials actually selected by the team, that ... but physical construction ... done under a year. And one thing we're talking about finesse. One of the things we presented during our presentation was we wouldn't do full blocks. We would actually do half blocks at time of construction. We would stop essentially at the crosswalks. So we do intend to go as slow ... possible so we can keep the businesses open.

Vice Mayor Quesada: And your comparison or responses, you put approximately \$40 million worth of work in progress and 24 million ongoing streetscapes. I guess too busy for us?

Mr. Navarro: Actually -- and I'll address this ... and he could confirm. But it just -- timing is everything, and the majority of these projects are wrapping up, if not already wrapped up, so you're going to have our full crew available to you dedicated to this project. Victor, if you can just...

Mr. Menocal: Actually, Surfside and some other... projects were 99.9 percent done, so we're at closeout as we speak.

Vice Mayor Quesada: I don't have any other questions.

Commissioner Lago: My questions are for discussion.

Mayor Cason: Anything -- anything else?

Mr. Navarro: Yes, just one last thing about the self-performing. There's theory in practice. But I'd like to say that we're not proposing to self-perform all the work, obviously. We're proposing to self-perform certain aspects of this work that we feel that we will guarantee that will be the

cheapest. But as Commissioner Lago said, I think that's a great idea. We would be open to following that same bidding procedure, because we have very large buying capacity. We have great relationship. We have our own crews. And, you know, we think that we could provide a very good price. If the price is not on point, we won't self-perform. That's not a problem. It's just an option that's available, and we believe that it does two things: Quality control and cost control. So this is not something that we are going to definitely do. It's something that we would like to have an opportunity to do just for the reason that we believe it'll be a cost-savings to the City. And regarding the emergency repairs, you don't have to worry. If something does happen, we'll just call ourselves, and we'll be able to go ahead and address them. So with that, I'll conclude. We're here to go ahead and address any questions that you may have regarding this project.

Vice Mayor Quesada: One more question for you.

Mr. Navarro: Yes.

Vice Mayor Quesada: Staging, the staging of the project. You guys are proposing to stage on Old Spanish Village, and I'm assuming that's because you want to make it easier for people to walk up and down the Mile, traffic to flow back and forth. However, by staging on Old Spanish Village, wouldn't that create more traffic bringing materials or workers back and forth from the site to Old Spanish Village? I know there's sort of a difference of opinion between State and you guys as to that. And that's a major consideration for us --

Mr. Navarro: Absolutely.

Vice Mayor Quesada: -- because -- at least that's a critical component for me just because people walking up along the Mile; we hear a lot of concerns from businesses; we hear a lot of concerns from property owners and from residents. They want to be able to visit the Mile. They want to be able to make sure that their business continues being successful. They want to guarantee that they're not going to lose their tenants. I mean, there are so many considerations here. So, tell me

why -- and I'm going to ask the State, so you guys know the same question's coming when you guys get back up here. Why is it better to stage on the Old Spanish Village site? And also, within that same question, can you stage at that site, considering they have their project --

Mr. Navarro: We've actually --

Vice Mayor Quesada: -- will be coming.

Mr. Navarro: We've actually entered into an agreement with them to have exclusive use of that site, and we're not going to use the whole site, but what we -- they're actually ... what we're proposing. We're actually going to asphalt a certain portion of the Old Spanish Village site. It's actually on page -- slide 29 of our package. And what this does is two things. The negatives of staging directly in front of the stores on Miracle Mile is visibility. No one wants to go to a business when you have all of the debris from demolishing existing sidewalk in front of their businesses.

Vice Mayor Quesada: Are you guys familiar with the Alton Road project? I'm sorry; I keep cutting you guys off.

Mr. Navarro: No, go ahead.

Mr. Menocal: We're at their place. Yes, we're very familiar.

Vice Mayor Quesada: No. What I'm saying, the project, when they were redoing the drainage, I feel like ... construction for like the last -- I don't know. It feels like the last decade, but it's been going for a while now, and I don't know if you guys were involved or the other side was involved. But it's a conversation that we've had on this dais in the past because we don't want to have that traffic experience that Alton Road has had in the last, let's say, 6 to 12 months.

Mr. Menocal: What they did -- and that's --

Vice Mayor Quesada: So did they stage on the site or did they stage somewhere else? And I know it's not apples-to-apples comparison. But if you can consider in your response that that's where our mindset is, because we've had a lot of conversations about that site.

Mr. Navarro: They did two things: They had a staging area right off 5th Street and off 15 Alton Road, and then they actually staged within the job site. What they did, because DOT (Department of Transportation) allows them to do is, they actually shut down one entire side of the street. Completely shut down. That's not something we would ever propose on the City like this. But that is what they did over there, so they did a combination of both.

Vice Mayor Quesada: Yeah. Because that was -- the last thing we want is, respectful to Miami Beach, we don't want that mess, because it was so difficult to go into any of those stores or drive through there to visit or just to get by.

Commissioner Lago: And my big concern was -- would have to be -- would have to do with the fact that you don't -- I don't want to see heavy machinery 24 hours a day, especially when we're all having dinner at night, see heavy machinery, see a pile of pea rock, asphalt, or demolished material, sidewalks, you know, in the middle of the street there. Such -- again, at certain points during the day, it's not a possibility to have the trucks come in because they close at 3 or 4 o'clock and they're not going to take it to the dump site, so that material has to stay for early morning pickup at 7 o'clock, 7:30.

Mr. Navarro: But this can all --

Commissioner Lago: In closing... MOT planking is not set in stone. It can change tomorrow.

Mr. Navarro: Correct.

Commissioner Lago: It can be -- you know, they can use it on the site or they can stage offsite.



They don't have to stage on the street. That's all at the discretion of the City. The City can make a request to do it tonight at 6.

Vice Mayor Quesada: I understand, but the way they're approaching this and the way -- for me, the way you're answering the question -- and goes for both sides -- helps me see a little bit how they think and how they approach types of projects. Whether we change in the future or not, it's a little bit of insight that we're getting on the way that they analyze our project moving forward. And to be fair -- I still haven't heard the full -- the complete answers: Why do you think it's better to stage on the Old Spanish Village site? Because, Commissioner, you just mentioned some things that I could take you either way being positive or negative. I'm not in the construction industry. I just have the experience of driving down Alton Road and hating being stuck in that traffic and not being able to get to where I want to, and I don't want that same experience for our residents, you know, if that -- live here and work here.

Mayor Cason: You're talking about doing a half block at a time?

Mr. Navarro: Yes, sir.

Mayor Cason: How much equipment at any one time would that involve, particularly if you were to do this -- some of this would be done at night?

Mr. Navarro: Yes, it can.

Mayor Cason: I mean, you think within the budget that we have, that we'll be able to do more night work than -- you know, after restaurants close and before 6 in the morning, for example. Is that something that's feasible, doing a half block at a time?

Mr. Navarro: Absolutely. Particularly, stone or different types of material other than concrete is what the sidewalk's going to be about, because concrete usually works during the day, even though we can open the ...at night. So it depends on the total materials that's actually finally selected.

But night work is quite possible. Now, you do have some residential buildings there, so it would have to be -- we suggest that it's on a case-by-case basis. One of the things we suggested actually was in the public information that person who's going to be talking to the businesses and the residents is actually go per block and actually ask them what the preference and try and get some sort of consensus.

Commissioner Lago: I'm going to ask both contractors, so I ask State also to be prepared to answer this question. I need some background in regards to -- one of the most important aspects of this project is going to be individual or individuals in State's case that you're going to be assigning to this project. I need to know a little bit more about their background; why is that person chosen; what are they going to bring to the table; what -- give me a little bit more information in regards to that.

Mr. Navarro: Well, I will be the person on this project. My background is such. I actually started --

Commissioner Lago: I'm talking about date -- I'm not talking about you. I'm talking about a day-to-day person. I think you mentioned a woman.

Mr. Navarro: Oh, Liz Fernandez.

Commissioner Keon: ... officer.

Mr. Navarro: She would be the public information --

Commissioner Lago: That's going to be one of my biggest concerns here.

Mr. Navarro: Liz Fernandez. She was here earlier. I think she may have had to go. But Liz Fernandez, as I said, she has worked on the tunnel project, and I was with her at a meeting the other day, and I could tell you that a neighbor still from her project called her and she picked up that

phone and addressed the issue, and that project's been completed for over two years right now, so --

Commissioner Lago: When you say tunnel project, you mean --

Mr. Navarro: The port of Miami tunnel.

Commissioner Keon: Port of Miami tunnel.

Mr. Navarro: You know, that was one of the largest infrastructure projects in Miami-Dade County history. She was the point person for this, and this is the same person that we're going to dedicate to this job. So she has a wealth of experience not only with coordinating with people like Jungle Island and the Miami Children's Museum, but also local businesses and also the residents that were using that road on a daily basis to make sure that the construction occurred at times where the residents weren't trying to get into Miami Beach and out of Miami Beach and trying to make it as easy for everybody.

Commissioner Lago: Is she an outside consultant?

Mr. Navarro: She is part of Stantec. She's actually Stantec's public liaison and information officer. And that's the other reason why we teamed up with Stantec, was because of -- also, what's important -- and Victor could probably say this -- our own staff has this same training and ability to do this, individually, as well if an issue was to come up, they're doing something. A business owner comes out, they're trained to know how to address these issues as well.

Commissioner Keon: Can you tell us your background? I'm sorry.

Mr. Navarro: I'm sorry?

Commissioner Keon: Could you tell us your background as a project manager?

Mr. Navarro: Correct. I started Miami Beach -- actually, I started on the Washington Avenue project as a construction manager. So I, for the most part, have been involved in streetscape jobs since I've started in roughly 2000, so I've been the construction manager for Washington Avenue and Lummus; each one roughly -- one is \$18 million and the other is \$12 million. I became project manager for the Ocean Front project, the ... and 10E project, which is the Flamingo/Lummus -- they call it Little Flamingo. So I was a project manager for all those. On top of that, I just recently finished a project that is not a streetscape, but an underground project in the City of Cape Coral. That's a job that is also wrapping up right now. In 2010, we just completed -- we're in the process of completing -- we're doing ... for the City and -- excuse me -- the town of Surfside, and that was an \$18.3 million job. That's another one of my jobs. And that's roughly 10, 15 years.

Commissioner Keon: Are you an engineer?

Mr. Navarro: No, construction.

Commissioner Keon: Construction.

Mr. Navarro: But we have two engineers on staff, and we also have the entire Stantec family that is available during the design phase of this project.

Commissioner Keon: OK.

Mayor Cason: OK. Thank you. Let's have Mr. State...

Mr. Kerdi: So why is it better to stage -- as I mentioned before, we presented several different options to the phasing -- in the staging. We're not married to any of that. That is something that we will develop. I think somebody just said it very elegantly. I think it was the Mayor. We don't know what it's going to take to build the job, because we haven't seen what the final design is.

You don't know what the final design is. We can guess based on our past experience how long it might take, what it's going to take, what's best .... We don't know until we get into those details over the next six months, so I can't tell you which is right or wrong, but I can guarantee you that we will find the best solutions for those businesses and for Miracle Mile and work with you and the team to develop that. We can do it either way. We stage outside. We stage onsite. We looked at some of the parking, open lot parking that you have; we might be able to use those. Go back and forth through some of the paces. We're going to be constantly moving, you know, block by block. So, you know, it's not like one restaurant's going to have a piece of equipment in front of him for the whole duration of the 18 months. It's going to constantly move. And that's part of what we do, is to make sure nobody suffers any more than somebody else.

Vice Mayor Quesada: Knowing what you know now, assuming that -- making all the ... proper assumptions, what would your position be?

Mr. Kerdi: It would be a combination. We would have -- we would try and keep the equipment off site. We'd move it off site to the closest location we could, whether that was one of the parking lots behind the Mile, the businesses, or try and keep as much of the materials. So, if we're doing pipe work, you got to have the pipe strung out to do the work the next day. You know, kind of move that completely off site every night. That's a cost impact. If that's something you guys want and you can afford to do and we're going to move every piece of dirt and dust every night, great, but I don't think you can afford that. That's a practical issue that we'll have to deal with and weigh costs with it. So I think it's going to end up being a combination. We'll have to leave some materials there. We'll clean up as much as we can. The way we approach it is if we're digging a trench and we're bringing dirt out of the ground, we don't want that 10-foot pile of dirt in front of the guy's business any longer than it has to be. So we'll have a truck there as he's excavating, so we'll load that material in; it's hauled off that day. It's gone off site. It's not going to the staging area unless we need it back. It's just gone. Yeah, if we don't need it back.

Commissioner Keon: I was...

Commissioner Lago: I have the same question I asked Ric-Man in reference to the information ... -- or, in your case, it would be two individuals. Just give me a little background in regards to their experience, what the plan is for the project, how would they represent the residents and the business community, and do everything in their power to make sure that we keep this Miracle Mile humble.

Mr. Kerdi: They're both with us. One is Leah Griffin. Leah was the public information officer that did the Lauderdale-By-The-Sea east and west. I will tell you that, you know, she got married in Lauderdale-By-The-Sea about a year after that project, because she was all over the town and she kept in touch with those people so much, so she's there, and she frequents those businesses today because of that relationship she developed. The second one is Lazaro Villar. Lazaro and Leah are both construction professionals. They're both -- Lazaro's a project manager and business development person with us. He has 20 years of experience in construction; has a construction degree. Leah has a master's degree from the University of Florida in construction management; has been working with me for nine years and has a tremendous amount of experience in dealing with that person-to-person, answering people's questions. One of the key reasons we had two people is we're humans. We all have different reflections. I may meet you on the street. You and I don't hit it off for whatever reason; there's a thousand of them. So if that doesn't work, we have a second person who's going to be able to come along and address that person who's going to deal with it in a different way, have a different approach, and that's kind of the balance that we want to set because there's so many businesses on your Mile; we wanted to make sure we had a combination of those two people. And how much time they'll spend? We think it should be maybe a part time for both of them. If it ends up being at the end of this process of design, we think we may need them full time, they'll be available full time.

Mayor Cason: Could you tell me a little bit more about how you would envision this construction going? I mean, I can see pipes having to be laid out if you're -- if you replace all the pipes, but sort of block by block or half block -- block by block. Is there going to be a lot of equipment? Can be small number of pieces of equipment that, you know, take the sidewalk out and you put a new one, put the new materials in. Are you going to see lots and lots of equipment? Or is it -- going to be

lot smaller than maybe we're thinking?

Mr. Kerdi: There's two sides of that. There's what's going to be done on the street, where we're going to redo the main drainage line is a major component of heavy work that's going to be done out there. We don't know because we don't have all the investigations to know how far that's being moved right now based on the schematics you'll see later today. I think we're moving them to the drainage line out from where it is now, closing the median about five feet. So that will require digging a trench, you know, getting that stuff in. That requires heavier equipment, the large backhoe and bulldozer that you would see on a street job. When you talk about the work that's being done from the curb line, from there, once that's set and we work towards the entrance, that becomes much smaller equipment. That's the Bobcats. That's the small excavator pulling out those pieces of concrete. Typically, what we do with this is we -- we'll go in there at night and we'll suck -- because you can suck out concrete, dice it up into small pieces that are easy to get out. That doesn't impact the walking surface. So the next you come back, you can walk not a problem. Then the next night we'll come in and we'll start pulling out those trunks. We do it in pieces, but when we're done with that operation at night, you don't know that we were there the next day, except from the shortcuts. The next day you may come in, you'll see some of the pavers removed. You may have a temporary surface for that night. Then a week later, you'll have your new pavers in front of you because -- that work up to the businesses will be small pieces of equipment. The stuff in the street will be slightly larger, and that's the equipment that I mentioned would probably be best to try and move that behind a business some place, especially on a weekend or there's a special event.

Mayor Cason: Any other questions?

Commissioner Keon: I have a question about the staging. I come up Sunset probably at least once a day, twice a day. I seem to be on Sunset, coming and going, and I notice the thing is not only the equipment related to the construction on the site, but it's the workmen that are working on the site have to get to the site in some way, and the buildings that are being built on Sunset now by Yumuri -- just west of Yumuri. As I go by there in the morning, there's people who are coming to

work. What I notice is that you have a lot of pick-up trucks and a lot of workmen that are all parking on the swales along Sunset, and then they're walking to the construction site. So I don't -- my concern is not only with the actual equipment, the heavy equipment that you're using, but it's also the people that are working there. And I was impressed with Ric-Man's staging because it provided parking for all of the workmen as well. You're going to have to accommodate all of the people that are coming there to also -- the labor force that's coming there to do the work, because there's no parking there for them. There wasn't any in that area. So that's going to have to be accounted for somewhere. The fact that they realized it, recognized it, and thought about it and did it and took that equipment off the street, I was impressed with. I don't -- you know, I may be wrong. I'm not a contractor. I don't do construction, but I tell you that I have -- it is better experience for me to be able to continue to use the street if there's not heavy equipment on it. And I know the issue particularly, though, of a workforce coming to a work site if there's not a place for them to park. And I -- from -- that they thought of that and laid out that plan, I thought was impressive.

Mr. Kerdi: We had a similar plan in our original proposal that talked about using some of the parking, the flat parking behind those, so I mean, we recognize --

Commissioner Keon: Behind where?

Mr. Kerdi: Behind the businesses.

Commissioner Keon: Where is there parking behind the businesses?

Mr. Kerdi: Some of the flat lots, the City-owned flat lots.

Commissioner Keon: Well, there's two --

Mr. Kerdi: Yeah.



Commissioner Keon: -- that service --

Mr. Kerdi: Correct.

Commissioner Keon: -- those areas and would hope that you would service the Mile when the parking is closed on the Mile.

Mr. Kerdi: Correct.

Commissioner Keon: So I don't think that you can stage -- well, I don't know. That's a decision --

Mr. Kerdi: Again, these are --

Commissioner Keon: -- that you all will make, but I was --

Mr. Kerdi: These are the --

Commissioner Keon: But I was impressed by the fact that they obviously have done those kinds of construction projects that they knew that they needed to off site that...

Mr. Kerdi: On every construction project like this, any project -- Vince can tell you -- you have to have staging. You have to work out where that staging is going to be. There's a cost impact. If you rent a lot that cost a million dollars, is that really, you know, worth -- does that fit in the budget, so that there's a lot of impact. But, yes, we understand there has to be staging, there has to be proper parking assigned. So, yes, those are all things that are standard ...

Mayor Cason: Any idea of how many people you would -- ballpark figure -- there'll be any one time working on the segment? Are we talking 200? Are we talking --

Mr. Kerdi: No.

Mayor Cason: -- 25?

Mr. Kerdi: You'll have between 25 and 50 at the maximum.

Mayor Cason: All right. Thank you.

Commissioner Lago: ... sir.

Mayor Cason: Let's open up to the discussion and then -- you all want to hear -- if anybody in the public wants to speak only on these two -- on the issues of which contractor. That's the only thing at this point.

Mr. Leen: Could we see a show of hands for how many people there will be so that the Mayor can determine how much time to give? And then remember, it has to be limited -- to be in order, it has to be limited to which of these two companies should be selected.

Mayor Cason: All right, let's hear from -- let's start with --

Commissioner Keon: Did you want to talk?

Commissioner Lago: Victor, did you want to talk? I thought you raised your hand. I'm sorry.

Mayor Cason: Let's start with Deborah. Try to keep it short, if you would.

Deborah Swain: Yeah. I have very brief comments, and let me just tell you that with -- and it's in the context of the selection of the consultant. You all know me as the crazy bike lady, so --

Commissioner Lago: Don't say that.

Ms. Swain: My comments are with respect to the selection of the consultant. I want to convince you to select a consultant or the team that has the experience in streetscape, and particularly, with bicycle lanes incorporated. And as it pertains to the contract itself, that you direct the consultant to incorporate bike lanes into the contract. First of all, Debbie Swain. I'm a Coral Gables resident. I thank you all very much for allowing me a moment to speak. I know you think of me as the crazy bike lady, which is unfortunate, because I'm not. Let me tell you what I am. I'm a business owner. My company is civil and environmental engineering and consulting company with an emphasis on water resources. Among my many other accomplishments, I have personally helped the County -- develop the County water master plan and identify alternative water supplies. I'm a known expert in water and waste water rates. Also, in my professional capacity, I'm the president of the Miami-Dade Architects and Engineer Society. When not working, I support environmental causes, and I'm an immediate past president and current treasurer of an environmental education organization that serves minority and immigrant communities. I love Coral Gables and care about it deeply. I'm a cheerer of your Citywide Traffic Advisory Board. I'm the past president of the Rotary Club of Coral Gables, and currently serves as an assistant district governor for Rotary. Recently, I took over as president of Gables Good Government Committee after Commissioner Slesnick resigned from that position when she decided to run for public office. I'm now the treasurer of Bike Walk Coral Gables, an organization that hosts Gables Bike Day. Three years ago we joined with the Coral Gables Museum to lead tours of Coral Gables on bicycle. It is in that capacity I learned that it's important to our residents and visitors to make our city streets safe for families to ride their bikes. I may look like the crazy bike lady to you, but it's simply I cannot understand why our elected officials don't make safe streets for pedestrians and bike riders one of their top priorities and, hopefully, you direct the consultant to do so. I'd like to ask you why is the City embarking on this project? My presumption is that there's an expectation that if it's more beautiful, business will improve. That's what I want to do too. But did you know that virtually every single study around the world has ever found over and over and over again that making shopping destinations more bicycle accessible improves business. Shop owners think that to improve business, they need to improve vehicular access, but that's not the case. There's -- it's the fact that bicycles add more business.

They can be a beautiful feature and accomplish your goals. And I am sorry to have to say this to you, but if your consultants cannot design a beautiful bike lane on Miracle Mile, you've hired the wrong consultants. There are many examples of wonderful bicycle lanes in commercial areas. There is huge support in this community for additional bike lanes on Miracle Mile, even the Citywide Traffic Advisory Board voted unanimously in support of bicycle lanes on Miracle Mile. Bike Walk Coral Gables, where I'm treasurer, voted to support the bike lanes on Miracle Mile. I have brought the results of a recent survey responded to by 187 people. A hundred and fifty-seven said they want bicycle lanes on Miracle Mile, and 152 said that if the bike lanes are added, they are more likely to shop there. That's consistent with all the studies around the world, and isn't that what you all want; more business on Miracle Mile. I ask you today to direct -- to select a consultant who is capable of doing this, and to ask the consultants to incorporate bicycle lanes into the Miracle Mile streetscape plan. Thank you very much for accommodating me.

Mayor Cason: Thank you.

Commissioner Lago: Thank you.

Mayor Cason: Would you like to speak next? Your name, please.

Mr. O'Connor: Yes, sir. ... O'Connor. Just a little bit about me first .... I've done the Crime Watch in West Miami since 1997 to currently still. I'm one of the founders of ... Match Miami. I'm in charge of the first aid in safety of over 5,000 people. We started that in '06 with 13 people; we're now over 5,000 people. I've been also in charge of the volunteers of the Miami Marathon for seven years. I've had plenty of experience in dealing with a lot of biking in the community, and not just Miami-Dade, but also in other counties in the state of Florida. I've done a lot of things in the Coral Gables. I frequent Coral Gables all the time. And I have people tell me all the time from how I care about Gables .... How I wish there was more bike lanes out there. Between the two companies that do say, obviously... Boulevard, Broward County ... has a lot of great beautiful infrastructures. For the one company to do what they've done out there, I commend them on that. Being a volunteer ... for 11 years with Miami Beach... Rescue and I used to be at the County

fire-rescue...rescue in Key Biscayne, I could tell you that safety is the first and foremost concern to me always, especially in a project where you have a lot of people. Greater Miami Beach has obviously a lot more people than Coral Gables does, so the traffic out there on Alton Road is tremendous, but the projects that I actually did not know about Bric-Man -- or Ric-Man company. I did not know about either one of them here, but when I heard what they've done, I have to commend them heavily on that. Having not only in the friend that owns ... Italian restaurant on South Beach, but also been out there in the beach and dealing with a lot of various urban weekends, beach weekends, dealing with fire rescue out there. I've also participated with Ocean Rescue at the Ultra Festival on the waterway. Our fire rescue out there services. I could tell you through the events... that they've done out there specifically for Lummus Park, which is one of the most populated areas, I highly commend them on that, and I think that that is something that you primarily need to look at; number one, that experience on working with the project that has been around so many people and has the capabilities of doing that. And I could tell and I could actual even get people to give their full name and their phone numbers to tell you that they also have commended on the projects out there from fire rescue to police to establishment owners out there. Both companies, I think, are very well, but as well, primarily, it's not just the sidewalks; it's also the bike lanes. That is something that is very, very much needed, and I guarantee you; you give it two months, I could get you guys -- I'll find you guys over a thousand people guaranteed that will tell you -- not everybody takes those petitions, but I'm telling you, bike lanes in Coral Gables are so much needed, especially in the Miracle Mile, and I guarantee you, it's not going to affect the businesses. More bike lanes, you will have more business, I guarantee. Bikes are the first vehicles ever, and we need to have those out there. So I thank you for your time. And personally, Patricia Keon and Jim Cason been doing a lot of stuff in the community, and I've seen them at multiple events, especially the bike -- Coral Gables Bike Day, and I thank you, Mr. Cason, for that. A lot of people love you. I don't know you personally, but I love you. So thank you guys for your time and efforts, and --

Mayor Cason: Thank you.

Mr. O'Connor: -- just remember, my -- the way I see everything when I make a decision on

anything, I look at three main things: Number one, and based upon being the fact that like when you vote, it's not about which party does the better for, you know, what you wanted; which party's going to do better for everybody in general. So when you have these two companies going out there, you have to look at not just the pedestrians, but the cyclists, because yea, the pedestrians are also cyclists. Coral Gables, they're very big heart for cyclists in the community. And I think that if you, number one, look at the cycling -- the cyclists and the pedestrians as one; number two, you look at the fact that, you know, what Coral Gables stands for the rich this and the history of Coral Gables. Anywhere I've ever seen in the entire state of Florida, Coral Gables has the most richest condition. And three, just for safety. First aid, they have their services right on demand. I think that's awesome. But look at both of them and be consistent.

Mayor Cason: Thank you.

Mr. O'Connor: Thank you.

Mayor Cason: Thank you. And we're going to take a break at 3:15 because we have somebody -- we have a bathroom break. So we'll be back.

Commissioner Lago: We'll be back.

Mayor Cason: I think we already had somebody couldn't wait, so. Three-fifteen we'll continue.

Note for the Record: The Commission went into a brief recess.

Mayor Cason: All right, if we could -- everybody could take a seat; we're getting ready to resume. All right, again, please, for those who all will make a comment, comment on the -- on your views on the contractors. That's what our decision is. Robert, go ahead.

Commissioner Keon: Not bike lanes.

Robert Ruano: Good afternoon, Mayor, Mr. Mayor, Commissioners. Robert Ruano, 1544 Mercy Avenue. And before I talk about this item -- and I promise the City Attorney that I'm going to try to talk about this item, but I will, because I'll save my other comments for later on, if I get a chance to speak. But it's nice to see three women on the dais. I have never been -- never seen that for 12 years, and for a long time, we had no women on the dais, so congratulations.

Commissioner Keon: We're very happy to have dispelled that notion if there's a woman seat on this Commission --

Mr. Ruano: Well, to this item, I just want to say -- make three points. First, I heard Mr. Kephart talk about the committee and the connection with the committee, and I would just urge you that going forward, whomever you pick, if they're going to have interactions with the Streetscape Committee, that you make those meetings open, please. Up until now, those meetings have been closed. We've been trying to get notices of them, and we haven't been able to. You know, not necessarily to speak and have the whole thing, but at least so the community -- my office is at 221 Aragon, a block away. We're affected by this construction. So I think that goes a long way to having a good process here. Secondly, whomever you pick -- and the Manager does the negotiations with them, that if the scope does change, that they're able to change it and not have to come back. Hopefully, that will be the case so this project does not delay. And secondly, that whomever you pick is allowed -- and this is my only little bit, and I won't go into it. But whomever you pick is allowed to implement Miracle Mile as per your Bike Master Plan, which one of the people here, Stantec, actually did. So thank you very much.

Mayor Cason: Thank you, Robert.

Commissioner Lago: Thank you.

Mayor Cason: Anybody else want to talk on that particular issue? Go ahead.

Rip Holmes: Thank you very much. Rip Holmes, Miracle Mile property owner. I mentioned Mr. Leen that I was the only one following his instructions, which was not to bring up design issues but only to talk about, you know, one contractor versus another and -- but he agreed with my anxiety that now that those people have spoken, I may never get a chance. Let me mention about the contractors. You have a tough decision. It seems to me, thankfully, that both of them are fairly well qualified. The Ric-Man group does seem to have more experience. Although, as a long-time Miami Beach resident, I don't know that that experience was that great. I saw businesses go under on Collins Avenue as they -- I don't know that Ric-Man was the contractor, but they did the street up by 17th, Lincoln Road, they changed their mind, undid what they did, redid something else; changed their mind again and went back to the original, something like this. In the meantime, there's going on 18 months and businesses are dying like flies. Hopefully, if you choose them, and if it was them, they've learned from those mistakes. I have no way of knowing what the best decision is, and I don't envy you, your job. The other aspect of this, if you'll allow me, the biggest reason that I showed up today is I'm OK with streetscape, except for parallel parking. And I beg you, take pity on an old man; I'm 64 years old, but my family's been on Miracle Mile since 1930; maybe we're the oldest ones there. Reducing parking is a no-no. I was just speaking with Mr. Patel's assistants over here. If we went to general growth that owns the Village of Merrick Park, if we went to the Simon Group, which may be the biggest mall developer around, these are the people that make money, that provide the tax income for the City. The City has to take care of its tax base, so we need to be able to think about where you make money and retail. Parking is more important than landscaping. There is a pecking order. First is product. That's why I go for a department store. Second is parking. Because the people can't park, they can't shop. Landscaping is important, but it's not more important than parking. That's why I say to you, let's not do the parallel parking because it's going to cut -- it's going to reduce parking by too much. Thank you.

Mayor Cason: Thank you.

Commissioner Lago: Thank you, sir.



Mayor Cason: Venny. Venny Torre.

Mr. Menocal: If I may just clarify one thing. I'd like to say that just -- our company stopped actually on 16th Street. The 17th Street issue that Mr. Holmes was referring to was actually another company and they, unfortunately, have gone out of business. But that's not us. I just wanted to clarify that we did stop on 16th Street, so --

Mayor Cason: Thank you, sir.

Mr. Menocal: ...

Mayor Cason: OK, Venny Torre.

Venny Torre: Good afternoon, Mayor, Commissioners. I'm speaking specifically towards the logistics and the staging, I think, was an item you guys were -- Can you hear me? Can you hear me?

Commissioner Keon: Yeah.

Mr. Torre: Hello, hello. So I think the whole -- the two answers as correct "either/or" is not right. I think they're both correct, and I think it's important to see why. Because I saw both answers, and I was really specifically guided towards the one that ... -- the one in front of the Mile at first, because I didn't think bringing backhoes across Ponce and all these things coming back and forth was a good idea. But now I understand there's a need for a space to park these things. However, how this project's going to take place is going to be a mismatch of things, and it's going to be needing all sorts of logistics and all sorts of stagings, and it's going to change probably weekly or not daily, because when you're taking out the sidewalks, you need one form of staging. When you're taking out the tree, you need another form of staging. When you're putting in trees, you need large cranes, and they may want to stay there overnight, which means you may want to keep both lanes closed. So you may have two lanes closed one day. You may have one lane

closed one day. You may want to close the entire two lanes for a week. Once you get past the demolition stage, you may say, "I don't need to take up so much space." This is something we don't know yet, and this is something that needs to be established. I think we need to have an off-site to park cars. I think maybe we even get a golf cart, and that's not something that could be too expensive for this. And maybe the workers can be shuffled back and forth, something like that. These are the ideas that need to be brought forth. And these are the ideas, I think, we need to be hearing from the contractor as we go forward. But it's not right to judge one solution versus the other. I think both solutions are necessary.

Vice Mayor Quesada: And thank you so much for being on the Selection Committee --

Mr. Torre: You're welcome.

Vice Mayor Quesada: -- and the Evaluation Committee. I don't know what the title of it is, but thank you so much.

Mr. Torre: You're welcome.

Vice Mayor Quesada: And I think you're very involved. So thank you so much for everything you do for the City. You know, at least my point was -- it gives us a little insight as to -- I don't think one answer is right. I don't think one answer is wrong. It's to get a little insight into the minds of the groups that we're considering here. Obviously, they got to make a lot of logistical decisions. Many are going to be made with us. Many are going to be made on their own. And I think that their response to that, the way they approach it, gives us a little bit more insight of how they could potentially approach other issues that may arise that we can't anticipate as we sit up here.

Mr. Torre: And there may be some need for nighttime work where you would do a week worth of nighttime work and you don't do ...

Vice Mayor Quesada: Of course.

Mr. Torre: And these things are going to be back and forth until a method is established. Thank you.

Mayor Cason: Thank you.

Commissioner Lago: Thank you, Venny.

Mayor Cason: Thank you. All right, let's close the public discussions; start our discussion among ourselves on this.

Mr. Leen: And Mr. Mayor, before you begin your discussion, I just need to state what I provided to you. The Vice Mayor had asked me to look into this, and then also State had also asked; SCEC had mentioned the issue too. I've also spoken with the attorney for Ric-Man, and I know that they should be given an opportunity to respond once I speak. The -- what I have for you is the OSHA record for both SCEC and Ric-Man. SCEC didn't have any that was on the record that we found, but for Ric-Man, there were a number of complaints that were made. They're going to respond as to these complaints. What I found is that two of them involved a settlement; both the most recent one and I believe the earliest one have a settlement. Please note, when you look at this document, it's Ric-Man International is their firm. Ric-Man Construction is not. So they are Ric-Man International. The other thing I would say is I asked Miriam, the deputy City Attorney, to call OSHA, and they called back. And what they told us was that any settlement includes a finding of guilt. Most violations were regarding falls, but one was a fatality, June 10, 2014. So I would -- and I know that the one involving a fatality is being contested, and there's been no finding of guilt. So with that, I would ask Ric-Man to respond on that issue.

Mr. Navarro: Yes. I -- with one of the violations, I wish I could say more, because it would really clarify a lot of things, but unfortunately, as is the legal process, as your Vice Mayor knows, we are very limited in what we could disclose with that case coming up, but you know, our

attorneys feel very confident that that'll be resolved fair -- in a favorable light. But first, let me be clear that most of these currently -- and your City Attorney is right; some of them are settled. And I think, as you Vice Mayor could attest with his experience and background, that sometimes it's easier to settle something and less costly than to actually go and fight when you may or may not be in the wrong or right. So that's just a business decision. And, you know, when you look at this, you got to look at it in a context. This is a company that's been around for 32 years. In the last 10 years, we have 8 violations. And when you think of this, considering the thousands of projects that we've done on the hundreds of sites, this is a relatively low number. I would put our safety records against anybody else, if there's a volume and the size that we do. You know, it's no surprise that State Contracting and Engineering doesn't have any OSHA violations because they don't really self-perform a lot of their work. They don't have their own crews. They don't have large number of employees. But we do. And the OSHA violations will really only come up in the part that we are going to be self-performing, if that's even an issue. But what's most important, I think, is what's really the standard of what measures safety in these types of projects. And it was made by State Contracting and Engineering, and that is the workers' compensation modifier. It's a number that was brought up earlier. They said that they had a point 89, and I think the industry standard was something about point nine. I'd like to submit for the record, just so that there's clear, that Ric-Man International take safety very seriously, and that we are a safe company. Our EMR number is point 89; just point 05 more than State Contracting and Engineering, and well below the acceptable level of safety, and this number really measures injuries and death. And I could tell you that this number includes all of the OSHA violations that are being referenced here today, and I have a copy, which I'll also submit into the record. This is the addendum to the Miami-Dade consent decree work. It's a \$2 billion project that's ongoing, and that number increases every day because of the amount of work that's being done. And the acceptable level for this for Miami-Dade Water and Sewer Department, a \$2 billion infrastructure project, is 1.1. So we are well below. We are under part for the course, even considering these violations or complaints for the new ones. They have not been adjudicated of guilt, and we are contesting them. But we are well below what is considered safe in this industry, and we don't think that it really, you know, has a bearing on us in terms of our ability to perform a contract of this size when you consider the volume of work that we've done. So I'm going to hand this into the Clerk's

Office. It shows that we have declined, even with these incidences, and that, you know, we are, for all intents and purposes, a safe company.

Commissioner Keon: Can I ask a question?

Mayor Cason: Yeah.

Commissioner Keon: When they look at these issues as a violation, is it by the contractor themselves? It's not by the job and the subcontractors on the job? It's the contractor themselves, right?

Mr. Leen: My understanding is --

Commissioner Keon: So... --

Mr. Leen: -- that this is --

Commissioner Keon: -- it's the individual --

Mr. Leen: -- the contractor themselves.

Commissioner Keon: -- contractor themselves. So if you had a sub and the sub got hurt, that wouldn't go on your -- that wouldn't be reported as yours.

Mr. Navarro: Correct.

Commissioner Keon: It would be reported as the sub's.

Mr. Navarro: Correct.

Commissioner Keon: Is that right?

Mr. Navarro: That's correct, yes.

Commissioner Keon: OK. I just want to make sure.

Commissioner Lago: Can I ask a quick question of Procurement? Did we request EMR numbers from the subcontractors -- from the contractors? Excuse me.

Mr. Pounds: We did not request that information.

Commissioner Lago: I think we should start requesting that information, because that information is -- of every municipality that I've done CM work and design-build or even hard bid, they always request your EMR number. Always.

Mr. Navarro: I think it's a good idea also.

Vice Mayor Quesada: Is the EMR number the standard?

Commissioner Lago: The standard.

Vice Mayor Quesada: It is?

Commissioner Lago: Standard. So when you're talking about the numbers that State Contracting and Ric-Man International put forward, those are well -- both of them are well below, you know, the standard. I mean, they're --

Vice Mayor Quesada: ....

Commissioner Lago: -- very good numbers.

Vice Mayor Quesada: Before we talk about the higher number is better; now we're talking about the lower number is better. I'm a little confused, so.

Commissioner Keon: No, the ... is not.

Vice Mayor Quesada: If somebody could just clarify that for me. What's better, higher or lower?

Mayor Cason: I thought higher was better.

Commissioner Lago: No.

Vice Mayor Quesada: Yeah.

Commissioner Lago: I never said higher was better.

Mr. Navarro: Yeah. With the EMR number, the lower number --

Vice Mayor Quesada: Yes.

Mr. Navarro: -- is better.

Vice Mayor Quesada: Got it.

Mr. Navarro: Because I believe -- and correct if I'm wrong, I think --

Vice Mayor Quesada: Point eighty-four.

Mr. Navarro: Yeah, and ours is point 89 --

Vice Mayor Quesada: Got it.

Mr. Navarro: -- for the same calendar year.

Commissioner Lago: So that -- again --

Mayor Cason: So under one is good?

Commissioner Lago: -- a good -- that's like I said before, a good number is under one. And I mentioned the County, which is doing \$2 billion worth of work due to the consent decree by the State of Florida and the federal government, is averaging about 1.1. They're actually ... 1.1 or under.

Vice Mayor Quesada: Got it.

Commissioner Lago: So, again --

Mr. Pounds: If I could just add, a lot of the violations that you just heard about, Ric-Man with serious violations from 2014. It takes about a two-year process before that hits to your EMR, so that -- just so you understand how that works. The industry doesn't react immediately. They have to finalize their settlements and all that, and then it gets worked back into your EMR. So that's how that process works. And the base line, there's -- Commissioner Vincent [sic] Lago said earlier -- is, one, above one and below one is how you rent. So if you were --

Vice Mayor Quesada: Got it.

Mr. Pounds: -- not such a great contractor, you might have a 1.5 or a 1.6 or something like that.

Commissioner Keon: I think it's -- for me, in this whole discussion, it's not -- it's -- would be very



difficult to compare the numbers between these two businesses, because one employs a significant number of people and does the actual work. You don't do the actual work; you sub out all of the work, so unless you sub..., it would be hard to --

Mr. Menocal: If I can clarify that, we never made the statement that we do not self-perform. We've self-performed tons of work...

Commissioner Keon: With you -- do you have --

Mr. Menocal: We ...

Commissioner Keon: -- do you have a -- I -- that's some of the questions that I have ... discussion is.

Mr. Menocal: If we -- what we said is --

Commissioner Keon: Is I'm not sure --

Mr. Menocal: -- is that under CM-at-risk, we do not self-perform.

Commissioner Keon: Do you have a -- I mean, do you -- do you have crews that actually do work --

Mr. Menocal: Correct.

Commissioner Keon: -- for you?

Mr. Menocal: Yes, absolutely.

Commissioner Keon: OK. But in this instance --

Mr. Menocal: We own ...

Commissioner Keon: ... a good CM-at-risk -- OK, but as the CM-at-risk here, you're not doing any of the work yourself.

Mr. Menocal: Correct. We would --

Commissioner Keon: That's what you're saying.

Mr. Menocal: -- not --

Commissioner Keon: You are just being the contract manager --

Mr. Menocal: Exactly.

Commissioner Keon: -- on this project?

Mr. Menocal: Right.

Commissioner Keon: So that's the issue that I have in trying to make a decision as to how do you award this contract, because they're very different entities that you would be awarding a contract to. I can understand that you've had a lot of contractor-at-risk experience -- a contract manager-at-risk experience, because the state statutes in the state of Florida require that schools be built under this contractor-at-risk model, so anybody who's building schools who has a lot of experience in building schools is going to have that experience. They don't require it from anybody else, and so -- and I don't know what the -- in general, you know, what the industry with regard to the Ric-Man and the street work that they do. I don't know what the industry -- what's -- what you see in that industry. Do a lot of them do contractor-at-risk? Do you know? Or are they more likely that they do the design-build? I mean, what's the traditional way in which they

would do business? So you wouldn't expect --

Commissioner Lago: The traditional way of doing business is a hard bid. Hard bid.

Commissioner Keon: OK, so that's --

Vice Mayor Quesada: What does that mean?

Commissioner Lago: Hard bid basically means is the gentlemen who are sitting in the front row next to Mr. Patel, they would formulate --

Commissioner Keon: Landmark.

Commissioner Lago: -- a scope along with a set of drawings, which had been vet through the City of Coral Gables, staff has reviewed them. They have detailed the scope. They have said this is what we need in regards to this project. Correct? The plans are done. They've gone through permitting. Then those plans are basically put together in an RFP, which is a request for proposal. Anyone who has the capabilities and who has the experience, who has the bonding, who meets the insurance requirements, who is qualified to do the work, who has the necessary licenses, can bid on that work. They bid on the work, the plans are disseminated. You have a date when the work -- when the proposals are required to be submitted. They're submitted and you just -- and it's basically based on price and making sure, you know, you don't have any exclusions, you meet the necessary scope. You have the necessary insurance. Whatever is delineated in the RFP. Some people may say -- I've seen -- I know you're to think this is crazy. But if we get into real details here, I've seen people -- and these two contractors can tell you -- been thrown out for \$10 million, \$15 million jobs based on the fact that they forgot to seal a page or they forgot to sign a signature. I mean, that's how picky it's gotten in the County, in the City of Miami Beach, in the City of Miami. People have been thrown out of bids not because they're not qualified; because they forgot to seal a document, because they forgot to state that an addendum was included, because you have to sign all the addendums to make sure that you have received all the addendums, initial

them; that every single page is initialed; that every single document is signed; that you provided the necessary insurance. So if you really get down to the ... of this, you can be thrown out of a bid for a multitude of reasons. I guess that would be a procurement issue and --

Commissioner Keon: But the issue here is between the -- how many responses did we get to the bid?

Commissioner Lago: Two.

Mayor Cason: Two.

Commissioner Keon: We only got two.

Commissioner Lago: Yes.

Mayor Cason: Two.

Commissioner Keon: So the world of people interested in doing this work are here before us today.

Commissioner Lago: But you... -- is that --

Commissioner Keon: But it's -- but the issue is -- one really is that's what they do. They -- and I'll ask Glenn -- Glenn, in -- I mean, I'll ask you with regard to the Selection Committee. When you, as a Selection committee, were looking at doing this and you were looking for someone who that had experience in this, was it your intention that you really weren't looking for someone that actually did the work; what you're really looking for is this -- to do the value engineering and to do the planning and to do staging and to do all those sorts of things, as opposed to doing the actual construction themselves?

Mr. Kephart: Both, actually.

Commissioner Keon: So you wanted somebody that did both?

Mr. Kephart: We wanted both. And to your question: Is this a traditional approach for a streetscape project. It's not in Florida. It is a lot of places, and I have --

Commissioner Keon: Right.

Mr. Kephart: -- experience with it. We don't have a traditional project, so what we were looking for is a contractor who has the ability to actually do the work, and most contractor firms do that mostly through subcontractors and they do some work in house. And we -- we're looking for a contractor who traditionally, through the hard bid process, we design it, and they tell us what their approach is going to be. And what we wanted is a contractor to become part of our team now so the approach to build this is a community approach. It's -- we collaboratively work together to figure that out, and then it's up to them to deliver it. So we're in the phase of figuring out how do we build this --

Commissioner Keon: OK.

Mr. Kephart: -- rather than having a contractor that tells us how they're going to build it.

Commissioner Keon: So in your professional opinion, you have told us that although they don't have -- Ric-Man doesn't have the experience in the contract manager-at-risk, they would be capable of doing that?

Mr. Kephart: Yes. I mean, they need to become part of the design team. The Steering Committee came and worked --

Commissioner Keon: So they could function --

Mr. Kephart: ... basically ...

Commissioner Keon: They could do that? They could fulfill all of the elements that you are looking for in a contractor manager-at-risk?

Mr. Kephart: I believe both firms can do that.

Commissioner Keon: So either one could?

Mr. Kephart: -- ... one of the project.

Commissioner Lago: The purpose --

Commissioner Keon: OK. So now --

Commissioner Lago: The purpose of CMR is to -- like what Glenn said -- have all parties get together as a less adversarial situation. A hard bid is a very adversarial situation, because people bid extensively low in an effort to try to get work, and they're just way too aggressive.

Commissioner Keon: Well, I --

Commissioner Lago: And that's what happened --

Commissioner Keon: Yeah.

Commissioner Lago: -- in a previous cycle, and you're seeing it happen a little bit now. I think, you know, CMR, anyone can do CMR --

Commissioner Keon: Right.

Commissioner Lago: -- if you have the proper people --

Commissioner Keon: Yeah.

Commissioner Lago: -- to --

Commissioner Keon: So anyone can do it.

Commissioner Lago: -- execute --

Commissioner Keon: Right.

Commissioner Lago: -- to execute it. My biggest concern is not based on the EMR. My biggest concern is based on the procurement process that we went through here, and I guess I -- we'll discuss that.

Commissioner Keon: Well -- OK, but --

Commissioner Lago: ... we didn't discuss...

Commissioner Keon: -- minus if we had two --

Commissioner Lago: And experience.

Commissioner Keon: -- two companies that can equally compete, but -- you know, if one has the experience -- I mean, one of the biggest issues is road work and sidewalk work, or whatever, is the infrastructure work. This project is really an infrastructure project, primarily. No? Do you think or no?

Mr. Kephart: I think it's much more than an infrastructure structure, I really do. It's a -- and you'll see when Earl does his presentation. It's as much a work of art as it is an infrastructure project. It's both.

Commissioner Keon: Well, I think the work of art is --

Commissioner Lago: Yeah, I think --

Commissioner Keon: -- in the design.

Commissioner Lago: I think it...

Commissioner Keon: I mean, then the work of art is in hiring, you know, competent people to carry out that design. I mean, I think it's largely -- it's a road work. I'm -- you know, I know that they have done a lot of the work on the Beach, and I know that they come very highly recommended by the Manager's office on the Beach for the drainage work and the construction work that they have done; that they've done a very, very good job on the beach. So the dilemma for me is -- so, you know, do you -- if either could do it, do you go ahead and pick the firm that can actually do the work and has a proven track record of doing that work and -- you know, it's not vertical; it's all underground, and who has that expertise. Or do you hire someone else to oversee somebody else, and then have them hire that person as the subcontractor to do that work? So that's sort of the -- for me, that's the question.

Commissioner Lago: And I don't --

Commissioner Keon: For me, that's the question.

Commissioner Lago: And I'll tell you what my dilemma is -- and this is something that I had a very clear discussion with you yesterday, like I told you -- is experience, OK. And I'm going to give you one example. When I bid work -- I submitted on Friday of last week for five projects



that came out at the School Board. Those projects were -- 20 firms submitted, but they're going to hand out five projects. The projects are between 1 million and \$5 million per project. If I want to bid on a \$20 million project with the School Board, I am not allowed to bid on a 20 million dollar project with the School Board, because there is an office there where I have to submit every single year a document which states what is my bonding capacity, what is my insurance, what is my ...experience, and show me over the last five years where you've done similar projects that allows you to bump up from 15 million to 20 million. That precludes people from bidding on work where -- that they're not qualified to do, because they've never done that work. I'm not saying that they cannot do the work. They're more than capable of doing the work, but it sits the bar where -- what makes me nervous is when you start looking at the amount of work that people have done, and I've looked at the amount of work that State Contracting has done; in regards to 2014, was almost \$3 million; 2013 was \$7 million; 2012 was \$2 million; 2011 was \$5.6 million; and 2010 was \$2.5 million. We're about to hand a \$24 million project to a contractor that last year did not even \$3 million of work. I can't do it at the School Board. They won't let me do that. They wouldn't allow me to bid on a project if I'm not prequalified to go after that work, and I have to show them that I've done, number one, that type of work over the last five years, and number two, in that range; and you get that experience by doing it at other municipalities, by doing private work, which is very similar, and you prove it to them. That's number one. Number two, I think that we -- I think we failed in the procurement process here, because we did not properly delineate what we wanted. We did not put how many years -- we did not put a cap in regards to how long these -- the projects that they could use as examples; other Municipalities do it. The standard is -- the gold standard is 5 to 10 years. That does not allow you -- because I can put --

Vice Mayor Quesada: We didn't say five years. I thought there was five years --

Commissioner Lago: No, we didn't. We did not, on the procurement process, say it was a cut-off date for 5 years or 10 years. Twenty years ago, the firm that I worked for, did high-rises. We don't do high-rises anymore. We have evolved into a commercial/medical/mid-rise contractor, because some of the people that worked for us and our old partners are no longer with the firm. They started their own firm. They split off 20 years ago. So we went one way and one

went the other way. So I think that we need to be a lot more diligent in regards to really ensuring the standards, EMR numbers, dates on when the projects -- you can submit projects in reference to examples, experience level. You know, I wrote a few other notes, but in reference to just making sure that the procurement process a little bit more clean and delineates exactly what we're requesting from our contractors when they come in here, which is very similar to what occurred with the fire station in the previous bid.

Commissioner Keon: In the RFP.

Commissioner Lago: In the RFP.

Commissioner Keon: ... RFP ...

Commissioner Lago: You know, in the RFP. I think ... need to work on that a little bit, because -- so that we can kind of avoid these type of situations. He was very, very clear. Because again, I'm not saying they're not qualified, but you look at 2014, they did \$2.9 million of work. We're handing a \$24 million -- if the Commission so deems it, we're about to give a \$24 million project to a contractor that did less than \$3 million of work last year, and that's -- they don't allow me to do that when I bid on certain projects.

Commissioner Keon: But I think part of the reason why it is so different is one does huge infrastructure projects --

Commissioner Lago: Oh, yeah...

Commissioner Keon: -- and the other one doesn't, so that's why they're such different companies. It's hard -- you know, it's hard for me to tell you that they are comparable or that you can compare them, because they're just very different companies.

Mayor Cason: Glenn, how come --

Commissioner Keon: ... one has experience and has done those jobs and you believe can do that, I guess I -- why wouldn't you have chosen them.

Commissioner Lago: If you look -- when you made a point -- like when you made a point on several things -- and I went through all of them. I went through every single point. I wrote notes on everything. When you made several points, they were MOT; the fact that State versus Ric-Man had two people versus one. The points that you made that defined one contractor versus ... we're not going based on price. It's not a hard bid. How come experience wasn't one of them, which, to me, it seems to be a huge issue? I mean, you know, you're doing \$2.9 million of work versus somebody who's doing -- who does \$20 million projects. That, to me -- that's what I need to -- that's what I need to kind of understand, why that wasn't included in the process.

Mr. Kephart: We looked at the projects that they did, and we concluded that they both had adequate experience to handle this project and the type of work. Now, has anybody done a project this large, of this magnitude? Not very many. There's not very many of those ... We got a -- we have a special project. But to that answer, we felt they both met that criteria, so we went through the points, and the only thing I can tell you is the Selection Committee fairly vetted this to the best of our ability. We asked the questions and we came to a unanimous recommendation that was unbiased and fair, in our opinion, across the board, I can say that, at the time that we did it.

Mayor Cason: You asked for a -- you want a construction manager-at-risk, and Ric-Man had a different approach. Why weren't they disqualified at that stage? I mean, you said they can both do it. But I mean, wasn't that a criteria?

Mr. Kephart: Yeah. And we actually vetted that with the City Attorney prior to short listing. And I don't know, Craig, if you want to speak to that. We felt that both firms had demonstrated that they had the ability to meet the intent of this project. And ... Ric-Man does have construction manager-at-risk experience, which was part of the criteria, so they met that criteria.

Mr. Leen: I looked at it, and I looked at the language in the RFQ, and I felt that they met it. You know, the -- and I thought ultimately, it should be a decision for the Commission. I didn't want to disqualify one of the two firms unless it clearly was nonresponsive, but I didn't find them to be nonresponsive. I didn't believe they were. And I think the main issue was just supplementing some information, and it was my view, particularly with a RFQ, that a lot of what Commissioner Lago's been speaking about is more like a formal bid or maybe even an RFP, but this is an RFQ process. And the way I read our regulations, we really don't have regulations directly on point with RFQs, just so you know. But the -- with the RFPs, it does allow you to correct or supplement information. Even our IFP one does allow us to correct.

Commissioner Lago: But let me --

Mr. Leen: So it was my view that they should be able to correct so that the Commission could decide between two firms, and I did not believe that that was not nonresponsive.

Commissioner Lago: But let me just go back to what I said before. And I agree with what you're saying, Craig. Friday submission to the School Board was an RFQ. We're not submitting price. It's 20 firms submitted. They're going after five jobs. They'll budget it between one million to five million per job. They had jobs ... have not even been designed. They haven't been designed. They just give you names: Coral Gables Elementary, Gables Fairchild Elementary, Coral Gables Senior High School -- I'm just giving you names -- you know, Ponce Middle. You know that you're bidding on a job, and they give you a very, very brief synopsis. HVAC (Heating, Ventilation, and Air Conditioning) upgrades, electrical upgrades, infrastructure upgrades. And you're bidding on those projects knowing that, number one, you're a qualified school builder; number two, that you're qualified to do the work; number three, that you meet the requirements, and it's very clear in the RFQ, your EMR must be under one. You must have been in business for more than five years. That's another example of prerequisites that they put in your -- in these RFQs. You must have been in business for more than five years. You must have litigation, you know -- if you have any litigation, you have to clearly delineate what the litigation is. So these are all things -- even -- it may not be an RFP; it may not be hard bid, but in RFQs, they give you pages

and pages and pages of requirements that you must meet before you even submit your qualifications.

Mr. Leen: That's absolutely true. The point I wanted to make, though, was like in a formal bid -- if someone changes their bid, that's unfair.

Mayor Cason: Of course.

Mr. Leen: But here, with the RFQ, in my view, they wanted to supplement information. Our Code allows for that to happen. And so, in my mind, that information was true. It was already in existence, not like they're changing it. They're just adding information. And I felt that that was acceptable and that they were not nonresponsive. That was the legal opinion that I gave.

Commissioner Lago: And I agree with you. In some RFQ processes, when some information is omitted by an error or by a judgment call that was made, the owner has a right to go back and say, you know, "Please clarify your EMR rating, because the paper, you know, printed incorrectly." Or "Please provide us with, you know, the necessary additional insurance." You know, and that's all can be submitted after, as long as the owner allows it to be submitted.

Mr. Leen: And Michael, that's been our practice. We will -- my recollection -- at least my four years here is that we do very much try not to have firms eliminated on technicalities so that a decision can be made on the merits to the extent that we can do it. And so, I know that our Code does allow that. Now, you can always take another look at the Code and make it stricter in that regard, but right now it does allow both for IFPs and for RFPs as I recall.

Mr. Kephart: That is true. We try not to eliminate responsible bidders based on technicalities that can be corrected. The RFP process does allow and we use basically the RFQ process for the -- the RFQ process is based on the ... FP process. There is the ability to allow some correction of errors. This is typically done during our best and final ... process. They submitted information on their construction manager-at-risk experience, which allows us -- allowed us to establish that

they have CMR experience. Based on their initial response to our RFQ, we could not establish that, so -- hence, the conversation with the City Attorney, and then they followed up with a document -- with documentation, so ...

Mayor Cason: So, Vince, your main concern is the dollar value of the work done within reasonably streetscape?

Commissioner Lago: Oh, yeah. It's -- my concern is the fact that it's a \$24 million project and you're considering a contractor, which is very capable -- extremely capable. I met with him yesterday. And before I met with him, the first thing I did was I called the City Attorney and I said, "Am I able to meet with any of the two teams?" "Yes, you may." As a matter of fact, I think you actually provided us with a -- you qualified it in writing, correct?

Mr. Leen: I gave you an ethics opinion.

Commissioner Lago: An ethics, excuse me. So my biggest concern is, you know, we have one bite at the apple here, so I want make sure that if we're going to do a \$24 million project, that we do it with the best, most qualified contractor. And I want to make sure -- and if there is -- the other stuff is additional. If there's an emergency, who can handle the emergency quicker; who's in a stage; who's going to have an individual on the ground who can answer every single question, deal with the residents, like we mentioned it before. I told you, I'm going to be on this project every day. I'm going to walk this project in the morning. Like I told both of these contractors when I met with them, I'm going to walk this project in the morning and in the afternoon. And I'm going to give every single person on the Mile my phone number. Every resident has my phone number already, so at the end of the day, they're going to be able to contact me and tell me there's an issue in regards to that, and I'm going to call -- whichever contractor this Commission decides to have, I'm going to be there, because I'm -- I can't believe this project is going to take 18 months. I don't think the City, our downtown can have -- be -- have a project that takes 18 months. The decision here is based on who do we feel the most comfortable with.

Mayor Cason: Do you see any other issues other than what you've just described that ... to?

Commissioner Lago: No. Look, the EMR rating, it's negligible. I mean, it's right there. I mean, again, I can't speak on behalf of what State Contracting stated in regards to whether it takes two years to be on that. I don't have the experience to speak on that. You know, maybe it's right, maybe it's wrong. I don't know. My big issue is with the ability to just get this job done. Has this contractor ever completed a \$24 million job? And you were talking about before about issues about P & P bond. Do we want a contractor that's local? Do we want a contractor that's -- that does this type of work? Are we willing to take -- to go on another route with a smaller contractor? If that's what this Commission wants to do, I'm more than willing to support it.

Mayor Cason: Anybody else have any -- Frank.

Vice Mayor Quesada: I don't have any other questions. I mean, I don't know if we're summarizing our thoughts.

Mayor Cason: Yeah. We're trying to ... -- what is the key issue, and I think we're --

Commissioner Keon: That help us make up our mind here.

Vice Mayor Quesada: All right, so here's what I thought.

Commissioner Lago: Give us a legal -- give us ...

Vice Mayor Quesada: No.

Commissioner Keon: No, no. Just give us your thoughts.

Vice Mayor Quesada: I'm not going to give legal -- that's what -- we have a more than capable City Attorney. I'm not going to stick my nose in there. Look, I -- so I've gone through the

presentation. It's funny; I went through it the first time. I feel like -- it's like I'm going through it the third time this time around, so thank you to both -- to State Contracting and Engineering and Ric-Man International. I think you guys put a great presentation together. I mean, I think it's the Selection Committee. You know, as I've been going through this, I've been trying to look at -- and I'm not only looking at the presentation you guys handed us today, but also the bids that you submitted, which I had looked at previously to today, and I also went through some of the minutes of the Selection Committee previously to today. And, you know, I'm trying to find out who's done more similar work, and I think there's a little bit of balance on both sides, you know. I've looked at the Washington Avenue streetscape and I think there are a lot of similarities when I look at the pictures, when I look at the breakdown to our project. And when I look at the east Commercial Boulevard, I see a lot of similarities to our projects, so I think both companies have done projects that are somewhat similar. For me, really it -- a few things come to mind. I mean, you know, the experience factor is a big one for me. The proposed staging area, I know I asked a lot of questions about that. I mean, you guys are the ones that are going to be making a lot of these decisions that we can't anticipate here today, that we haven't discussed here today, even though we've discussed quite a bit. And we received a little bit of an education on the way construction happens. But I -- based on staging, based on what I've seen, based on the, you know, the experiences of -- I mean, unless I -- unless one of your other -- convince me otherwise, you know, I'm leading to uphold the protest... goes Ric-Man, unless I hear of something else from anyone else who want -- otherwise.

Mayor Cason: You want to make a motion?

Vice Mayor Quesada: Well, I think, give everyone an opportunity to speak.

Mayor Cason: Do you want to say anything else?

Commissioner Keon: No. Did you --

Mayor Cason: Jeannett, do you want to say something?



Commissioner Slesnick: I was impressed with Ric-Man, because they did have a staging area, and I know how disruptive this is all going to be on Miracle Mile. I mean, even just going at a half a block at a time, it's going to be very disruptive. And I know when other sections of Coral Gables has been under major renovations, like Doctor's Hospital and North Ponce and so forth, how much the parking of the construction workers really impacted the neighborhoods. And I'm most concerned about how it's going to impact neighborhoods, as well as -- I mean, they're going to be parking wherever they can find parking now, unless there is a staging area. And I'm also concerned about the tract record of both companies and how one has really been vertical and one on the ground. So I'm ready to vote.

Commissioner Keon: Make a motion. I agree. I mean, I think they're both capable. It's just, you know, if you're going to have someone that's going to advise you going through here and do the value engineering, and whatever, I would like that person to be the one that has done that work, you know, that has knowledge of that work itself, as opposed to, you know, general construction knowledge where I would think, you know, one would have it themselves, one would have to go to -- maybe to a sub to do that. I don't know. And drainage is a huge issue. I mean, I'm -- it's -- to me, it's largely an infrastructure project, the Mile, and I'm hoping that -- part of this project is to add additional capacity to drainage. Is there more catch basins on the Mile? Glenn, Mr. Kephart, are we increasing the amount of drainage on the Mile? I mean, the ability to have greater catch basins and whatever on the Mile?

Mr. Kephart: Absolutely.

Commissioner Keon: So for the City.

Mr. Kephart: ... there's --

Commissioner Keon: Right.

Mr. Kephart: Yes. We're going to correct the drainage so there's adequate sub-- surface capacity --

Commissioner Keon: Right.

Mr. Kephart: -- to transfer it and have a collection system on the surface --

Commissioner Keon: Yeah, OK.

Mr. Kephart: -- that does not result in puddles.

Commissioner Keon: Right. Are we looking at dealing with the grease traps and those things that are in the alleys and whatever because of the number of restaurants we have on the Mile too?

Mr. Kephart: Not as part of Cooper Robertson's contract at this point.

Commissioner Keon: No, but a part of our --

Mr. Kephart: But we are aware of that. We are aware of that issue.

Commissioner Keon: OK, but --

Mr. Kephart: But it's not part of what this design team is currently working on.

Commissioner Keon: OK. Well, that's not a design, but that's an infrastructure project that I -- I thought -- I remember we talked about --

Mr. Kephart: We did talk.

Commissioner Keon: -- prior to the time that this project commences, that we need -- you need to

come back with all of the infrastructure issues related to this project; and although, it doesn't require someone maybe to do a decorative design, we certainly may need engineering --

Mr. Kephart: Yes, we talked --

Commissioner Keon: -- to do it; that I think you're going to do what we need to consider at the time. So I know that you were putting together all of the infrastructure needs --

Mr. Kephart: Yes.

Commissioner Keon: -- of the whole project that may not require their design work, but requires --

Mr. Kephart: Right... --

Commissioner Keon: -- to be done underground --

Mr. Kephart: -- phases.

Commissioner Keon: -- which it seems that, you know, they're capable of doing. So -- and could advise you on as to where they go. So I lean toward Ric-Man for only -- for that reason, too, only because they have expertise in the issue itself that we are so heavily dealing with.

Vice Mayor Quesada: I'm going to make a motion to uphold the protest and award the contract -- or award the ability to start negotiating with the City to Ric-Man.

Mr. Leen: May I propose some more specific language --

Vice Mayor Quesada: Please.

Mr. Leen: -- for your consideration, Mr. Vice Mayor? I'd recommend, hypothetically, if you're going to do what your motion just said, that you would uphold the protest, direct staff that the rank order will be one, Ric-Man; two, SCEC; three, authorize negotiations in that order, first with Ric-Man; then, if that doesn't work, with SCEC; and authorize execution of the first phase of the contract by the City Manager.

Mayor Cason: OK.

Vice Mayor Quesada: My amendment shall include everything you just -- my motion shall be amended for whatever you just said.

Mayor Cason: Do we have a second?

Commissioner Slesnick: Second.

Mayor Cason: Commissioner Slesnick seconds it. City Clerk.

Mr. Foeman: Commissioner Keon?

Commissioner Keon: Yes.

Mr. Foeman: Commissioner Lago?

Commissioner Lago: Yes.

Mr. Foeman: Vice Mayor Quesada?

Vice Mayor Quesada: Yes.

Mr. Foeman: Commissioner Slesnick?

Commissioner Slesnick: yes.

Mr. Foeman: Mayor Cason?

Mayor Cason: Yes. Thank you very much. We'll move on to Item A-2, which will be discussion of streetscape.

Ms. Swanson-Rivenbark: And, Mr. Mayor, A-2 is an update on the Miracle Mile/Giralda Avenue Streetscape Design. I'd call on Glenn to come forward.

Commissioner Lago: Madam City Manager?

Ms. Swanson-Rivenbark: Yes, sir.

Commissioner Lago: I'm sorry to interrupt you. Could I just say one last thing -- excuse me -- to the Ric-Man International, to this gentleman right here, who is very well versed in regards to the City? I know that we're -- I know you're going to be entering into negotiations for preconstruction services with the City, and that's going to probably take a week or two weeks, depending on how long the contract negotiations take. It shouldn't take too long. It's a pretty simple process. What I would like to see and make sure is that we include this gentleman here in -- Lindsay or Lizzy -- Lizzy was her name?

Commissioner Keon: Elizabeth Hernandez.

Mayor Cason: Liz Hernandez.

Commissioner Lago: Yes. I would like for her to be immediately involved with whatever the City needs to become immersed with all the merchants, to become involved with every square inch of Miracle Mile so that she can start understanding what the needs are of the merchants right now,

not in three months, not in four months, even though construction is not going to start for four or five months, or six months, but I think it's going to take a while to really understand openings, closings, drop-off, deliveries, staging areas, all these kind of things, and I think we can start providing that information now. I don't know exactly how many merchants there are. I could probably defer to the Mayor, who could probably tell you.

Vice Mayor Quesada: Commissioner.

Commissioner Lago: Yes.

Vice Mayor Quesada: We're going to have plenty of time to have a lot of conversations --

Commissioner Lago: No.

Vice Mayor Quesada: -- with them.

Commissioner Lago: No, but I want to --

Vice Mayor Quesada: Let's move on.

Commissioner Lago: No, I want to -- this is a big --

Ms. Swanson-Rivenbark: But, Commissioner, we can certainly include that in the negotiations that we're going --

Commissioner Lago: Yes.

Cathy Swanson-Rivenbark: -- to be doing over the next few weeks.

Commissioner Lago: I want to make sure that we get that going now.

Ms. Swanson-Rivenbark: Your point is taken.

Commissioner Lago: Because this is -- that could be a tripping hazard for this project, and I want to make sure we get in front of it. Thank you, guys.

Mr. Navarro: Thank you.

Mayor Cason: Thank you.

Mr. Kephart: Thank you very much.

Commissioner Keon: Are we going to get an update on the parking garages?

Mayor Cason: City Manager.

Commissioner Keon: Excuse me. When will we get an update on the parking garages?

Ms. Swanson-Rivenbark: We're bringing that forward in May. We wanted to wait until after --

Commissioner Keon: OK, thank you.

Mayor Cason: OK. City Manager, your --

Ms. Swanson-Rivenbark: Yes, sir. We would bring Glenn forward. Now, we do have a field trip planned. If you want to suspend that field trip, it is your prerogative. But Glenn, why don't you first explain this is how we're going to be presenting this update, these are the components of it --

Mr. Kephart: Yes.

Ms. Swanson-Rivenbark: -- and then the Commission will have more input on that.

Mr. Kephart: Yes. So what we --

Mayor Cason: We have a trolley outside.

Ms. Swanson-Rivenbark: Oh, the trolley's outside.

Mr. Kephart: Yeah, the trolley is out there. It's been out there for a while.

Mayor Cason: The question was where you wanted to go see this first, and then come back and have discussion, or have the discussion and then decide whether you need to go see it, because we're going to have the videos --

Mr. Kephart: We have video. Basically, you would be seeing what the Steering Committee has been working on. We had an open house last Friday that was very well attended. And we had a short video that would show -- we have a short video on the open house that gives you a feel for it. And then at 204 Miracle Mile, we actually temporarily widened the sidewalk to the proposed new width, and we have a café table set up, and we have some boards and stuff. It's a nice feel. If you would, we'd like to show a short video that gives you a feel of what's going on at 204 Miracle Mile and what the public said last Friday, and we could run that video now, if --

Mayor Cason: OK, go ahead.

**Note for the Record:** At this point, audio/video presentation was made at this time.

Mr. Kephart: Thank you. And I'd like to ask Earl to come up; we have a presentation, but before we -- and then we also have as part of our Steering Committee -- and there are -- if I could have the PowerPoint up. There are -- we show some of the comments that we got from the community



meeting that you just saw. And I also wanted to highlight the Steering Committee members that are donating their time and a tremendous effort. I mean, we're having four-hour long meetings, and we're rolling up our sleeves. And we're not all agreeing with everything at first, and we talk it through, and we come to a consensus on the best way for this project to move forward. And you're going to see here, as Earl presents, some of the results of that. We have here today with us -- I know we have a few of the Steering Committee members: Jorge Cooperman, Steven Patel, and Chuck Boll. And I know Chuck had asked me if he could come up and say a few words, talk a little bit about what the Steering Committee is saying, if it's --

Mayor Cason: Sure, come on up. Love to hear him.

Mr. Kephart: Come up now.

Vice Mayor Quesada: You look great on the video, by the way.

Chuck Boll: More relaxed, right? Well, thank you for just a couple of minutes. I have a long history with the effort on the streetscape. Coral Gables' resident. I live and work here past 15 years. My involvement with the City, the Business Improvement District goes back a long way, starting with the Coral Gables charette back in 2002. And I got to tell you, just standing on where -- if you haven't already been there, just that little patch of extra 10 feet of sidewalk with a couple of extra street trees in the boxes, almost brought a tear to my eye last week, you know, with the café tables out there. It's been that long and that hard of an effort to reach this point, and I'm not sure anyone was here when I was first involved in November of 2007, so there's been a lot of turnovers. I guess one of my very short ... there's been a lot of public process, there's been a lot of public input through many efforts along the way, including the current one, and you have the -- I think you have the benefit and the opportunity, and you've help gotten us here where you're going to get to implement this, with all the challenges that you'll face and all the -- you know, what we just heard being discussed with the implementation, but it is long, a long, long overdue improvement to the downtown. This is the premier street in all of Coral Gables. Miracle Mile, as well as Giralda, which was the restaurant row when I arrived here and has faded in recent years.

And we've reached a point where it's beyond just the .... It's become kind of embarrassing, right, for the City, the quality and the condition of the main street. The Steering Committee has been fantastic. We have citizens, we have business owners, we have people representing the Business Improvement District; we have architects, we have planners. As Glenn pointed out, we've been sitting through four-hour sessions and nobody has been in a hurry to leave. You know, very dedicated group. We have had lots of debate over the issues, and we have come to a lot of consensus. And the -- I would say the -- starting out, and I think coming back now, what the Steering Committee emphasized was not all these particulars that, you know, we're hearing. We continue to hear about curbs and park and bike lanes and these issues, but the mission, the vision and the charge for Cooper Robertson was to give us a world-class pedestrian main street worthy of Coral Gables history and culture, and I think that's where I can speak for the Steering Committee. We have been incredibly impressed with -- as you'll see in a moment -- the design concepts that Cooper Robertson has produced. We think they've more than delivered on that, but also the way they've carried out this process in an extremely professional way all -- at every step, very professional, very responsive, and very creative to addressing the challenges of implementing such a challenging project. The other thing I would ask is that consider the entire concepts; this is a work by a major design firm, and try to resist the effort to pick pieces out here and there. These are -- this is a complete design involving the mosaics you'll see, the landscape, the lighting, the street furnishings. There's still room for improvement. There's still room for tweaking it. But if somebody has something against beige or green or a certain color, hold on to that and let the overall --

Vice Mayor Quesada: Deal with it.

Mr. Boll: -- ...speak for itself.

Mayor Cason: How much -- how many more meetings are ahead? How much consensus have you reached on the whole package?

Mr. Kephart: Can't give you an exact number on the meetings, because we're meeting as every

few weeks, as we need to. As far as the consensus, I think most of what you see here today is a result of a consensus that we have reached. There is one issue, and we'll touch on it, is whether the street is curbs or no curbs. We're still debating that issue. And it's drainage versus aesthetics in the sense of place, and we'll be talking about that more at our next meeting. But for the most part, the -- I think it's fair to say that the Steering Committee has reached consensus that the concept is definitely going in the right place, in the direction that they want to see it go. Is that fair to say?

Mr. Boll: Absolutely. So the overall design concepts we were thrilled by for both Miracle Mile and Giralda. We were very excited by those. They were really beyond -- we had been focused, I think, mostly on the dimensions, the extension of the pedestrian realm and having wider sidewalks, but the design itself, we've been very excited about, and we think you will be too. I will speak to one issue quickly, though, as it always continues to come back around. Is the discussion of parking. This is a downtown, and while we could always have more parking -- we could take up the median, we can put more parking in the middle. One of the first things that I was involved in looking at when we examined the Mile in the very first streetscape visioning efforts of the BID was how much of the right-of-way is dedicated to cars and how much is to pedestrians. And right now today you have 80 percent of right-of-way that's dedicated to cars, moving cars, parked cars, and medians and turn lanes, and 20 percent to pedestrians. That is not a good recipe for a great downtown main street. And, you know, we're -- we do. Could we go to 90 percent? Could we have -- you know, take out lanes and have more and more parking? There have been more downtowns and main streets destroyed in the name of more parking and more lanes to move more traffic through than all the bombs that were dropped in World War II; I mean, throughout the country. This is a downtown. That is not a shopping mall. It is not a drive-through place. It is a drive-to place where we want people to come to arrive and park and come out and participate in the community and enjoy our downtown. And we have people on the committee who represent owners, including, probably 25 to 30 percent of all of Miracle Mile who completely support the change to parallel parking on Miracle Mile and are not at all afraid of supply ... We have a lot of supply in downtown. We have an excellent centralized valet system that parks 50 to 60,000 cars a year. We can make improvements to connections to the garages to feel well lit and safer, but

parking right in front of every store is never going to be the solution. You know, even if you go to Wal-Mart, you're probably going to walk a long way from where you park to get in the store. It's a fallacy, that we can have parking right in front of every destination in a downtown.

Mayor Cason: How many -- go ahead.

Commissioner Slesnick: Speaking of valets, are we going to reduce the number of valet parking spots if we reduce the overall number of parking place on Miracle Mile? Because right now the valet -- I mean, the traffic backed up by the valets waiting to park cars is considerable, especially during rush hour.

Mr. Doll: I don't know the logistics on that, and maybe we'll concede to that.

Commissioner Slesnick: I mean, I think if we reduce parking spots, the valet parking spots need to be reduced proportionately.

Vice Mayor Quesada: ...have the Steering Committee address that in one of your upcoming meetings.

Mr. Kephart: Sure.

Commissioner Keon: I think we've talked a lot about the valet parking and regulating valet parking in general, because there's -- you know, in --

Mayor Cason: That's a whole special meeting on --

Commissioner Keon: I really feel like there's too many valet places. I mean, you have them on every corner.

Mr. Kephart: So it's a --

Commissioner Keon: You know, so I didn't get the whole issue in regards to managing valet.

Mr. Kephart: So it's a management issue and not really a supply issue.

Mayor Cason: And it's not only valet, but it's -- the pricing at the meters, maybe it could be different times, different days. I mean, the market is part of the -- the market solution is part of the solution to traffic.

Commissioner Lago: Mayor -- and we've discussed before. The market's clear. I mean, we are the lowest municipality in regards to what we charge --

Vice Mayor Quesada: No, but I think the Mayor's referring to something else. Maybe encouraging people -- make it more expensive to park on the street and more economical to park in the garages --

Commissioner Lago: Oh, yeah...

Vice Mayor Quesada: -- but that really doesn't work until we're done with the garages.

Commissioner Keon: No, you have to finish everything.

Vice Mayor Quesada: I mean, that's a --

Commissioner Lago: You have to finish everything.

Commissioner Keon: Right.

Vice Mayor Quesada: Of course.

Commissioner Lago: You're right, but I mean -- but what we're charging right now, you know, in the meters is just -- it's free. Literally, it's free.

Commissioner Keon: You may want to consider allowing, you know, half-hour parking for free on the Mile and they mark the tires, and you're allowed to park for free for a half an hour. You go in -- if you're going in to pick up something, you pick it up and you leave, so that that's kind of parking, but you don't park on the Mile for more than a half a mile anyway, so that those spaces turn over relatively rapidly, and it pushes people back into the garages. A lot of people have -- and then you don't deal with meters or any of that other -- those things along your streetscape, but that's not uncommon in a lot of downtowns to have a very short period of parking and you don't even charge a fine.

Mayor Cason: How many more public meetings? I mean, you've had lots of meetings with the BID and the Chamber, but -- I mean, the general public -- you feel that you've had large numbers to come out and make their comments known? Do you have more planned?

Mr. Kephart: Yes, we definitely plan as -- once we get sort of a consensus on the contract design, as you're going to see today, and we continue. Very soon we will be able to enter into final design and start actually picking the materials. I know Earl can tell you he's been working with stone manufactures and suppliers over the world -- Turkey, Italy, Brazil -- trying to find the right thing to make his concept come real, and I can't wait for you to see that. I guess we should get to that. But his -- we planned another -- be sometime probably later in the summer where we're actually -- now we have a markup on the mileage that's concrete. We'd like to have a markup on the Mile that's the actual stone material before we place an order for couple million dollars worth of stone. It's like use it right, and let the public and you guys see that. So it will be at least another equivalent to the one that we had last Friday, later -- before we come to you and ask to finalize the -- this project and move it into the construction phase.

Mayor Cason: So why don't you show us what you want to show us.

Mr. Kephart: Thank you. OK, that's hard to read, but basically, I'll just cover some highlights. This is some highlights of what the community said at the meeting last night -- last Friday, and they gave us comments on a beautiful streetscape, pleasantly delighted; very impressed with both Giralda and the Miracle Mile. If you -- they had five comments on bike lanes. They call -- "It's fantastic." "Please keep Coral Gables historic charm to put orchids on trees." "Spectacular design concepts." "Please make it happen." "Very cool and exciting." And that was the general tone of the public as they came out, and I'm sure these comments that people would actually wrote comments represent a fraction of what people told us, because all night long for five hours they were coming in and talking and engaging the design firm and staff and the community and the Steering Committee, and it was a very positive feel that we left -- I left with. I think we're headed in the right direction with this concept, but we need to show it to you guys. So, Earl.

Paul Kerdi: So, again, thank you for having us back. Thank you for having us to your City and engaging us in this amazing project. I'll walk you through a little bit of background just to bring us back up to speed. It's probably been a little while since you've seen the details of where we've started. We're now maybe three months in. Mid-January, we began by meeting the community, setting every inch to describe to the contractors of not only the Mile and Giralda, but all the space in between, and trying to get to all of the fabric that surrounds it, certainly all of the downtowns.

Vice Mayor Quesada: would you speak up a little bit.

Mayor Cason: It's kind of hard to --

Mr. Kerdi: Is that any better?

Mayor Cason: Yeah.

Vice Mayor Quesada: Yes.

Mr. Kerdi: It's partially mike and partially mm -- I'm trying to put you to sleep with a quiet voice.

It's been entirely enthralling and engaging to work with you, with your community, and with the team to gauge the project. We begin with history of the place. There's no other way to start. A place that's as famous as this from the City Beautiful movement; and George Merrick, the way that he envisioned it, the way he wrote about it, the way his uncle painted about it, the way it was constructed, is all at the core of how we're working with this. Is this any better? No.

Mayor Cason: Turn it on.

Mr. Kerdi: Is that any better?

Vice Mayor Quesada: No.

Mayor Cason: No.

Mr. Kerdi: This is still better. I'll just lean in. So we'll move quick. History of Merrick, history of the City, history of the land. We have two great landscape architects working on this with us, one who's local here, one who's in Brooklyn, who went to school at U of M (University of Miami) and grew up down here, so they know it really well, and they've looked at all subtleties of where there's rock, ... drop offs. Believe it or not, as flat as things are, the Mile is actually high ground. It's pretty great for us. The project framework itself. There's our downtown. The Mile and Giralda are two segments. Miracle Mile is a half mile; Giralda is about 600 feet long. That's a construction part; a couple of add-on areas where we're looking to expand in terms of concept. How does the design of the Mile and Giralda affect City Hall, Merrick Park, Biltmore Way, Lot 22, Pittman Park, the east side potentially of Douglas Plaza, where you get into City of Miami territory. If you look at this, we've talked a lot about how there are kind of activities diagramed and curbs that we've witnessed on the Mile, and it's a belt curb that drops off at the end. And in reality, for a great retail street, it's -- usually, you try to build those up as anchors, and strong anchors create great in-line opportunities for the small mom-and-pop shops and all of the other things in that area. So we've got a diagram that just looks at how do we rethink the anchors at this place. Where we're standing today is a fantastic opportunity.



Vice Mayor Quesada: The colors on that map, is that arbitrary or is that the way you perceived it or is that foot traffic? ... darker red in the middle.

Mr. Kerdi: I need more options. I'll tell you, the colors in the map sort of represent the area of influence

Vice Mayor Quesada: OK.

Mr. Kerdi: So if you go back one slide and you look at the area where the project study is, the reality is you can't do that project in isolation without looking at how it connects to Aragon or Andalusia; or looking at Merrick Way and the connection between Alhambra and Douglas Plaza. So we've started to just tone in Saul of those areas where we think there's influence; it includes garages, pacesos... All that stuff is of influence. It's not like we have the blinders on and we're just looking at where our scope is. We need to understand all of that stuff in order to do this project correctly. So that's -- it's impressionistic, but those are the areas where we're traveling most as we engage in the space. There's a rhythm to the Mile, so if you think of those two anchors, LeJeune Plaza and Douglas Plaza, Douglas Plaza is the definition between two cities, right. It's a very strong anchor. It's a very strong threshold. It's how you welcome people to the City as they come east to west. LeJeune Plaza is different. LeJeune Plaza is more of a place. It's boarded by the building we're in and all of the activities that you guys handle here. It's supported by the park. It's supported by the farmer's market that comes on weekends. It's supported by the historic fountains. So we've got two anchors, but they're quite different. So we're working at the design to uncover those differences and make more of those subtleties so that they can become iconic moments and welcoming points for the length of Miracle Mile. The cross section as you see it today with 45-degree parking, two lanes of moving traffic; the diagrams we showed you last time of how the street kind of functions today. There's a little bit of a zone up against a building where people window shop or open and close doors; there's a red zone with people are really moving east and west, getting from point "A" to point "B," and then there's that soft zone which has the terracotta tile in it, trees in it, which is more of a planting zone and where

people end up spilling onto but don't really use with as much vivacity as the others. If we move the curb or extend the sidewalk -- because we're having a discussion right now about whether there is a curb -- if we extend the sidewalk and make the space between the building front and parking 23 feet, you get the opportunity of expanding that area and starting to treat it different. So that's at the core of what the shape and extents of the project really are. We like the idea that that parking strips the actually flexible, so when you have parking day, there's no parking on the Mile; restaurateurs or shops can use the parking lanes, put things out, and then expand the capacity of the sidewalk, making it more like a piazza than a sidewalk. So, there are flexibility and options designed into the way that we're thinking about the space and the way we're treating the design. The new section looks like this. There's your parallel parking, there's your 23-foot sidewalk, there's your two lanes of moving traffic. This cross-section works very much the same way the cross-section works east of us on Coral Way and the City of Miami. The outer most lane, the lane between parking and moving traffic, is a share-o (phonetic). It's where bikes and cars share space on the Mile. To the bike issue on the Mile, we've been allocating space on every cross street for bike facilities, all the bike parking, potentially some changing facilities, but again, reinforcing this idea we want people to come to the Mile, and we want to create capacity for that infrastructure to be handled when they do come here. And this is Giralda ... section. It's quite sparse and open. The planned section starts to create two different kinds of canopies, and as we get into that part of the design, I'll describe that further. Right now, the big topic of debate when you ask about consensus is to what extent are we reaching agreement on all terms. One of the big things that we're studying right now is whether there's a curb or no curb. I think on Giralda, wholesale, everybody you talk to is into having no curb; connecting building face to building face, making it more of a piazza than a street. On the Mile, there's a lot of reason why getting rid of the curb would be a great thing. If you could bring that paving and squeeze the asphalt down, you'd slow traffic, create more of a people place. You can get an extended sense of space by eliminating that piece. It comes at an expense. When you take the curb away, you need to introduce bollards. We're studying the Codes and regulations, and meeting with the County officials as well City officials to understand --

Vice Mayor Quesada: ... bollards separating the sidewalk from the street?

Mr. Kerdi: Well, there's a concern about people not knowing where the limit of their parking is in a curb less environment.

Vice Mayor Quesada: In a curb less environment, if you're going to install bollards, it sort of kills the purpose. I guess it all depends on ....

Mr. Kerdi: Yeah. And that's where we're working. The bollards we're designing are all cut to have like a place you can sit or lean, so the bollards double at seating, and then moving between bollards is quite easy on the surface, so it would extend the sense of open space and piazzaness without having the drop-off, the trade-off so that the curb actually creates a backdrop for any water that might pond. So we're looking at two very different -- your point about infrastructure -- two very different drainage strategies in response to whether we have a curb or no curb. In the case where there's no curb, we've got redundant layers. There's a linear drain at the edge of parking. There's another drain where low ground meets. Because if you think of the sidewalks today, they pitch away from storage, right, so water doesn't get in. The road does the same thing away from the crown. When you extend the sidewalk, that occurs just a little further out. So the water wouldn't be as close as it is today. This morning there was some ponding. It would be a little further out. There would be another drain there. The third layer, the fence for drainage is actually the landscape layer. So using green infrastructure to be the fail safe that the curb is today is where our minds are. Now, we left the meeting last Friday afternoon before the public event split. The room in the Steering Committee was split, and we were asked can we see more of what it looks and feels like to better understand it so we can reach consensus. So that's what we've spent our week doing since last Friday; going through the Codes, going through the regulations, working with our engineers, which, yes, ... on board to help with things like this; and starting to create some visuals, which I can show you, to help our Steering Committee make an educated decision about what the trade-offs are and where we want to end up on this matter of curbing.

Vice Mayor Quesada: In South Florida, do we have any streets that are curb less with bollards? Where, where?

Unidentified Speaker: Midtown.

Vice Mayor Quesada: Midtown. You're right. And there's a mix, because some areas are --

Mr. Kerdi: Right.

Vice Mayor Quesada: -- have the curb, some don't.

Unidentified Speaker: ... talk about streets...30 years ago, 50 years ago...improvements...

Commissioner Keon: But you see them throughout Europe.

Vice Mayor Quesada: Yeah, you do. You see a lot throughout Europe --

Mayor Cason: A lot of them are moveable.

Mr. Kerdi: Yeah.

Vice Mayor Quesada: Yeah, the electronic bollards where you see -- and that's what I had always envisioned.

Unidentified Speaker: ... about a curb less street.

Vice Mayor Quesada: I had always envisioned the electronic bollards center street on Giralda so that we can encourage more events at night or events during the week and just shut down the streets --

Mr. Kerdi: Yeah.

Vice Mayor Quesada: -- or farmer's market or just different types of events that way. I had anticipated it this way other way. I mean, I know you're not asking for our opinion right now, but I'll tell you my thought. What I've seen in other places, including ... I like it curb less. It gives it a greater sense of space.

Mr. Kerdi: Yes.

Vice Mayor Quesada: Now, I'm going this weekend to Wynwood and walk around to look at it a little more closely.

Mr. Kerdi: I think --

Vice Mayor Quesada: Midtown. I'm sorry. Midtown.

Mr. Kerdi: I think there's absolutely consensus on the Steering Committee that curb less would really be great. One of the things that we have to understand -- and I have to play the role as a Public Works Director -- is to make sure that what happens when the surface drainage system gets clogged or fails? Because right now, if you have a curb -- and they're working through these issues, and we don't fully understand. We're going to have more discussion with the Steering Committee. The water that slopes from the median to the curb and if one of our inlet's -- several of our inlets get clogged with papers or leaves or something, that water hits a curb, jumps up, becomes turbulent, loses its energy, and then has a lot of storage capacity so that we can correct that. If there is no curb, no vertical element for that water to hit, it's got speed and it has a potential to keep going in a nice -- that could encroach into the buildings, and that's a very important issue. So we're looking at that, because we -- as nice as it would be, we have to make sure we get that right, and I know it'll work on paper. It will work on design, and the question I'm asking is, what happens when it fails? Because everything fails. Things get clogged and we get -- one of those 10-inch range that nothing can handle, so we have to vet all of that. So that's what we're going to continue to do at the Steering Committee.

Vice Mayor Quesada: If I recall correctly from a conversation we had maybe six or eight months ago, our drainage is -- currently, our drainage is sufficient on the Mile, or our catch basins are sufficient. However, the location of the -- I guess what would you call it, the in...

Mr. Kerdi: Receptacles.

Vice Mayor Quesada:...the receptacles are sort of misplaced. That's where we get the ponding currently.

Mr. Kerdi: The underground capacity is...

Vice Mayor Quesada: Is that correct, yes or no?

Mr. Kerdi: It's -- I -- we need to explain...

Vice Mayor Quesada: Oh, OK.

Mr. Kerdi: -- a little better to answer it. It's not a "yes" or a "no." There is adequate underground capacity, and that's because we have large trench drains on LeJeune, Ponce and Douglas. We don't have to go that far to transfer it. And we have -- we had a report done early on that said the size of the pipes transferring that water is adequate. And then we've recently done some TV'ing of those lines, OK. The size is OK, but what do the pipes look like? And we're finding those pipes clogged with roots, and right now the engineers are trying to figure out whether we line those pipes, replace those pipes, or what's the most cost effective solution. So the capacity is there, but it's not in very good shape.

Vice Mayor Quesada: Got it.

Mayor Cason: Thank you.

Vice Mayor Quesada: One more thought -- I'm sorry. When it comes to the curb less, I'm thinking more about Midtown. When you have the bollards, it actually creates a safety element for the pedestrian as well as the driver. The examples that are coming to mind right now, a lot of times you get these stainless steel bollards that are consistent with our personality in the City. So I'm sure that's an issue that's come up. I'm not saying there aren't other options, whether it's stone, or other design elements, but just want to float that out there.

Mr. Kerdi: It's a great thing to float out, because as early as -- well, earlier this week, we were going through all the elements, right, trash cans, utility box covers, furniture, all those kinds of things, and a number of stainless elements had found their way into our ... It's not Coral Gables. I think if there's a natural metal, maybe it's bronze, like something that has a rich, deep kind of like feel and texture to it. So I'll explain the whole idea about what the elements are, how they work with the pattern and the colors and the environment in its entirety, but I think your spot on -- I'm glad to hear the confirmation from you guys. I'm glad to see you all nodding, because my sense from my time here this year is that stainless is not right for ... OK, so we have some very quick studies that start to look at -- here's your existing Mile. And if you can see that, there's your 45-degree parking; there's your planting strip, which is a little bit darker. That's where the terracotta tile is, and now a place where people walk. When you push out the sidewalk to 23 feet and change to parallel parking, that's the effect you get. It's much more space, and you'll see it when you go out and see the concrete slab that the guys have put down for the exhibition. What we're doing is we're saving a few of these trees -- and I'll show you those diagrams - a few of the existing trees. The specimen trees are beautiful. They might be hard to move, but saving just a few of them gives us an inner row. Putting a new line where the new extent of sidewalk is gives us double row, so it immediately starts to soften that environment. We got in a third row at the front and back of every two or three cars, so that the whole street starts to feel much slower, much more calm, much greener, full of shade, and you can see the environment that it creates is more park-like than road-like when supported with retail environment; talking about signage characteristics, being able to see signs on your canopies; talking about changing -- working with Chuck in the Overlay District to talk about like what are the signage regulations and how might they modify themselves in the future as this moves forward. When you add the paving, you start

to get an effect, which I'll describe in a minute. That's the curb, no curb move right there. You see that little glitch? That's hardly enough to make a point....

Vice Mayor Quesada: No curb? ...comes down.

Mr. Kerdi: The ... comes down a little bit. And so there's the idea of bollards. We've got these cool designs of -- the kind of like olive-shape bollards. Some are a little taller and some are a little shorter, but they create seating opportunities. I think we can make two, maybe three; and then because the top seating part is cut on the slope, you can turn them, so it'll look like there's a lot of variation. Right now we're thinking materiality for those as being in coral stone. We love the idea of bringing some of that heritage back into the streetscape so that it still feels like it's open place.

Vice Mayor Quesada: Do you have the right safety, the same safety...?

Mr. Kerdi: It does, it does. The stone would be there. You don't want to hit the stone with your car, because you ding your car, so you're going to be cautious of them and -- you know, I don't think it's going to stop someone on a mission to drive through it, but a curb wouldn't either.

Vice Mayor Quesada: Yeah.

Commissioner Keon: Yeah, they ... it's terribly.

Mr. Kerdi: I'm sorry?

Commissioner Keon: They ... it's terribly.

Mr. Kerdi: Yeah, they -- you know, we've been working with the gentleman who help to provide the stone for Museum Park, and we've learned some lessons for how they put that project together, you know, with the coral stone, because it does have tendency to chip; a softer form helps. So the



more hard edges, the more likely you get a chip; whereas a nick or something like that, so that's why the design is more responsive to the material, and you've got a softer, more olive-shaped piece. The other big issue with the coral stone, as we're exploring some of these options, is cleaning it, and potential growth of mold and mildew and moss. So we're even thinking there might be a cool surface that's another -- more tactile material for the top ... probably sit on so seat doesn't get dirty or your dress doesn't get dirty. We're in design development, so --

Commissioner Keon: It's rough... It makes holes in your stockings.

Mr. Kerdi: Yeah, yeah. You don't want to be hugging coral stone.

Vice Mayor Quesada: You know, it might not be a bad idea to talk to the Public Service Department, the guys who actually -- or the men and women who actually clean...

Mr. Kerdi: Yeah.

Vice Mayor Quesada: -- some of our older coral structures in the City and other stone. They might have the -- some insight since you're at it.

Mr. Kerdi: We're talking to as many people as we possibly can. If you have people that you think are good -- anything you see in here --

Vice Mayor Quesada: I understand. I'm ...

Mr. Kerdi: -- just send me the note, and like we'll call them -- we'll call them right up. One percent for art. It's programming you guys know and love, and we've been working with Cindy and the Arts Commission to sort of identify what artists might be appropriate to engage in the project. We're thinking the project more like it's 100 percent for art, so those things that aren't in the art budget, we're doing our best to commit them from an artful approach, and to do them in a way that's entirely special. We've been given a big task by you and your community and the City

team to create a place that's unlike anywhere else. So in order to create an exceptional place, you have to do something exceptional. So what we're doing right now is working through design options and trying to figure out where are those things that we can do that are exceptional. They're always harder; otherwise, somebody else would have already done them. So what you'll see here includes some very easy things and includes some things that we're working very hard to figure out, so that we can be sure this can be implemented the way we're envisioning it. So hundred percent for art. We've got like four categories for where art might be. You see, the big green areas are the parks. The yellow areas are the plazas. We're Considering Lot 22, conceptually a plaza area potentially for art. The areas in little red spots are the mid-block crossings where you get a bump out, get a more plaza-like experience. You also get that at the corners, so -- there's a rhythm of sort of an "A" and a "B" and an "A" and a "B" as you move down the Mile and create those opportunities for those locations. The areas in blue are the ones that are potentially most inventive, but probably most unconventional. Those are the rooftops. As the downtown grows up, the rooftop of all the buildings that are one-story on the Mile are actually opportunities, opportunities for solar energy. You could maybe power the lights by setting up some panels up there. There are also opportunities for art. It wasn't too long ago that at Madison Square Park in New York City an artist just put figures within eyesight on rooftops from vantage points in the park and it created an art effect for a park, but none of the pieces were actually in the park. So we're looking at that as an opportunity, too. It's a three-dimensional environment that we experience, so we're trying to think in all dimensions. OK, so design process. This is where we are today. It represents schematic design. It is, arguably, the first moment where we've been able to cobble together plans, sections, a few images to give a sense of where our minds are in the project and what the place might be. It includes some colors, includes some materiality, but hopefully, more than anything, it gives -- or lends itself to a sense of environment and quality of place. We showed you the last time we were here a number of concepts that we were beginning to explore. We started this in January. We begin with Merrick. We begin with when the Groves begin to bear the poem that he wrote about his father saying on all those hard years when there are some grapefruits, they knew -- when the groves began to bear, life was going to get better; they'd be able to do more things. So we start with this idea of working with the land. We take Merrick's poetry, and we take Denman Fink, his uncle's paintings, and we pair them together, and we start

thinking about how you frame a view of things, as opposed to just drawing plans, mapping things. It's three-dimensional. You experience of the sidewalk has to do with the canopy; it has to do with the speed of cars when ... by; it has to do with the paving; it has to do with the programming; you know, what are the hours for retail stores. So we're thinking of how all those things contribute to the quality of place. Now, the strongest elements that's coming out is this idea of capturing the sky, the southern Florida sky. It's dramatic, it's beautiful; it's unlike anywhere else in the world, and we want to grab hold of that character and bring it to earth, make it tangible, tactile, and make it part of the experience of the place. I have combination of all those three things... Merrick Grove is a great poem, which I'm just going to pull three verses out of it. It says, "Oh come, oh my love! I have found now a place where old romance draws [sic] ever anew: where the Spirit of Love unveils her face; and fairies trip over the blue. 'Tis an isle in the seas of Tennyson's dream when he sang of the Eden isles: and the waters surrounding so crystal they seem, as to mirror the heavenly aisles. So come, oh my love, to this far—away place where sweet romance draws [sic] ever anew! Where the Love of all ages is seen in the face that Nature here shows unto you." So, when we're looking for a design that's timeless, try to grab hold of those timeless qualities of place and put them to use for us. And this is why we think the sky is such a strong element to use in our design. Three big elements of design: there's the paving, there's the trees which I partially described to you, and then there's all of those elements. The paving comes from the sky, this idea of capturing the sky and bringing it down. In architecture, we draw up plans, we draw up reflected ceiling plans for interior space. Well, if we're thinking of the Mile as a spatial place, the idea of the sky actually being a ceiling and creating that volume which you'll see in the installation ... up and creating an environment where people can feel like they're walking in the clouds is one of the things we're trying to create, and it's an effect that comes from the color of the paving and the patterns we're using. It mirrors that slot that occurs between the trees and the cornices of buildings. The image which is a little stretched in this frame looks something like this. We're working with a number of different ways of dealing with blue, white, gray, maybe cream-colored pavers, a good mix. Blue paving is not the cheapest paving you're going to find in the world, so we're in the midst of an extensive search to figure out where we land on that, and the design has inherent flexibility worked into it so that we can – we're basically going to buy as much blue as we can afford, and there's a way to keep the blue concept and negotiate the difference in

costs with whites and grays and colors of the cloud as the sun rises and sets. We're talking about natural materials, natural stone. It doesn't take much to look out there and see how hostile the environment is. The image that you see on the screen is taken under the arcade on Merrick Way on the northeast side of the street, and you can see how rapidly the color of the stain concrete degrades when it's in the sun. Starts to look a little worn, and I think we're looking for a product and materials that are timeless and that last.

Vice Mayor Quesada: We had discussed maybe -- I don't know -- maybe more than two years ago, but this project. We were -- someone had brought up using slate for the sidewalk or for the pavers, and the idea was that it would be, I guess, for lack of a better term, floating, so that if a tenant ever came in and they had to run a water line or run an electrical line -- what we have a lot is we have a lot of the patchwork jobs all throughout Miracle Mile, and the idea is to try to prevent that moving forward. We're always going to have tenants moving in and out for the next 40, 50 years. The idea is not to create these veins of repairs. Is that something you guys have kept in mind?

Mr. Kerdi: And that's what the unit of stone does; it allows you to pull the pieces out, put them back together if you have any work you need to do on the sidewalk. The depth of the stone is important. If you have heavy machinery that you might need on the sidewalk for changing signage or any kind of like day-to-day things, the depth of the stone is actually a big concern for us. So we are working with that. If you look at the grade on the streets of Italy or almost any European city, it's exactly what they do. They don't throw away the stone when they fix the street; they put them in a pile and then they put them back in place.

Vice Mayor Quesada: Exactly. Yeah, the last thing we want is to create these ugly veins moving forward.

Mr. Kerdi: Yeah, right. Now, the color variation actually gives us some freedom and flexibility for adaptability and change to that and to -- we've been working with the blue to gray and white spectrum; again, blue skies. We're limiting the scope of that stone streets to the sidewalks, maybe

some of the crosswalks, probably -- certainly the mid-block crossings, which are pedestrian only; trying to spend money where people have experience with the material and not necessarily in the right-of-way or anything like that. We're working with feathering patterns, so that we can soften the effect. It's not like you have a blue stripe and a white stripe and a gray stripe. You get more of a softer transition.

Mayor Cason: It'll soften the chewing gum.

Mr. Kerdi: Yeah, and this will help hide the chewing gum for when it's there and hasn't been removed yet, because it will be more modeled and -- it's not like a big blank slab of concrete and you see all the black dots on it. There's texture and color and variation in the stone itself. So that kind of stuff will become less apparent. This is the crosswalk. Here's some of the stones we're looking at. I spent a lot of time with a number of quarry families. We're looking at multiple generation families to be the suppliers for this material. They have to know how they own the quarries. They're willing to send people here to train whoever is installing it and exactly how it needs to be put in place for a stretch of time to make sure things are going well. They're invested in the success of their material as much as you guys would be in the success of your place. So these are some blues from Turkey. These are some of the whites from the same family. These are blues -- the middle one is a blue from -- it's a Bahia blue. It comes from one quarry in Brazil. It's quite expensive. But we have a good connection there who can help us with this. And the other two are supplied by another Italian family. Whites that complement them. Whites are much easier, and they're a fraction of the cost. We don't want to make a white street; it's quite bright. Even though we're under a good trade canopy, you know, using white cautiously so that you don't get glare effect is one of the things we're thinking about right now too. ... we have a family who's from Trentino, Italy. They were here for the opening on Friday with us. I spent about three hours with them walking the site, showing them how the land moves, explaining how the businesses work, showing them where the projects ... are. We showed them the patterns that we have in the design set today and they were look, "Wow. That's impossible. You can't do it." And I gave them the same line. I said, "Well, we want to create something great, so we're going to have to do something exceptional. Are you saying it's impossible or it's very hard? And they

said, "Well, it's very hard." So we're working with them, and we're working with our team to actually find ways of becoming more efficient in the pattern, simplify it so their very hard becomes kind of hard, increasingly, "Yeah, OK, we can do it." And there's a dialogue back and forth between the guys who know this material better than anyone in the world and our design team in the New York... to make that match. Trees. So I described three rows of trees. We had an extensive survey done to look at which trees were healthy, which ones were OK, and which ones were fantastic. The fantastic ones are the ones that we're going to keep. It's only about 18 of them, not that many, but it's going to help with that visual alignment. The new line of trees at the extent of the sidewalk are going to be some mix of new and some that have been transplanted. When you talk construction schedule, one of the things we want to do first is work with our landscape architect to figure out how much pruning can existing trees that are worth saving take. Got to prune a little bit, then you got to wait a couple months, then you got to prune a little bit more, you have to wait another couple months. Maybe a third round of pruning before you can actually take them out. If you do it all at once, create root shock and it dies. So it's a percentage base. It has the ability to heal if you do it a little bit at a time, and I think we're scheduled to start that actually -- probably sometime in the summer. The third row is that row at the front and back end of parking. This really helps. This is really going to make the street feel more intimate. It's going to slow cars down; the sense of space that's going to be created with three rows on either side is going to be much more humane. When you have trees lined up on the edge of a sidewalk, it's about speed, right? It's soldier like. It's like, boom, boom, boom, boom, boom, boom. You pass it. You can hear them in your car if you have the windows open, right. When you start to vary that, you soften that, and you soften the sense of speed of the place, and you make it more pedestrian friendly. So I think this is a big -- this is a simple big move, you know, but we're going to get a lot of "bang for our buck" here. So there's the section -- that yellow one is the one we love. Those are the specimen trees. The blue one is the one that comes at the extent of the new sidewalk. And then the one that comes at the front and back end of parallel parking is going to create an amazing effect for the street.

Commissioner Keon: You maintain the median --

Mayor Cason: Downtown corridor.

Commissioner Keon:...down the middle. What happens with the median...?

Mr. Kerdi: The median...

Commissioner Keon:... what happens with the median that's currently there?

Mr. Kerdi: The median, for the most part, is going to stay the same, but there's a view of how that feels.

Mr. Navarro: He's going to show...

Mr. Kerdi: I'm going to show you -- I may be out of order, but I'm going to show you what we're going to do with the median. The median, for the most part, is going to remain as palms, but at the crosswalks, we're going to beef up the tree a little bit, and it's going to help reorient.

Commissioner Lago: Could I just ask a quick question? All right, when you talk about a median -- when we talk about a media, are you entertaining doing anything in the median based on what our budget is? Or do you have an idea that maybe falls outside of the budget that you would think would be spectacular? ... the median.

Mr. Kerdi: You know, to be honest, I think you have a -- you have this moment of -- on the Mile which is different because of the palms in the median. Used to be, you had the big banyan, right? That thing is a monster; ... great shade, it's iconic, and you come out from that just like Merrick originally envisioned it into a light ... Douglas Plaza. And then you enter the Mile, and you're back into the shady canopy area. And I think the palms are good. Changing the median drastically and spending -- I don't think it's the -- a high priority on where to spend money. I think there are a few locations where we want to do it, and I'll show you that in a couple slides. Elements. So, there are basically three categories for elements. There are permanent fixed

elements sort of custom designed. These might be called stone elements that sort of wander and create different kinds of pockets and nooks and crannies for people to sit on. There are those that wrap trees. So, for instance, those specimen trees may still have, even after the pruning, some root issues. So how do you keep people safe from tripping over or roots growing out of the pitch for trees that we don't move?

Commissioner Lago: This reminds me a lot of -- to a certain extent, have you seen what they put together at Lincoln Road?

Mr. Kerdi: Which ...

Commissioner Lago: No, I don't think ... In front of -- yeah, Lincoln Road, in front of the movie theater.

Mr. Kerdi: Yeah. I was just there.

Commissioner Lago: Have you seen how interesting ...

Mr. Kerdi: There's a fountain ...

Commissioner Lago: Like a pond.

Mr. Kerdi: Yes.

Commissioner Lago: Then you have some natural indigenous trees that are there that are coming out.

Mr. Kerdi: ... leaves --

Commissioner Lago: ... yes.



Mr. Kerdi: Tropical. Exactly.

Commissioner Lago: Yes. It looks like a completely off-the-grid Oasis.

Vice Mayor Quesada: That's true.

Commissioner Lago: It looks -- it looks like as if it was preserved.

Mr. Kerdi: Yeah. It's pretty great. It's a great environment. It's not exactly the same environment because you have a broader -- it's more of a piazza with a garden in the middle, so we don't have the same expense. But we are looking at some tropical variations for the bump outs in those areas where we're afforded a little bit broader of a planting ...

Commissioner Lago: What gives me the impression of a similar look is like -- is where you're talking about those cylinders that are -- those lime stone cylin -- I can't see from here ...

Mr. Kerdi: Coral stone. It's coral stone.

Commissioner Lago: Coral stones. Excuse me. The coral stone, which, again, goes back to what Commissioner Keon said. We may have an issue there with maintenance. Maybe lime stone will be something simpler that wouldn't require so much maintenance.

Mr. Kerdi: Take a look -- in you haven't been to Museum Park, the bench that I'm showing you in the upper right-hand corner, we would never copy the exact bench, but that's a coral stone bench. It's got a filler in so that's it's less porous, and they're pretty clean. And there's at least three variations on how they use the material there that would give you a range, an understanding of how that might work. Lime stone's a good idea. We also have a couple of granites that might serve well, but once you get out of that family of the coral stone, you start becoming more an entirely new project, having some ability to keep that material throughout the Mile and throughout Giralda

I think a good thing for stain protection. Valet stands are a big deal, so we're looking at developing some ideas about how a covering for a valet stand might be both signage and shade. This is one of the things that I think we need a lot more work on. I've sort of referenced these as the guy under the magnifying glass, so we're working on that shape a little bit, but I think you can get the sense if there's a light canopy, something hovering there, something that's visible from the car, so that as you're coming down the road, you see signage, you see light, you see a hovering piece, something that stands out in the environment, so people can find those points of contact. We've been working with Kevin. Kevin seems to have a great idea about his training program for valet, and that part of the training program is an education program on the history of Coral Gables and what's happening in the BID, so that the valet guys become ambassadors, and -- I want to know what the note says. I don't want to know?

Mayor Cason: ... trolley now or later.

Mr. Kerdi: OK.

Mayor Cason: Not to worry.

Mr. Kerdi: OK.

Mayor Cason: Love it; keep going.

Mr. Kerdi: I used to get in trouble for, you know, ...

Vice Mayor Quesada: We're voting on to give you a megaphone, or not, so we could hear you better.

Mr. Kerdi: Is it still bad?

Vice Mayor Quesada: No. You really make us focus in now.

Mr. Kerdi: OK. So this is a couple of designs for the bollards, so you referenced a good point. You always thought that the ones that were retractable were more at the ends of streets, the other ones more as a linear element. I think the ones at the end rather than make them mechanical, we've been talking about things that you can lift out. That way you don't run the maintenance issue, you don't run any kind of like -- all those complexities that come with a mechanical system. So if we put bollards at the ends of Giralda, for instance, one sort of simple way to think about it is that when they're in -- can you imagine toy soldiers at Christmastime? Not that, that's what we want to do, but imagine a family of things that are lined up that are meant to protect the place, but then when it's open, you can group them off on the side like they're casual and informal and they could be actually in our piece also. This is some of our cut sheets, were materials and elements, so in concept -- I know this is too tiny for you guys to read. The concept is that the benches, the chairs, the tables, all those things that occupy that space the sky space; at the edges, there's an earth tone stone -- all of those things are more cloud like. So the benches don't have big backs on them; they're omni-directional, so you can sit on them different ways. Everything is like light or white or cream or pink in color to grab the color of the clouds that you get at sunset. You can ask a question.

Vice Mayor Quesada: Two thoughts. Looking at this reminds me of two different locations. One is that Lincoln Road area right in front of the movie theater, the Nespresso store. ... last time you guys were there. So ... public space could sit and hang out and just -- people gathering places. And also, in Wynwood, Panther Coffee has -- now, it's a little bit -- it's not as pleasing as this, but it has a nice element. It sort of have a concrete bench outside around the tree. You're nodding your head. I don't know if you know that. It just -- it reminds me of this a little bit, because it's a nice way of incorporating the public space in front of that retail with trees, because if you sit there in that nice outdoor area and you drink a coffee, and you're in the shade of the tree and you have a little work space -- if you have a computer, you're working on something; read a book. I just thought it was a nice touch. And you mentioned something the last time you and I spoke. I don't know if it was at a public meeting or not, when you were going around serving and speaking to different people, and you spoke to a woman on the street, and you said --

Mr. Kerdi: Yeah.

Vice Mayor Quesada: -- “I would sit here longer at this bench if there was a table so that I can use my laptop.” And that's what makes me think of this here. So I'm just telling you -- I'm just -- I guess two of the ideas that pop out.

Mr. Kephart: Thank you. If I could just interrupt real briefly, because what was just going on here is we had a trolley on hold, but we ...

Vice Mayor Quesada: We rode it.

Mr. Kephart: -- ...we released the trolley, so we'd still love to have you come down and see the site that is ...

Commissioner Keon: How long will that be set up? How much longer?

Mr. Kephart: How long do you want it to be set up ... question?

Commissioner Keon: Well, I don't want to all of a sudden say, “No, I don't want to go now”...

Vice Mayor Quesada: When do you go back to New York?

Commissioner Keon:...and have it taken down in two days.

Mr. Kerdi: I just have two more points...

Commissioner Keon: -- ....

Mr. Kephart: I mean, we can leave the concrete out there, and --

Vice Mayor Quesada: Can I...

Mr. Kephart:...it took -- it takes us not very much time at all to set up the tables...

Commissioner Keon: I'll walk ...today.

Mr. Kephart:...on the sidewalk.

Commissioner Keon: I'll walk.

Vice Mayor Quesada: OK. Well, when we're done, we'll...

Mayor Cason: We'll take a walk.

Commissioner Keon: We'll take a walk.

Vice Mayor Quesada:...we'll walk over.

Mr. Kephart: Yeah.

Commissioner Keon: We'll walk over.

Mr. Kephart: Thank you.

Mr. Kerdi: So the elements that -- there's three groups -- categories for elements: permanent and fixed, heavy and somewhat fixed, like things you might move with a piece of machinery, so no different than changing the furniture in your living room. You have your couch in one place and -- for one month, and then you realize, I want it somewhere different. It's an effort to move it. You don't change it every day. And then the third is flexible, loose, free, kind of like moving, and

that's where you could get your small work tables, your movable chairs, so that if a bridal party's waiting to get in, you could get 12 people sitting in a place that was originally designed for one by coupling fixed, heavy and movable things.

Commissioner Keon: Do you -- are -- do those -- any of those benches in those -- are they designed such that people will be laying on them, sleeping on them?

Mr. Kerdi: Yeah. There's always an issue of attracting sleepers.

Commissioner Keon: ... to sleep there.

Mr. Kerdi: Yeah. So we're always thinking about what can we do to help that. The fact that we're high traffic center of downtown in front of retail business helps, because the more eyes there are on a space, the less likely people are going to do that. We have more...

Commissioner Keon: More at night. I think...

Mr. Kerdi: Yeah, at night.

Commissioner Keon:...it's not an issue so much during the day, but it's at night.

Mr. Kerdi: Yeah.

Mayor Cason: We do have a...we have a resident population at night.

Mr. Kerdi: Yeah. It's a concern. We recognize it's a concern, and we're looking for designs that help you manage that kind of condition.

Commissioner Keon: OK.

Mr. Kerdi: These are more of those elements. We talked about tree grades. We talked about manhole covers. There are a whole array of manhole covers out there that were designed by artists, so we're also looking is that... manhole covers is an art opportunity. Again, I think these will be in the bronze family. Tree grades, the same thing. They're just more porous. They're adaptable. So as the tree grows, you know -- we had some conditions where we can bring stone on a grade right up to the tree to expand the sense of plaza and piazza that comes in some of these areas.

Commissioner Keon: You know, while you're doing that, can you -- could you take a look at what maybe could be applicable to that plaza on Merrick Way?- in front of -- what is it -- 5th and ...

Unidentified Speaker: ... after the ...?

Commissioner Keon: No. You know where the ... and all that. That is what -- yeah. You know, those -- there's those big ponds and they're full of -- I don't know if it's -- I think they're stones or something at the base. And every time it rains, they end up on the sidewalk.

Mr. Kerdi: On the sidewalk?

Commissioner Keon: Yeah. They are always on the sidewalk. Or sometimes people step in them and they fall. I mean, they're not -- you know, it could be something that we could maybe also use on that plaza. That's a very pretty plaza. It's a really pretty plaza.

Commissioner Slesnick: ... that the garage ... plaza itself.

Mr. Kephart: I -- yes, I know.

Commissioner Keon: Yeah.

Mr. Kephart: Yes.

Commissioner Keon: That maybe we could -- while we're looking at that, we could maybe consider that too, at the same time.

Mr. Kerdi: Merrick Way is a fantastic opportunity.

Commissioner Keon: Yeah. Yes.

Mr. Kerdi: It connects -- if you just -- if you think about Merrick Way as you know it, and you walk from Citibank or Chase to Alhambra, because of the diagonal, you get little triangle parks the whole way.

Commissioner Keon: Right.

Mr. Kerdi: So a strategy for just dealing with that corridor as one piece would be a fabulous strategy. We have a couple of drawings that we've made for that, but it's not necessarily a part of the scope of this project. It's an awesome opportunity.

Commissioner Keon: Maybe we ought to design it even if we don't implement it this year.

Commissioner Lago:...that's a great idea.

Commissioner Keon: That connect -- you know, that we could connect them. Because that's such a nice -- such a nice area, especially the more residential...

Mr. Kerdi: It's narrow.

Commissioner Keon:...we get -- yeah.

Mr. Kerdi: The scale feels right. And there are...if I remember right, there are addresses there



that aren't doing that well.

Commissioner Keon: Right.

Mr. Kerdi: So, if there was something there, you could beef up a little bit more strength in the BID.

Commissioner Keon: Good.

Mr. Kephart: Thank you.

Commissioner Keon: Thank you.

Mr. Kerdi: OK, crosswalk. So this is what you have today. You have these boxed out areas where the shrubs step down the flowers, and the planting takes up more than half of the space and they're sort of tight and constrained. We're looking at a couple things there. We want to try and free it up. We want to try and make it feel more open. We want to create more plaza-like space so it's not just sidewalk. There are basically three zones. Well, four if you count the canopy of trees. In the slide you see -- one thing we're doing in the median is taking out the palm that sits closest to the crosswalk and replacing it with a canopy tree. And that canopy tree on either side is going to match canopy trees on the far side of the crosswalk, so that you'll have six trees lined up -- I'm going to skip ahead to show you this. Six trees lined up, and you actually change the rhythm of the street by giving priority to the north/south movement, right? Right now the Mile's all east/west, the traffic, the people. If you change that moment, you actually start treating your street like a plaid pattern, right; colors running in one direction, colors running in the other direction. And the color you read is the one that has hierarchy over the one that just went under, right? Plaid pattern. So we'd like to, at this location, use that rhythm of the street and give it north/south hierarchy. It will slow traffic. It will invite people to that space not only for opportunities to sit and work, like the woman I spoke to that day, but also so they can recognize it's a place for safe crossing and potentially valet.

Vice Mayor Quesada: Are there any thoughts of how -- on -- I guess it's South Bay Shore crossing from the Fresh Market to the west side of the street, Coconut Grove?- you're familiar with that crosswalk there ....?

Mr. Kerdi: I don't the street.

Unidentified Speaker: That's a...

Vice Mayor Quesada: It's a serious...

Unidentified Speaker: ...

Vice Mayor Quesada: Where there's a ... and flashing light.

Unidentified Speaker: It's a lighted...

Vice Mayor Quesada: I know we have the signalization there. Has it been any discussion of removing the signalization and doing a crosswalk like that?- or no discussion on that at all?

Mr. Kerdi: I think we want to keep the signal. The signal's great. It makes the long blocks feel shorter; gives people -- and in a great retail environment, you want the ability to bounce back and forth as much as possible. So by having that mid-block crossing, you want to keep that signal, you want to keep it safe. And you can treat the surface a number of different ways. We'd like to bring the paving to some degree across, you know, so you do get this ability to meander and move between the two sides. Bringing the elements in. Not so that they frame the space, but more so that they're objects in the space, so that you can create multiple vantage points, you can create multiple areas and opportunities for gathering. Right now, if you're in that boxed in space, you're in one place; same vocal point. By creating more job-like opportunities for seating and planting, you can create omni-directional; multiple things can happen at once. You can have six different

conversations that are all private and not feel like you're sharing the space with somebody else, and has a greater degree of flexibility, I think. These are what some of the benches look like that we're looking at. The trees we've been looking at range in color. We've talked about some that have some spiky barks. We're considering those. But that seasonal moment of color would be a great thing, you know. Where there's not a lot of dramatic change in season, anything you can do to create that rhythm, that annual rhythm, I think is a good thing. This is what that crossing would look like. Think about how it is today, how open it feels. If you put that new tree with the canopy in the median, the whole thing starts to feel like a space in a place and it changes the nature of how pedestrian it feels versus how auto centric it feels. LeJeune Plaza. This is where we go back to history also. It's one of seven built; one of nine planned by Merrick and his guys, the idea of coming into a light-filled place. LeJeune Plaza joins all this amazing program you have. There's a north and south side which have the historic fountains, which we're going to sensitively revive and make focal points. We've been working with Donna Spain from the Historic Preservation Office, and they're really comfortable with the way that we're honoring and treating those existing fountains. But you have the north and south sides which frame Miracle Mile. You have what we're calling Cora Way Plaza, which is on the northwest corner. There's some things we could do maybe with that free right-hand turn. This is also conceptual. Once you cross LeJeune to the west, its concept is design, not construction design. So we've got some concepts that show how we can unify this space. City Hall Plaza is a great opportunity. City Hall itself has some opportunities. And also City Hall, Biltmore Way, and Merrick Park are great opportunities for creating a more cohesive existing .... So landscape is an understory, how can we bring those five points together with color, or an understory so that it feels like one place?- not so divided is the biggest intersection you have right now, right? So we want to make that feel a bit more pedestrian-friendly. When we add a canopy story to it, one of the things we'd like to do is if you think about the way that Merrick described Coral Gables and Denman Fink painted it, he framed things, right? Those Spanish villas and pool and the arches always framed with foliage. So right now City Hall is missing its left side of the frame, right? It's big wide open slot through Biltmore Way. If we could maybe extend the sidewalk on this side of the building a little bit, keep the canopy high, so you've got a plaza-like space that still supports the market that you have on weekends and the connection between the two sides. You can actually get some planting in there

and properly frame the building as you see it coming down the Mile. We think this is also great opportunities to connect the park through the pergola into what's really the front door of City Hall, which is on that great little plaza space on the west side of the building. So if that were a ceremonial place to enter -- I'm not sure how many people get married hear, but the idea for coming down -- nobody gets married at City Hall?

Unidentified Speaker: Zero.

Mr. Kerdi: Zero? We could start something.

Mayor Cason: I married two people, but not here.

Commissioner Slesnick: You could start it right out here with the ....

Mr. Kerdi: Well, you have a setup, right. You have a setup for like romance at City Hall as it engages the park. Weird kind of thing. On LeJeune Plaza, one big issue we've been working with is how do you define the difference between furniture that tenant or restaurant owner puts out on the street and the furniture that you supply as a city? And at LeJeune Plaza on the north side, you know, there's no better place to try and look at what that difference is, and we sort of developed a bench that left the space feeling opened.

Vice Mayor Quesada: Is that like -- you're -- that's a location where Randazzo's is.

Mr. Kerdi: That's where Randazzo's is now, yeah. We developed a bench that makes it feel open. You could sit facing either way on the bench. One side has furniture that comes out from Randazzo's or wherever the future tenant is. The other side has some movable things that the City provides, which are on the backside of a renovated fountain. So we've talked about getting the water to flow in the back, as well, to create an audible quality of place. Right now the most hostile offender for making that a great place is the whoosh of cars up and down LeJeune. So we're developing a little bit of a buffer on the LeJeune side. There's concern with the Steering

Committee about how that might block the front of the retailers or businesses that are there, so I was taking some pictures this morning. It's pretty blocked now, but it's not blocked where it needed to be blocked, which is pedestrian eye level. At a distance, being able to see the front of building is good. We're going to work with our planting to keep and maintain that. But to create some sense of seclusion from the whoosh of traffic when you're on a bench, which is a four-foot height or a five-foot height, is kind of like how we're trying to look to build a landscape buffer along that edge.

Commissioner Keon: Excuse me. Where you have landscaping there now, is it planted in the ground or is it in pots or whatever?

Mr. Kerdi: This one is in the ground. The idea of trying to soften that up -- right now it's long, so we're getting rid of the long to make it more hardscape, so it's more adaptable and flexible for different kinds of uses. But we do want to create softer environments. This is maybe the place where our minds are more in line with what you're seeing outside of the theater on Lincoln Road, right? This is where you might have more lush tropical plantings, softer things. The northern side of the Mile at LeJeune Plaza at this... has always been more of a garden, the southern side of it more of an event space, weekly market of a smaller scale and a Farmer's Market Antique Market or wherever it might be. Shade canopy. That spot needs shade. It's late afternoon sun every day, so it needs some shade canopy trees. And then the elements again, working together with those things. So again, you see the benches, almost never have a back so that they feel lighter, so that there's more presence of landscape coming through them, so that you can have an omni-directional conversations when there's not planting on one side. This is the image of what it looks like today. This is the place holder photo that reminds me to take photos while I'm here today. There's our model that we're working up to start to explore what it looks like. It's interesting, as you look at this photo, count the number of poles.

Vice Mayor Quesada: First thing ...

Mr. Kerdi: And they're all different. And the ones that are the same are doing the same thing and

they're only four feet from each other. So we're looking at trying to clean some of these things up. We're working with the County to figure out how...

Commissioner Lago: That would be probably the biggest game change.

Mr. Kerdi: Yeah.

Commissioner Lago: Because it's such -- ... when you look ... I've never contemplated ... you're giving us a view of something that we've...

Vice Mayor Quesada: We've driven by millions of times.

Commissioner Lago: I've driven by it I don't know how many times, and I've never noticed that.

Mr. Kerdi: Yeah.

Commissioner Lago: It's incredible. When you look at it from -- I guess that view is from parking is, right? Not from City Hall. I guess from across the street.

Mr. Kerdi: This is from Merrick Park on the corner.

Commissioner Lago: On the other side. So when you're looking at it straight on, you notice the amount of visual pollution that there is that's obstructing such a beautiful structure, as you see right there.

Mr. Kerdi: And the fountains are amazing. One of the things that we're talking about is maybe a light, a hidden light in the fountain, so that at night, instead of having some big like announcement, it's a really refined, subtle, elegant shimmer of light in the water on the face of the historic fountain to announce your entry to the Mile.

Commissioner Lago: Let me ask you just a quick question. Are you -- and I had asked the City Manager to make sure that we incorporate our sustainability team in all aspects of the design just to give you any input and just so you guys can bounce things back and forth and see how we can -- I want to make it as sustainable as possible.

Mr. Kerdi: Yeah.

Commissioner Lago: I mean, every type of LEED aspect; having deeds, water conservation; like you mentioned before about potentially using solar panels. I think it's going to be a little bit tough...

Mr. Kerdi: Yeah.

Commissioner Lago: -- but ... right now it's very cost efficient, but if we could use it for some form, I think it would be great.

Mr. Kerdi: And there are...

Mr. Kephart: There are going to be -- we are integrating mad into the project. We're going to ask him to start coming to the Steering Committee, and his office is just across the hall from my office, so it was a great suggestion. So thanks.

Mr. Kerdi: That are projects that our office has done in the past where we've called a provider and the provider will supply them. You just have to tap in, and whatever you don't use, they kick back. So there's all kinds of arrangements you can start to consider in order to maybe make solar work. At this location, one good point about the sustainability is right now the fountain's run on City supply water, right? And there's plenty of rain here to catch and put in the cistern. So in our plan we've got an area for cistern. We're going to try and catch rain water. Use that as much as we can. It'll have a kick over to when it's too low, then you'll get some City supply support, but we think we can operate the fountains at a much lower water usage than ever before.

Commissioner Lago: And you mentioned before -- I'm sorry.

Commissioner Slesnick: I'm sorry. ....

Commissioner Lago: You had mentioned before, obviously that the bollards, some of the benches -- we're looking at local materials, correct?

Mr. Kerdi: As much as possible. I like the idea of incorporating that stone that's indigenous... the place. You recognize it everywhere you go. So I'd like to use it, if we can.

Commissioner Lago: That blue stone, I haven't seen it here, ever.

Mr. Kerdi: The blue stone is -- exists only in the sky, right? So that's a different story. You can't use coral stone for the pavers. You know what that looks like outside, and there's not really...

Commissioner Lago:...and I've always done interval concrete. I've done the blue slab. I've -- 30,000 square feet, and it's about \$200 a square foot. You know, it's pretty expensive, so thank you very much.

Mr. Kerdi: We get a much better prices on...

Commissioner Lago: Yeah?

Unidentified Speaker: ... that, yeah.

Commissioner Lago: Interval? Using cobalt?

Mr. Kerdi: No, no. That -- the blue granite is ...



Commissioner Lago: Oh ... actual concrete slabs. But one last thing I wanted just to mention, because I know everybody's getting ready to wrap up. When you talk about the issue of the benches that you mentioned before, I think it's a great idea. Cindy, who's here, she knows of an artist that I mentioned to her, named Daniel Arsham, who did some pretty impressive bench work outside of Design Miami two years ago, and he was the artist who was chosen to do the design feature, and maybe you can look at some of those designs. It was pretty impressive. They have an architectural firm out of New York that they do a lot of work with.

Mr. Kerdi: Sure.

Mayor Cason: Are you anticipating any of the poles -- you anticipating any of the poles to be custom design, any of the light fixtures, any of those?

Mr. Kerdi: You know, there's all kinds of -- there's all kinds of requirements for FDOT poles, how they're anchored, what you can hang on them. So we're trying to negotiate how many things can you actually couple on the things that we don't have control over. And then where, when we have the opportunity, do we do a pole that gathers signage, gathers lighting and all those other things.

Vice Mayor Quesada: I believe ... downtown has blue -- has a significant amount of blue.

Mr. Kerdi: In the street?

Vice Mayor Quesada: In the street. I don't know if you've ever been there. If you ever seen it

Mr. Kerdi: Yeah, I haven't.

Vice Mayor Quesada: Check it out, because I do believe they had blue natural stone, Mosaics all throughout, including...

Mr. Kerdi: Awesome.

Vice Mayor Quesada:...sidewalks.

Commissioner Keon: But you know, that blue is on Catalina Island. There is -- what is that blue stone they use on Catalina Island off of the coast of -- in California?

Mr. Kerdi: In Catalina, I would bet that it's...

Commissioner Keon: It's a...

Mr. Kerdi:...the piece...

Commissioner Keon: No. It's like -- it's a blue slate or something, but it's a blue stone that is the U.S., I think. You know, it's pretty, very pretty.

Unidentified Speaker:....all ... right now.

Commissioner Keon: You're going to find out what that blue stone is? It's really pretty. It's a -- there's that -- you know, that -- who is the monument there to on Catalina Island? Steve Dudek? Who's the monument? There's a pink monument built on Catalina Island.

Commissioner Keon: And it has very pretty -- very pretty blue stone. I mean, it's been there for a very long time, too, so -- and it obviously has all of the sun and all of the elements that we experience here.

Commissioner Lago: I mean, there is also a stone called Delaware Bleach Stone, which has a hint of blue, so.

Mr. Kerdi: Yeah. I mean, there's a lot of range. And one of the things that we think we have -- one of the things we think we have the opportunity to do with this concept is to work within a pallet. And the blue -- if you start talking about Delaware Blue Stone and it starts to get -- it starts heading into the grays, but you're now talking about the contrast. Hints of blue, when it's wet, the color changes; becomes more vibrant. If you get the right contrast between a stone like that and the whites and grays, you still create the same effect. So we're working through all those options to try and optimize and then understand where we have to back down to, if we have to back down because of budgetary reasons. Douglas Plaza. This is the photo of how you see it today. It's underwhelming. The arches are almost invisible. So right now we've got a design in place very subtle to just make more of it. The first thing we do is we take a planting that's hiding the inner leg of the arch and pull it away so that the arches become a bit more prominent. It's like a very low cost, light weight, landscape opportunity, and then we make more of the sign, the graphics. The letters that are on top you hardly ever see. So if we do something there with a little color, a little light, we might get more effect now. Coupled with that is the introduction of a tree strategy. So there you just saw the trees in the street change, so when we add the three rows of trees that we were talking about, it becomes a bit thicker. When you add palms, like a palm field to support the arch, you now -- give the arch a bit more of a backdrop to stand off against. And then, if you had the colored trees that occur at the crosswalks, you see how that ... landscape moves, you can really make more of the threshold at Douglas Plaza. Now, the Steering Committee has challenged us to look at the plaza as though it were a blank slate, and we're trying to develop a couple of options, so that we can have two ways into the game here: One that's really soft and sensitive like this, and one that maybe is a bit more ambitious.

Commissioner Keon: It's the Wrigley Monument on Catalina Island.

Mr. Kerdi: What's it called?

Commissioner Keon: Wrigley. You know, Wrigley the chewing gum guy.

Mr. Kerdi: Wrigley, yeah.

Commissioner Keon: Bought Catalina ... one time ....

Unidentified Speaker: ....

Commissioner Keon: Yeah.

Unidentified Speaker: ...

Commissioner Keon: Well, find out what the stone is they had there. It's really a very pretty blue stone.

Unidentified Speaker: ...

Commissioner Keon: Thank you.

Mr. Kerdi: We're looking at a couple of artists. Douglas Plaza is a great place for art. Giralda Avenue. For Giralda Avenue, we headed in something different. You can't just do the same thing you're doing on the Mile and Giralda. So how do we work with this idea of sky and the atmospherics of the climate and be timeless and sensitive. And we thought what if we brought this idea of the afternoon rain into the design concept? So we started looking at colors of the sky and concentric patterns of raindrops, working with the paving. So, again, bringing the sky to the ground plane in a different way. Anchoring elements on the center points of the circle, trees, lights, bollards, anything we need in the streetscape, then give a sense that there's actually something that's occurring to create the effect, as opposed to static pattern. Framework for how we began to explore it. The idea of using different colored stones to create more vibrant effect; so the concentric greens as they would ripple out, and the pattern, which is kind of hard to see on the screen...

Mayor Cason: And raindrops ...pool.

Mr. Kerdi: It's raindrops on the plaza basically. And we have a board over in the other space, which you'll be able to see and read much better than the screen you have here. Nothing. So the other big move here, again, with trees, what can we do to create an effect? This is like a big move, but low risk, right? At the east and west ends of Giralda, we've created trees on either side of the road with full canopy so that there's a sense of compression as you enter in. In the center part of Giralda, we've created a field of palms with the grid of light above them that has more sky peaking through. So the sense of space is defined by the end points as you pass into and through, and ... event is really in the heart of the street. Preserving the connection to the sky, preserving the ... that you have for "Giralda Under The Stars." And we ask ourselves, you know, how do we actually begin to play with light in a way that's -- it tied with a concept? So had these -- right now we're developing lights that are little dashes of LED, and we're trying to structure them in maybe three or four different datums so they feel random overhead to create the sense of rain dashes to light the entire space, much the way you have lighting in the restaurant. It's a soft, theatrical sort of rain field overhead, rain pattern on the ground. That's the three palms down the center. That's the canopy trees that you'd have at the ends. It's a sense of threshold. Compression and release. For Lot 22, we think that there's a couple moves. It's City land. The south side of the Charles Schwab building is a dead façade, so what can we do to program it? if you had some frontage there that could feed the activity of the space, you could do concessions, you can get a building extension, or any number of different things, but then you can create a more continuous and linear Giralda Avenue at the east end, and you can you can get something right at that location to support that little plaza space.

Vice Mayor Quesada: About two years ago, three years ago, we had a conversation about that space, I guess, where you have highlighted in red there. One of the conversations we had -- again, brainstorming -- was like a small little amphitheater to feed music down the rest of Giralda.

Mr. Kerdi: Yeah.

Vice Mayor Quesada: I don't know if that's something that you guys have discussed.

Mr. Kerdi: So that -- what you see in that red piece -- if you look at that space, it's not designed for an amphitheater, right, because it's a triangle; it's not very big. If you do an amphitheater, you have to either go down or up; up, you're creating obstruction; down, you're creating a pool. So what we have there is this red omni-directional amphitheater. The top is kind of flat, like a stage, and then the amphitheater actually looks out in three different directions: One, back at the program; one to Pitman Park; and one to the street at Giralda. On the Giralda side, we've carved a little ... out of it, so you could have a small class there or a small gathering on a focal point. So we bought into the idea that there's amphitheater desire, but the space is so challenged, it actually creates an awesome and weird and unique opportunity for creating those kinds of like exchanges between event and audience. So we're developing that piece in particular. And then there's the image of Giralda: curb less street, raindrop pattern, lights overhead, palms in the center, a bit of a fuller canopy above your heads from the vantage point you're looking at, restaurants out on the plaza streets.

Mr. Kephart: As you look at this rendering, there is an issue I want to bring to your attention, because we've been meeting with Miami-Dade County and talking about what the requirements will be through permitting, and one of the issues on Giralda and -- they were very cooperative, actually. Their traffic engineers like this, and their approach was more toward how can we help you do that? But they initially stated that we would need to protect the trees, if we're going to have the traffic through there with curbs around the trees. On a residential street, you got to clear zone issue of six feet without getting into that. And we discussed this at the Steering Committee, and the Steering Committee gave a very strong recommendation that we've got to figure out a way that Giralda must be no curbs, whatever it takes.

Vice Mayor Quesada: Is it meant to remove the bollards again?

Mr. Kephart: The bollards...

Mr. Kerdi:... you want a perimeter actually.

Mr. Kephart: Yeah, bollards won't be the answer. The answer -- the -- because the issue is protecting the cars from -- because they're hitting physical obstruction. So if you have curb, you can have physical obstruction, a foot and a half behind the curb so you can have your trees. But if you don't have any curbs, then the trees become a physical obstruction. Now, we're trying to design the street really as a pedestrian plaza and the cars would be, in all practicality, you know, 10, 15 miles per hour through there. It's going to feel like a pedestrian plaza, but just want to make you aware that that is an issue that we're working with. The Steering Committee was very strong in their recommendation. They don't want curbs even around the trees.

Mr. Kerdi: The idea is to create a place...

Vice Mayor Quesada: Can we ... their concerns by implementing slower speed limits on that street? I mean, is there something else we can do...

Mr. Kerdi: Yeah.

Vice Mayor Quesada: -- to get to that point? Maybe -- maybe that section Giralda ... the speed limit max is 10 miles an hour, right?

Mr. Kerdi: Yeah.

Vice Mayor Quesada: I don't know what it is. Maybe that's something ... with the County.

Mr. Kephart: Yeah, we're...

Vice Mayor Quesada:...achieve that end goal.

Mr. Kerdi: We're doing...

Vice Mayor Quesada: ... comes down and -- I've love for you to show the... rendering, a little bit of fun house feel to it. I mean, I don't know if ... to comfortable, and I understand it's just a revenue...

Mr. Kerdi: It's a concept water color. It's schematic design. The next time you see renderings, they're going to be much more photo real, and you'll get a better sense of exact stone we're using. Right now we're still exploring stones ... the color had has some variation and range in it. Yeah.

Mayor Cason: That was great. Thank you.

Mr. Kerdi: OK, thank you.

Mr. Kephart: I think -- are we still set up down there, Cindy? Yeah, I think we're still set up at 204 Miracle Mile, if you would like to go down and see it.

Mayor Cason: All right.

Mr. Kephart: There's also --

Mayor Cason: Yeah. So I think that's it for this meeting. This meeting's --

Unidentified Speaker: ... chance to talk.

Mayor Cason: I thought you already -- all right. I'll give you three minutes.

Robert Ruano: Thank you. Thank you. Long meeting. I know; I was in a County PAB meeting on Monday, sitting on this side for five and a half hours, and now I know what the people that were waiting to talk for five-and-a-half hours felt like. Well, you know me. Again, Robert Ruano, but I did want to speak very briefly about this, but before -- I was going to talk about a couple things, but I do want to say a couple things. I'm also the chair of the Parks and Rec



Advisory Board for the City of Coral Gables. And I really like the Giralda improvements. It's specifically Lot 22, and this is -- I just found out about it today, but this is actually something that I've been pushing and our board has been proposing for probably going back on three years to convert Lot 22 into a park. As a matter of fact, one of the other things that we've discussed is taking that right-of-way -- and I don't know if they've looked at that, but taking that right-of-way just north of it to connect it in... and Lot 22. There's only one turnaround ... kind of work around there, but then you've got this long park. And what you said about Merrick Way. If you look down Merrick Way, then you have a huge park right in the middle. It's really nice feel there.

Mr. Leen: Mr. Ruano, I don't mean to interrupt you, but you're just speaking on your own behalf, though, right here, though, today, correct?

Mr. Ruano: Today, though. But right now I'm telling you --

Mr. Leen: OK.

Mr. Ruano:...as the chair of the Parks and Rec Advisory Board, what we voted on and we supported.

Mr. Leen: We just have to be -- we have a -- there's actually a Code provision related to that, so --

Mr. Ruano: I know. That's -- and I believe that...

Mr. Leen: OK.

Mr. Ruano:... you -- the chair of a board can speak on behalf of what --

Mr. Leen:...what you've done.

Mr. Ruano:...we've discussed, correct?

Mr. Leen: Well, it's a little more complicated than that.

Commissioner Keon:....

Mr. Ruano: Well, speaking on my behalf, on my own behalf, before I get into what I was going to say, I do want to say one thing that I did not like, which is -- on an overall, it's a great plan. I like a lot of the elements in it. I wish there were more locally source materials that would make a much more sustainable project. The one thing about Miracle Mile -- and you know I'm going to talk about bike lanes, obviously.

Commissioner Lago: Let me just object... This is just the beginning. We've got our contractor today. We're going to be moving in that direction and, you know, hopefully...

Mr. Ruano: OK, good.

Commissioner Lago: Hopefully, the...

Mr. Ruano: No. I'm glad it -- I'm...

Commissioner Lago: Contractor -- I mean, this is not set in stone.

Mr. Kephart: Or blue stone.

Commissioner Lago: We are moving in a direction.

Mayor Cason: It will be set in stone.

Mr. Kerdi: OK.

Commissioner Lago: We -- I think -- look, this Commission has made it very well known -- and I don't think staff, City Manager, to everybody who's affiliated with the City, from the architects to anyone who wants to listen, we are going to move in a sustainable direction.

Mr. Kephart: Great.

Commissioner Lago: I mean, and we've implemented that. We're recycling. We're doing a lot of good things. Today is Arbor Day, so trust me, your voice is --

Mr. Ruano: Fantastic.

Commissioner Lago: ...resonating.

Mr. Ruano: OK. To the issue of ... -- and this is the first time I hear about sharo (phonetic) today. I knew that they had a -- you know, on the right most -- or the closest to the cars, they have a little bit longer lane. I think there's an extra three feet. Sharo's (phonetic) are typically used when there's not enough right-of-way for a bicycle and a car. This case, there is plenty of space. There is three feet with two more feet, you get a complete bike lane, and everybody can enjoy this wonderful street. But I'll tell you -- so I told you before, I'm a 12-year -- well, I didn't -- but 12-year City resident. My business is 21 -- 221 Aragon. I'll tell you that Miracle Mile -- and as you probably know -- is suffering; businesses are open and closed within six months; traffic is backed up on Ponce, on the Mile on adjacent streets. And I think that we, all of us need to take advantage of every tool to reverse these trends and build a new and improved Miracle Mile. From a disinvested avenue in Memphis where cycling increased business to Portland where thousands of bike commuters take to the streets each morning, to Baltimore where bicycling projects create twice as many construction jobs per dollar as road projects, cities across America are discovering that bicycling investments are a cost-effective way to build infrastructure and create jobs. Some specific examples: San Francisco's Valencia Street where two-thirds merchants said that new bike lanes had a positive overall impact on their business. A 2009 study of Bloor Street in Toronto, Ontario, showed that people who had biked to the area spent more money in the area per

month than those who drove there. Reason being, they kept going back. The same thing was found in a study done in Portland, Oregon. In New York City, a study done by the New York Department of Transportation found that 20 blocks of Columbus Avenue that received a protected bike lanes saw sales increase 20 percent over two years, 20 percent, while adjacent sections of Columbus that did not get a bike lane saw sales increase by only 9 percent. In Memphis, Tennessee, bike lanes had revitalized the city's broad avenue arch district. And right here in Coral Gables, we do monthly one bike -- one-day bike tours that are pumping thousands of dollars into local restaurants on their slowest day of the week. Well, you shouldn't just take it from me. You should listen to your experts. At Stantec and at Street Plans Collaborative, that did your bike master plan and told you you should put bike lanes on Miracle Mile, a plan, I might add, that was unanimously passed by this Commission last year. In conclusion, bicycling is popular across America among all types of people at all income levels. Communities embrace this popularity by providing bike infrastructure for transportation and recreation have seen the economic benefits by attracting businesses, tourism, and active residents. If we want to be a 20th Cen – 21<sup>st</sup> Century city, one that builds on its history, its environmental and aesthetic appeal, then we need to make the kind of investments that make sense to all users of our streets; the kinds of investments that increase economic activity in the area, that promote health and wellness, and that reduce our reliance on the automobile. And finally -- and I think we talked about George Merrick a lot of... I think, if George Merrick were here today, he'd want bike lanes on Miracle Mile. He was visionary back then. He was looking at the City beautiful movement, where everything was going; he built a great city. Now we have to build a -- like even better city for generations to come.

Mayor Cason: Thank you, Robert.

Mr. Ruano: I'll provide this to the Clerk, so that Commissioner Slesnick can --

Mayor Cason: Thanks a lot of.

Commissioner Lago: Thank you, sir.

Mayor Cason: Anybody else?

Mr. Ruano: Thank you.

Commissioner Keon: No. But I think we talked about at one point -- didn't we talk about connecting Pitman Park to that lot? Was there an ability to do that? Is there --

Mr. Kerdi: I think there still is. Lot 22 and Pittman Park, there's very little traffic on that space. I think you might want to preserve the ability for cars to get to the front door for pick-up and drop-off for the building, but the parking accesses on the north side. There's two entry points to two different, I think, a below-grade deck and the above-grade deck.

Commissioner Keon: Right.

Mr. Kerdi: So even a speed table would make a strong correction between the two...

Commissioner Keon: OK

Mr. Kerdi:...and ... materiality across would really help them stitch together. Right now Pittman Park is kind of simple. It's got three points with a little seed in it and small piece of art. I would imagine that if there's investment in that corner, that it would extend into that park from a landscape point of view, and you'd find a way to tie that...

Commissioner Keon: OK. Thank you.

Mayor Cason: Thank you.

Commissioner Lago: Thank you.

Vice Mayor Quesada: Thank you.

Mayor Cason: Ric, three minutes.

Mr. Navarro: Thank you very much. You know, as I sit here today and bleed internally thinking of all the times that I've not been here, I also ask myself, why haven't I? And I have to mention this. There's some financial shenanigans going on within my family on Miracle Mile, where I'm the victim of embezzlement. I brought this time and again to the Coral Gables police. I get nowhere with it. But if you wonder why I haven't been here, that's the reason. Secondly, two items on the design. First of all, I want to thank everyone concerned for trying to provide a tree canopy for Miracle Mile. I know, as an owner, I depend on people coming out in the middle of the day in the summer, July and August, to shop, and yet, I'm -- it's too hot for me to go out at 2, 3, 4 in the afternoon, you end up sweating, and how can I expect people to come shop and help me pay my bills if I'm -- if it's too hot for me to go. So the more you can do with the trees, please. I envision personally the tree canopy we see on Coral Way down into Miami, where the whole street is in shadow and cool, and you can shop without sweating too profusely in the summertime. And finally, relating to parking, one of the other speakers tried to say, "Well, we shouldn't really pay attention to what the shopping malls do because they're different than main streets." I don't think we have that luxury. First of all, the shopping malls have eclipsed the main streets as the place where people spend their money. And the City and the people on Miracle Mile and our City residents cannot afford to just say, "Oh, well, money doesn't matter." Forgive me; an editorial here. We said that with the Palace Group. The Palace Group is not providing shoppers on Miracle Mile, despite what a prior Commission said that he would do. They're not helping the way it was sold at the time. It's not happening. We need to pay attention to the City's tax base. And the people who make money in retail are the shopping malls, although the main streets are somewhat different. Money-making is important to the City. It's important to you in your deliberations. It's important to the City's residents, the taxpayers who want the downtown to be financially successful. And what I submit to you is that the shopping malls have taught us and the successful downtowns have taught us, like ... Drive, that department stores are what bring the money. Secondly, we need to have parking, so people can come spend their money here, or

they'll go elsewhere. And although landscaping in the street canopy is great -- and thank God, you're doing the tree canopy. That's -- just do more. Triple, if you can. We need to keep that perspective. Department store brings the most money; parking is more important to money than landscaping. Let's not go to parallel parking. Thank you.

Mayor Cason: Thank you.

Vice Mayor Quesada: Thank you.

Mayor Cason: OK. With that, this meeting is adjourned. And are we going to walk or we're going to -- what's the...

Mr. Leen: We're going to recess the meeting.

Mayor Cason: We're going to recess, OK.

Mr. Leen: We will...

Commissioner Keon: Chip, we have turned the trolley away.

Mr. Leen: OK, so there's no trolley.

Commissioner Keon: So we'll walk.

Mr. Leen: But the Commission will be meeting again...

Vice Mayor Quesada: We can walk.

Commissioner Keon: We can walk.

Mr. Leen: The Commission will be meeting...

Commissioner Keon: You know, I'm just letting you know.

Mr. Leen: -- at what address? We should say it for purpose of the record. Do we have the address?

Mayor Cason: Was it 250...?

Commissioner Keon: Two zero four, Miracle Mile.

Mayor Cason: All right, 204.

Mr. Leen: Two zero four, Miracle Mile. I just want to say for purposes of the record, this has been a separately noticed public meeting, so it'll be a continuation of what we're doing now. And so we'll reopen the meeting there and then adjourn at that time. But it has been publicly noticed and anyone's welcomed to join us.