

**CITY OF RIVIERA BEACH, FLORIDA
SPECIAL CITY COUNCIL MEETING MINUTES
COUNCIL CHAMBERS
JULY 13, 2015, 5:00 PM**

(The following may contain unintelligible or misunderstood words due to the recording quality.)

CALL TO ORDER

Roll Call

CHAIRPERSON PARDO: Welcome, everyone, to the City of Riviera Beach. Tonight we have a Special Council Meeting to discuss the Third-Party Marina Management Services contract. Madam Clerk, roll call, please.

CITY CLERK ANTHONY: Mayor Thomas Masters? Chairperson Dawn Pardo?

CHAIRPERSON PARDO: Present.

CITY CLERK ANTHONY: Chair Pro Tem Terence Davis?

CHAIR PRO TEM DAVIS: Here.

CITY CLERK ANTHONY: Councilperson Bruce Guyton? Councilperson KaShamba Miller?

COUNCILPERSON GUTYON: Here.

CITY CLERK ANTHONY: Councilperson Cedrick Thomas?

COUNCILPERSON THOMAS: Present.

CITY CLERK ANTHONY: City Manager Ruth Jones?

CITY MANAGER JONES: Present.

CITY CLERK ANTHONY: City Clerk Claudene Anthony is present. City Attorney Pamala Ryan?

CITY ATTORNEY RYAN: Present.

CHAIRPERSON PARDO: Okay. We have a quorum. I'd like to please let the record reflect that Councilman Guyton is now on the dais. I'd like to invite everyone to stand for a moment of silence followed by the Pledge led by Attorney Ryan.

Invocation/Pledge of Allegiance

(Everyone stood for a Moment of Silence with the Pledge of Allegiance being led by **CITY ATTORNEY RYAN**).

CHAIRPERSON PARDO: Okay. Thank you. Okay. If you're looking at the agenda, there's no -- there's not an item for Public Comment, but we will be taking public comment at the end of the presentation. So if you'd like to make a comment, please fill out a card and hand it to our staff person. All right. Miss Jones, would you like to take over here?

REGULAR

CITY MANAGER JONES: Thank you, Madam Chair and members of council, and thank you for agreeing to this Special City Council Meeting as it relates to the marina management services RFP that was placed on the street. If you'll recall, it's been almost -- I -- I forget about how long it's been but over 18 months ago, Mr. Arnold Bouchard did a study of the marina. And one of the options that he studied was the third-party management of the arena -- marina. And it was the decision of council to explore the option of going to third-party administration for the city marina. As a result of that, we put an RFP on the street and we received back these solicitations. If you would like an overview of the committee's activities, we can do that. If not, I would like to start this discussion by recommending or suggesting a methodology for this evening. This is not the first time that we've done this, I want to say. Since I've been here this will be the third time that we have done this. And we only have two presenters. And you have the option of using a point scoring system or you can use a rank order of number one and number two. And then you could -- you would write that on a piece of paper, and you would give it to the clerk. And based on your determinations, then the staff will move forward with bringing forward the appropriate recommendations. What we would like tonight is to know the firm that you would like for us to negotiate a contract with. It's not actually the award, because in negotiations sometimes things don't go through.

CHAIR PRO TEM DAVIS: Okay.

CITY MANAGER JONES: But what firm you would like for us to negotiate with. So Madam Chair, if you would like to entertain any discussion about the process?

COUNCILPERSON MILLER: Yes.

CHAIRPERSON PARDO: Miss Miller?

COUNCILPERSON MILLER: Madam Chair? I would like to have a brief overview from the committee. And you said we've done -- you all have done this before where we've evaluated the companies that the -- I'm sorry, the proposals. In the past when it was done, were the elected officials provided some sort of discussion on how they were going to rank them or to prepare them in order to be able to evaluate them, or was it done the

exact same way you just did where you're -- you know, we're just going to rank it number one, two, or give them points?

CITY MANAGER JONES: There's been discussions in the past as it relates to either option. And now is the time, if you have certain areas that you would like to use in the oral presentation and to assess the oral presentations, you can do so and discuss how you're going to do this. And generally there are things about background and experience, action plan and those sorts of things. But you can determine -- or either you can just do based on your opinion of the answers that have been given in the presentation, the one you think is number one and the one you think is number two. But it's strictly up to the council as to how they'd like to proceed.

COUNCILPERSON MILLER: Okay.

CHAIRPERSON PARDO: Anything else?

CHAIR PRO TEM DAVIS: Madam -- Madam Chair?

CHAIRPERSON PARDO: Yes, sir?

CHAIR PRO TEM DAVIS: Miss Jones, will we wait till each person do their interviews and ask questions after the presentation is complete, or are we allowed to ask questions as they -- or will there be any questions at all?

CITY MANAGER JONES: I would suggest that you wait until they finish.

CHAIR PRO TEM DAVIS: Okay.

CITY MANAGER JONES: We've only given them so many minutes and then we've allotted time for your questions and answers. So if it is agreeable with council, I would like to say if you could just write down your questions, let them get through their presentation, then you can ask them and they can go back to anything that they would like to use as a part of their response.

COUNCILPERSON MILLER: Madam Chair?

COUNCILPERSON THOMAS: Madam Chair?

CHAIRPERSON PARDO: Yeah. Hold on a second. And I think to be fair, either, you know, we do a -- I think to be fair, what we need to do is have each company make their proposal and then once they're, you know -- both of them have completed it, then we go back and ask questions because we don't want to give someone an advantage.

COUNCILPERSON MILLER: Right.

CHAIRPERSON PARDO: So they know, you know, where we're going.

COUNCILPERSON MILLER: Okay.

CHAIRPERSON PARDO: I think that would be the fair option. Mr. Thomas, I heard you?

COUNCILPERSON THOMAS: I basically was going to go along with -- along that line. I was wondering if it would not give an undue advantage to the company presenting second if we did it that way. At this point I guess I don't really know how we will rectify that. I mean, if we made them leave the room, we're -- we're actually airing this live, I'm sure. So they'll just be able to go outside and hear the other presentation. Is -- is there a certain reason --

COUNCILPERSON MILLER: That's my question.

COUNCILPERSON THOMAS: -- that we're doing this in this manner? Is it that the staff just -- because the scores are so close the staff just wants us to make the decision or is there a reason why we're actually doing this?

CITY MANAGER JONES: There's two reasons: First of all, this is a very new contract for council.

COUNCILPERSON THOMAS: Uh-huh.

CITY MANAGER JONES: And we've never done this before. And the staff felt and I agreed that it would be appropriate for you all to be able to ask questions and to get a good -- excuse me -- a good background on the company that would be selected.

COUNCILPERSON THOMAS: Okay.

CITY MANAGER JONES: And second of all, you are correct. The points are only 16 apart and that is negligible when you look at some of the other factors. And so we are recommending and suggested that we have this meeting tonight.

COUNCILPERSON THOMAS: Why -- why only two? Why -- why only two? Why not three? Why not four? I mean, why do we just pick only two?

CITY MANAGER JONES: Well, we were looking at the point spread. And these were the two that were the closest together. You get even further away in your point system when you start bringing in the others.

COUNCILPERSON THOMAS: Well, I'm -- I'm looking at -- I mean, number three looks like it's about the same amount of points as -- number three from number two --

CHAIRPERSON PARDO: No, no, no. Go all the way down.

COUNCILPERSON THOMAS: Oh, go -- I'm -- I'm looking at the wrong set?

CHAIRPERSON PARDO: Yeah.

CITY MANAGER JONES: So you've got points of -- what is it? A 205.

COUNCILPERSON THOMAS: Overall score. I see what you're saying.

CITY MANAGER JONES: A 189 and then you got a 179 and a 170.

COUNCILPERSON THOMAS: Okay. So I'm going to move on. Just so I'm understanding where it says under Overall Score, is it a 257.38, 241.20?

CITY MANAGER JONES: 202 point --

COUNCILPERSON THOMAS: And then 202.58? Are those the --

COUNCILPERSON MILLER: Correct.

CITY MANAGER JONES: Correct.

COUNCILPERSON THOMAS: Okay. I would have liked to have had all three to -- to be here, but if that's not going to be an option -- did we invite all three or did we just only invite two?

CITY MANAGER JONES: We only invited the two, top two.

COUNCILPERSON THOMAS: Okay. All righty. So after our deliberation tonight, that is the company that you want authority to go and negotiate with?

CITY MANAGER JONES: Yes, sir.

COUNCILPERSON THOMAS: Okay.

CHAIRPERSON PARDO: All right. Anything else? All right. So --

COUNCILPERSON GUTYON: Excuse me, Madam Chair?

CHAIRPERSON PARDO: Go ahead, sir.

COUNCILPERSON GUTYON: There was an inquiry about the manner about which we would actually rank or score. And I guess we can decide that later or we can do that now. When would it be appropriate to decide which methodology and/or procedure that we would use?

CHAIRPERSON PARDO: I guess to --

CITY MANAGER JONES: Now.

COUNCILPERSON THOMAS: Yeah, I would prefer now.

CHAIRPERSON PARDO: Yeah. Right. I would say right now so then that at least we can then just move forward.

COUNCILPERSON GUTYON: Okay.

CHAIRPERSON PARDO: So do you want an overall score? You know, if you --

COUNCILPERSON GUTYON: Personally, my --

CHAIRPERSON PARDO: -- I think we have to -- when we did Waste Management, wasn't that just an overall score?

COUNCILPERSON GUTYON: Yeah. I would --

COUNCILPERSON THOMAS: (Inaudible) one or two.

CHAIRPERSON PARDO: One or two.

COUNCILPERSON GUTYON: -- I -- I would prefer to rank them either one or two. That's my personal preference.

CHAIRPERSON PARDO: Right. Yeah. And I agree with that. What about the rest of the council?

COUNCILPERSON MILLER: Explain that. You said rank them one or two. What do you mean, one or two?

COUNCILPERSON GUTYON: My first choice would be ranked one. My second choice would be ranked two as opposed to --

COUNCILPERSON MILLER: And we're gonna --

CHAIR PRO TEM DAVIS: We add them up.

COUNCILPERSON MILLER: -- but are we -- so we're not going to do any assigning of points at all? We're just going to say, Oh, I -- I like them so I'm just going to pick one?

CITY MANAGER JONES: Overall.

COUNCILPERSON GUTYON: Well -- well, certainly we would have our own manner about which we would determine the ranking.

CITY MANAGER JONES: Right.

COUNCILPERSON GUTYON: And we can score each if we so choose. But it's my preference that when it's revealed that I would only rank -- I mean, reveal what ranking I have. But whatever manner you --

CITY ATTORNEY RYAN: Madam Chair?

COUNCILPERSON GUTYON: -- the -- the council pick to the --

COUNCILPERSON MILLER: What objective way would we be doing this? I mean, I don't -- you know, if it comes down -- the person who we don't select, you know, object to that because of the fact that we're just kind of -- sound like we're just kind of randomly saying based on what we interpret to be the best?

CHAIRPERSON PARDO: Well, I -- my hope is that everyone read the backup.

COUNCILPERSON MILLER: Uh-huh.

CHAIRPERSON PARDO: And everyone went through the committee's report and how the committee ranked them. And you know, keep that in mind when you're listening to the presentation and when your questions are answered.

COUNCILPERSON MILLER: But I just think --

CHAIRPERSON PARDO: So, you know -- so it's overall.

COUNCILPERSON MILLER: -- do we have enough -- I just think with having some sort of concrete numbers or some sort of system to base it on, you can back that up a little better than saying, Well, I, you know -- I thought their presentation was the best so that's why I'm ranking them one. You can't quantify that.

CITY ATTORNEY RYAN: Madam Chair?

CHAIRPERSON PARDO: Right. Hold that thought. Go ahead.

CITY ATTORNEY RYAN: Okay. Just to be -- clarify -- I hope I'm clarifying -- the evaluation committee ranked them number one according to the written responses. You are not re-evaluating those written responses. Those numbers are already given to you, and that would be the 205 number and the 189 number. What the council has chosen to do is to have oral interviews. The oral interview section has a totally different point system and it is ranked on 60 points. It's 60 points. The point difference between Seven Kings and Marina Management was 16 going into the oral interviews. The -- there is a specific criteria that is set out for oral interviews that you all should be -- that's what you should be looking at in making your determination. You've been given all of the backup

materials. And I'm reading from the memo because I don't -- I don't have that one, the actual book in front of me. But the evaluation criteria for the oral interviews included communication skills, understanding of the project and responding to questions. And you were given -- they were given 60 points for that. I think that you can either assign points or you can do the ranking, because either way, because it's only a 16 -- 16-point difference -- if you're giving 60 points to someone, it is going to be the determining factor. So what you all are really doing is making a decision based upon the oral presentation that they are giving today. Because you're not going back and reweighing the point system that was in place for the documentation that was submitted. All of that, that has already occurred and most of it is objective anyway. Some of the project examples, the fee -- well, okay.

COUNCILPERSON MILLER: Don't -- Madam Attorney?

CITY ATTORNEY RYAN: Yes.

COUNCILPERSON MILLER: So the rankings that I'm looking at for Oral Presentation Phase II, were they -- the -- it looks like they were already scored on the oral presentation. We're going to do another scoring of oral presentation?

CITY ATTORNEY RYAN: That's what -- well, you -- that's -- you all are having your -- because the point system, the points were so close, you're basically having your own oral presentations, which the RFP allowed for.

CHAIRPERSON PARDO: Correct.

CITY ATTORNEY RYAN: The council can do its own interviews.

COUNCILPERSON MILLER: And so those who were on the committee, the marina director and all of these experts, they were not qualified enough to determine -- I mean, I would think they have a little more experience than I do in these areas, and so now I'm going to now override what they're saying?

CITY ATTORNEY RYAN: That is your -- you know, anything that a committee gives to council --

COUNCILPERSON MILLER: Uh-huh.

CITY ATTORNEY RYAN: -- it's always just a recommendation.

COUNCILPERSON MILLER: Of course.

CHAIRPERSON PARDO: Correct.

COUNCILPERSON MILLER: But I would -- I certainly would like to believe that what they are recommending are one of the best choices.

CITY ATTORNEY RYAN: Right.

COUNCILPERSON MILLER: And so I'm just trying to find out --

CITY ATTORNEY RYAN: And I think what the manager was saying is that usually staff would just make a recommendation.

COUNCILPERSON MILLER: Exactly. Right.

CITY ATTORNEY RYAN: But because this is such a big issue and has --

COUNCILPERSON MILLER: Uh-huh.

CITY ATTORNEY RYAN: -- such long-term implications --

COUNCILPERSON MILLER: Uh-huh.

CITY ATTORNEY RYAN: -- they felt that it might be --

COUNCILPERSON MILLER: What are the -- I know -- what other types of contracts have the council had to do this for?

CHAIRPERSON PARDO: Waste Management.

CITY MANAGER JONES: Waste Management.

CITY ATTORNEY RYAN: Well, yeah. And --

CITY MANAGER JONES: Agent of record.

CITY ATTORNEY RYAN: Yes. Agent of record.

COUNCILPERSON THOMAS: We also did it for the engineers over at the --

CITY ATTORNEY RYAN: Oh.

COUNCILPERSON THOMAS: -- Waste Management -- I mean --

CITY ATTORNEY RYAN: Utility District.

COUNCILPERSON THOMAS: -- Utilities District.

CHAIRPERSON PARDO: And we did public relations.

COUNCILPERSON MILLER: And it was done in the same format as we're doing now?

CHAIRPERSON PARDO: Yes.

COUNCILPERSON MILLER: Okay. Okay.

CHAIRPERSON PARDO: All right?

COUNCILPERSON GUTYON: And -- and Madam Chair, at -- I mean --

CHAIRPERSON PARDO: Go ahead, Mr. Guyton.

COUNCILPERSON GUTYON: -- we as council people, if we so choose to accept the staff recommendation --

CITY ATTORNEY RYAN: You could do that right now.

COUNCILPERSON GUTYON: -- we -- we are inclined to do that so if it's -- that's -- that's the desire, that's also an option. But ultimately, we as the policymakers need to decide if the company chosen has a similar vision that we have where we're going in our community. We had staff to do the minutia and all of the particulars as it relates to their qualifications so they brought these two to us, said that, These two to us are the best qualified based on the criteria we set out. Now, Council, where do you want to go as it relates to a vision for the city? And from the oral presentations, that is where I'm going to make my determination. Staff has been through all of the comparisons of their experience and what they've done and we have that information in front of us. And we can also consider that. But it's time for us now to make a decision as policymakers, where do we want to go, five of us up here? Where do we want to take our city the next 10, 15, 20 years as it relates to our marina? So -- and I'm prepared to do that.

COUNCILPERSON THOMAS: Madam Chair?

CHAIRPERSON PARDO: Yes, sir.

COUNCILPERSON THOMAS: I just want to make sure that we're on one accord on how we're going to do this evaluation. Of course, I definitely would have wanted to -- I would have requested, even if staff would have just made a determination -- I would have requested that we hear them. It's probably the most controversial project that we're going to have in this city. And I do want to make sure that we're making the -- the -- the right decision. What staff has done is going to definitely weigh very heavily on what -- what I think. But I definitely want to -- to hear them for myself. But if we're going to rank them one to 60 or whatever, and that becomes it -- is -- if that's going to be the documented way that we're going to do it or we're going to just say based on how we think that they scored, we're going to say that's the number one or that's number two. Whatever it is, whatever we write down, of course, you know, at some point I'm sure that can become public record. So I want to make sure that we're -- we're coming up with a clear way of how we're doing this. So I -- I mean, I guess that's for the board to decide. But I just want to make sure that -- that we -- that we're clear on how we're doing it. So

some board members are not ranking one through 60 and then picking that person or -- or whatever we're going to turn in. I just want to be consistent in whatever approach we're using.

CHAIRPERSON PARDO: Right. And I would think the easiest approach would be rank them either one or two and take into consideration their presentation and how they answer the questions. And I think --

COUNCILPERSON MILLER: But there's --

CHAIRPERSON PARDO: -- and also keep in mind that we did have a committee and how they ranked them, but you know, here we are. We're going to hear the presentation for ourselves.

COUNCILPERSON MILLER: Madam Chair?

CHAIRPERSON PARDO: Yeah.

COUNCILPERSON MILLER: I mean, I -- I understand what you're saying and what Mr. Guyton is saying. But I -- I still have a concern that by ranking one and two without quantifying what that one and two represents, that could pose a problem later on down the line for those who did not get to be number one. And I just think that if we're going to do that, we need to assign the numbers or --

CHAIRPERSON PARDO: Okay. Assign to --

COUNCILPERSON MILLER: -- you just need to have something quantified.

CHAIRPERSON PARDO: All right. All right. So how would you suggest we move forward with it, then?

COUNCILPERSON MILLER: I -- hey, obviously I'm asking. There's gotta be a better way than what we're suggesting right now, because I don't see -- you're saying, Well, this one is number one and this one is two.

CHAIRPERSON PARDO: Okay. All right.

COUNCILPERSON MILLER: So maybe Madam Attorney can help us on this.

CHAIRPERSON PARDO: Miss Ryan?

CITY ATTORNEY RYAN: Sure. Sure. If you'll look at page 29 of your proposed --

COUNCILPERSON GUTYON: Wait. And before you start, Madam Chair --

CHAIRPERSON PARDO: Sure. Go ahead.

COUNCILPERSON GUTYON: -- that is not what I suggested. I suggested ultimately ranking them one and two.

CHAIRPERSON PARDO: Right.

COUNCILPERSON GUTYON: And I said that we can develop our own methodology of how we get to that point. Now, what you're asking, I guess, you want all of us to agree on that procedure. But I -- my position wasn't to do it just based on the presentation without considering some of the criteria that we have listed in oral presentations. So no, it's not an arbitrary selection for me. I'm only talking for me. I have --

COUNCILPERSON MILLER: Well, do you have a ranking system that you're going to use or point system that you're going to --

COUNCILPERSON GUTYON: Personally for me --

COUNCILPERSON MILLER: -- well, can we all just be on the same page with that? I mean, can we come up with something if we don't have it? I just think I would be a little more comfortable with knowing that, you know, my 10 is your 10. I mean, they all are the same.

COUNCILPERSON GUTYON: Uh-huh.

CHAIRPERSON PARDO: All right. But -- but we don't think the same.

COUNCILPERSON MILLER: But you -- when you're -- you're trying to --

CHAIRPERSON PARDO: Miss Ryan, did you understand --

COUNCILPERSON MILLER: -- be objective, we have to make sure that a one is this, a two is this, and then that way we can go ahead and choose to -- whatever number we want to. But we need to make sure that my one is the same as your one.

CHAIRPERSON PARDO: Right.

COUNCILPERSON THOMAS: I -- Madam -- Madam Chair, Miss Ryan?

CHAIRPERSON PARDO: Hold on. Let Miss -- let Miss Ryan go.

UNIDENTIFIED SPEAKER: (Inaudible).

CHAIRPERSON PARDO: Miss Ryan, go ahead.

CITY ATTORNEY RYAN: I really wish people would stop talking in the audience. It's so rude.

CHAIRPERSON PARDO: Do we have a police officer here tonight?

CHAIR PRO TEM DAVIS: No.

CHAIRPERSON PARDO: Mr. Jones, can you have one come over, please?

CITY ATTORNEY RYAN: Okay. Points for oral interviews. If you want to go by a specific numerical point system, I would recommend using the same system that was used by the evaluation committee.

CHAIR PRO TEM DAVIS: Okay.

CITY ATTORNEY RYAN: Which can be found on page 29. It was very specific. And also the proposers are aware of this system. They had this in advance. And what it states is, "The interview evaluation focuses on the communication skills of the respondents. Do they express thoughts and ideas clearly? How does the team interact with each other? How will they interact with city staff? How effective are each of the project executives? How complete and thorough is their understanding of the project? How responsive and comprehensive are the answers to questions?" And then underneath that section they have listed three specific areas: communication skills, understanding of the project, and responses to questions. You would give a numerical value, which I guess somebody from the evaluation committee might have to help me with this. Whatever number you give you multiply it by two. And then that gives them the total points. Now --

COUNCILPERSON MILLER: What -- what page are you on? 'Cause I --

CITY ATTORNEY RYAN: -- page 29.

COUNCILPERSON MILLER: Twenty-nine?

CHAIR PRO TEM DAVIS: The interviews are right --

CITY MANAGER JONES: If you look at the RFP that was on the street --

CITY ATTORNEY RYAN: Oh, the RFP?

CITY MANAGER JONES: -- it's -- or it's up kind of in front of the project.

CITY ATTORNEY RYAN: Sorry. I thought everybody had a book.

COUNCILPERSON MILLER: We got a big book.

CHAIR PRO TEM DAVIS: Yeah, there's a couple of sections in there.

COUNCILPERSON THOMAS: What I was -- what -- what I was trying to get at -- thank you, Miss Anthony. What I was trying to get at is to -- the reason why I don't want to do it that particular way is, one, I don't know if they had the same amount of time that they had during the actual oral presentations.

COUNCILPERSON MILLER: Right.

COUNCILPERSON THOMAS: I don't know if they still had all of the visual things that -- we gave them a condensed time here. And I want -- I don't -- that would be senseless for us to just do the same thing over. If we're saying, Okay. Staff has evaluated these companies -- and let me not move my hands. I don't want to do Mr. Guyton. But staff has evaluated these companies and this is what we think. Now we want to know what you think. I don't think we ought to use the same process. That -- that just -- that doesn't make a whole lot of sense to me in doing it this -- this way. If we're saying we got two. We're saying both of them are good enough to do the job. You make the decision. And you're going to make it based off of the condensed oral presentation that we're letting them do. So I'm not saying not do it that way. I'm just saying there's other questions that need to be asked. First, are we going to have the same scoring sheet that the -- that the committee had? I would probably think not because we don't have it right now. Two, are they allotted the same amount of time that they had during the oral presentation? This was May 22nd. Has the forecast of what they thought at that time -- has it changed since they now know the financial health or wherewithal -- it's a lot of other things that you throw in there. We will basically be totally re-evaluating them, and I wouldn't feel comfortable with that. So I would -- I would say that we should find a way to come up with one and two. If that means we'll come up with some type of score to say, Okay, you get one to 10 on whatever those three categories are, and whoever has the highest gets your one and the next highest gets your two, all I wanna just make sure is that we know exactly what we're doing and the way that we're doing it before we start to render our final opinion. But doing it that way to me would seem as if it's making it a little unfair, to me.

COUNCILPERSON GUTYON: And Madam Chair?

CITY ATTORNEY RYAN: Madam -- oh, go ahead.

COUNCILPERSON GUTYON: Oh, go ahead. Go ahead.

CHAIRPERSON PARDO: Go ahead.

COUNCILPERSON GUTYON: And -- and I'm only speaking for me. What I'm looking for now is their vision for our marina.

CHAIRPERSON PARDO: Period.

COUNCILPERSON GUTYON: Where are you going? Or where you want to take this city? I mean, is it consistent with our vision? And I'm not trying to re-evaluate them

anymore now. I'm -- I -- I want to hear what creativity, what ideas they have. I mean, how they're going to embrace our community. How -- that -- that's where I am now. I mean, you know that thing about altitude? I'm -- you know, it's been down here. Now we got to make a decision. And -- and for me, that decision is, is your vision consistent with mine? Are we going to go somewhere long term, that is sustainable, or are we -- or you're suggesting something that I feel that may only be short time and beneficial to you? And that is what I'm going to be looking for in the presentation. Now, how you want to categorize that and score it, I -- it doesn't matter to me. I'm not trying to re-evaluate -- or evaluate them again.

COUNCILPERSON MILLER: Madam Chair?

COUNCILPERSON THOMAS: Let him finish.

COUNCILPERSON GUTYON: But --

COUNCILPERSON MILLER: Oh, go ahead.

CHAIRPERSON PARDO: Go ahead, Mr. Guyton.

COUNCILPERSON GUTYON: -- I want to hear a vision for this marina and how it is going to benefit the residents of this city. That's what I want to hear. Now, however you want to shape that and form it, it's up to you. But that is what I'm looking for. I'm not looking for how they can be successful and get paid. I'm looking at how we're going to benefit as a community. Thank you, Madam Chair.

CHAIRPERSON PARDO: Miss Miller?

COUNCILPERSON MILLER: Okay. So Mr. Guyton actually just proved my point, is that we will all be sitting here going off of what we feel and what we think it should be versus everyone having some sort of unified rubric to follow. And if I'm not mistaken, we are about to evaluate them, aren't we? That's why we're here. We're -- we're doing an evaluation on them, right?

CHAIRPERSON PARDO: Uh-huh.

COUNCILPERSON MILLER: Right. So we are evaluating them. And we are about to override whatever the committee recommended if we're going to sit here and redo the whole thing all over again. And, you know, knowing whether or not they -- they fit our vision -- I mean, they put in a proposal. That should have been a part of that. Now, we can sit here and say, you know, I'm -- I'm just trying to figure out where they fit in with our city, but that is not something you can back up. You can't back up why you decide to make them one or make them two because of what you think. That is why I'm asking that we have some sort of rubric that we can follow.

CHAIRPERSON PARDO: (Inaudible).

COUNCILPERSON MILLER: So that everyone is able -- Madam Chair?

CHAIRPERSON PARDO: I'm listening. Go ahead.

COUNCILPERSON MILLER: Okay. So I'm trying to make sure that we have a rubric that is consistent so that everyone votes for one because it looks like this. Or we're making it a two because it looks like this. Not because I thought this was a two or he thought that was a two. I just -- it looks like we're going to get ourselves in some trouble by sitting up here saying, Oh, well, I'm doing this based on what I feel. You can't do things based on what someone feels. We need to have some sort of quantified number that is going to stick and we can back it up as to why we decided to go one way or the other.

CHAIR PRO TEM DAVIS: Madam --

COUNCILPERSON MILLER: That is my only concern.

CHAIR PRO TEM DAVIS: Madam Chair?

CHAIRPERSON PARDO: Go ahead, sir.

CHAIR PRO TEM DAVIS: Attorney Ryan, could we use just the points for the oral interviews and focus on that as a scoring system so we all can just use this process which is on page 29?

CITY ATTORNEY RYAN: Yes.

CHAIR PRO TEM DAVIS: Which will basically satisfy both recommendations that's stated before us today? Because now --

CITY ATTORNEY RYAN: You can.

CHAIR PRO TEM DAVIS: Yeah. Because you got the communications skills, your understanding of the project and the response to the questions which will give you more of an understanding on how to score it. And I think that's something that -- 'cause that's why we -- it is because of the process, because the staff felt that both teams were so strongly qualified --

CITY ATTORNEY RYAN: Correct.

CHAIR PRO TEM DAVIS: -- and they were so close that they -- they didn't want to make a decision. They did by making one team one versus two. But what they're saying is before you move forward, would you all like to have some input? Is there something that's important to you as a governing body together? If we focus on this criteria, which is on page 29, I think that can get us both to where we are and what Councilperson Miller is asking -- requesting, as well.

COUNCILPERSON MILLER: Madam Chair?

CHAIR PRO TEM DAVIS: If I'm correct. I'm not too sure but --

COUNCILPERSON MILLER: Madam Chair?

CHAIR PRO TEM DAVIS: -- it's -- it's something that we have.

COUNCILPERSON MILLER: But on -- but on page 29 where it says Communications Skills, 0 to 10, what is the breakdown what each one of those are? Am I missing that? I mean, that would do if I knew what a one and a two and a three -- am I -- did I not read that part?

CHAIRPERSON PARDO: Well, is 10 the highest?

CITY ATTORNEY RYAN: Well, that's -- right. Ten is the highest.

CHAIR PRO TEM DAVIS: Okay.

CITY ATTORNEY RYAN: And --

COUNCILPERSON MILLER: What does that look like?

CITY ATTORNEY RYAN: -- that -- okay. That is --

COUNCILPERSON THOMAS: Check page 27.

CITY ATTORNEY RYAN: -- what it is. When you --

CHAIRPERSON PARDO: Whatever it is, it's up to you.

CITY MANAGER JONES: That's up to you.

CITY ATTORNEY RYAN: Right. When you are sitting as a -- when the committee --

COUNCILPERSON GUTYON: Twenty-seven.

COUNCILPERSON THOMAS: Yeah.

CITY ATTORNEY RYAN: What'd you say?

COUNCILPERSON THOMAS: No, I'm saying check page 27. That's where it has the breakdown.

COUNCILPERSON MILLER: Outstanding. Good. And --

CITY MANAGER JONES: No, it's on 29 for orals.

COUNCILPERSON MILLER: At the top of 27, right?

COUNCILPERSON THOMAS: That's what I was looking at.

CHAIR PRO TEM DAVIS: Yes. Yeah, that's it.

COUNCILPERSON MILLER: Fair. What is fair? What is good?

CITY ATTORNEY RYAN: See, that -- that's the thing. I mean, you -- you have to come to it with your own sense of what you think is a good response.

COUNCILPERSON MILLER: Okay. So if we -- just saying, if we have to go to court for whatever reason because of this, how would we defend our decision? Especially when I -- and maybe Mr. -- Mr. Guyton is an expert in the marina field.

COUNCILPERSON GUTYON: I'm not.

COUNCILPERSON MILLER: But I just think that those who are on the committee probably know a whole lot more about it than I do. I can't speak for everyone else.

CITY ATTORNEY RYAN: Well, not necessarily. You know, I -- your -- all of your committee members are not well-versed necessarily in the marina world. But you do come to it with your own notions based upon the -- the RFP itself as to what you're looking for. And that's why we give points on a very objective basis for certain things. But at some point, you know, you're the decision maker. You have to make a decision based on your own life experiences. And a court will not second-guess your judgment in these matters. That's how these things have -- have broken down. This is a very specific RFP and you have very specific answers. The point system is very detailed. You're not going back and -- and re-evaluating the written answers. It's only because -- and they've cut off all of the other people. You only have one and two. And what the --

CHAIRPERSON PARDO: Right. And also page --

CITY ATTORNEY RYAN: -- the committee --

CHAIRPERSON PARDO: -- 26, right? If you go through --

COUNCILPERSON MILLER: I did go through it.

CHAIRPERSON PARDO: -- the document -- okay. So then you'll see on page 26. It shows you --

CITY MANAGER JONES: What outstanding is.

CHAIRPERSON PARDO: -- what outstanding means. It shows you what excellent means, good, fair, inadequate. You know, it's all --

COUNCILPERSON MILLER: Okay. We're --

CHAIRPERSON PARDO: -- it's all there.

COUNCILPERSON MILLER: Okay.

COUNCILPERSON GUTYON: Madam Chair? And -- and let me just say this, too.

CHAIRPERSON PARDO: No. Let me just say something. You know, at every council meeting we have to make a decision on things, on engineering things.

COUNCILPERSON MILLER: I don't -- point of order. I don't need an explanation from you --

CHAIRPERSON PARDO: And I don't think there is anyone --

COUNCILPERSON MILLER: -- of how I need to do my job.

CHAIRPERSON PARDO: No. I'm -- I'm not saying it's to you.

COUNCILPERSON MILLER: We're not going to go there. Okay.

CHAIRPERSON PARDO: I'm saying it to the camera. Okay?

COUNCILPERSON MILLER: They -- they didn't ask that.

CHAIRPERSON PARDO: We make a decision on engineering, on finance, on all kinds of things. Water. Okay? And I don't think anyone up here is an engineer. And it's just part of being an elected official.

COUNCILPERSON MILLER: Madam Chair, I don't -- you know, I don't have a problem with that. It's just that I know that we don't do this -- this procedure for everything that comes across. So one, I did have a concern as to why are we having to do it for this one. You gave me an answer on that one. So now I am saying that because it is such a major contract, I would want to make sure that everyone that is making a decision knows what they're doing, very well-versed in it, so that we don't have to come back months later and have to defend our decision. I don't have a problem with making a hard decision. But I want to make sure that I know what I'm doing and I'm getting the best advice before I do that. So we can -- we can proceed with however it is that you all feel is necessary. But I do want it to be on record that I just think that with us getting this not -- we're sitting here discussing this now trying to figure out how we're going to vote for something or how we're going to judge them. And I just -- it -- it clearly states we don't really -- we probably shouldn't be doing this. But if that's what we're going to do, that's

fine. You say we've done it three or four times but we don't do this for everything that comes across.

COUNCILPERSON GUTYON: Madam Chair?

CITY MANAGER JONES: We talked to the IG.

CITY ATTORNEY RYAN: I can't find it.

CHAIRPERSON PARDO: I know. Right. We did get a letter from the IG. The IG is aware that we're going through this process.

COUNCILPERSON MILLER: I saw the e-mail. I saw the e-mail.

CHAIRPERSON PARDO: Mr. Guyton?

COUNCILPERSON GUTYON: Yes, thank you. And -- and let me -- and -- and I agree that there are some people who work for the City who may have more expertise in a certain area and certainly their input needs -- need to be respected and considered. And let me say this: I think that should be applied in everything. Not just in this decision. When staff has a position, sometimes we as staff members -- I mean, we as council members and even council member assistants, they disagree and object. They don't say, Well, staff has this expertise and we should listen to them. There's a whole litany of questions that are submitted to our staff, in my opinion, looking for a gotcha moment. But this is no different now. When we as council people were elected, we had or should have had a vision for our community. Now that staff has done the minutia for me, it's time for me to determine whether one or two has a vision that I can support. There will always be a level of subjectivity in our decision making. It's incorporated into this process. From congressman to state reps to county commissioners to down here on the ground. There is a level of subjectivity and what vision do you as elected officials that represent your constituents, what vision do you have for your community? We're not going to have a quantified system for everything. And again, I say if this is going to be applied that we need to respect staff's opinion, let's do that on all of the issues. There are a lot of issues that we disagree with. And -- and -- and -- and we'll voice that disagreement. But now it's -- staff is the experts and I agree.

COUNCILPERSON MILLER: Point of order. Don't -- don't -- don't go there.

COUNCILPERSON GUTYON: But -- well, wait, wait, wait. I -- I never --

COUNCILPERSON MILLER: Don't play games. Can we get back on task?

COUNCILPERSON GUTYON: Wait, wait. Councilwoman Miller.

COUNCILPERSON MILLER: Can we get back on task, please?

COUNCILPERSON GUTYON: I never interrupt you. I never said --

COUNCILPERSON MILLER: Can we please get back on task?

COUNCILPERSON GUTYON: -- a -- a point of order. I have never done that to you.

COUNCILPERSON MILLER: Can we get back to the task, please?

COUNCILPERSON GUTYON: You do it to me all the time.

CHAIRPERSON PARDO: All right. Listen. So we've been sitting here trying to decide how we're going to move forward with this for the past 40 minutes. So would someone make a motion on how they would like to proceed? I am fine with the ranking of one and two. Using my own -- my personal ranking. We could do that or we can use page 29. So would someone like a -- to make a motion on how we can move forward so we can move forward so we're not here until 11:00 tonight?

COUNCILPERSON GUTYON: Madam Chair, I move that each council person establish their own criteria by which they want to rank one and two.

CHAIRPERSON PARDO: Is there a second?

COUNCILPERSON THOMAS: Second.

CHAIRPERSON PARDO: All right. Any discussion?

CHAIR PRO TEM DAVIS: Uh-uh.

CITY ATTORNEY RYAN: Madam Chair, just for the record.

CHAIRPERSON PARDO: Yes, ma'am.

CITY ATTORNEY RYAN: You are using the criteria that's set forth but you are ranking it. You do not have to award with points. So instead of awarding with points, you are going to award by doing a ranking of one or two.

COUNCILPERSON GUTYON: That's correct. That's correct.

CHAIRPERSON PARDO: Okay.

CHAIR PRO TEM DAVIS: Madam Chair?

CHAIRPERSON PARDO: Yes, Mr. Davis?

CHAIR PRO TEM DAVIS: Councilman Guyton, I would like you to -- before I got a chance to get a motion on the floor, I'd like you to consider maybe amending that motion

or a substitute motion for -- to use just the page 29 for the points for oral interviews so we can just have something to go on.

COUNCILPERSON GUTYON: And I think in my motion it indicated that we can use whatever criteria we so choose, to include page 29, 27, 31.

CHAIR PRO TEM DAVIS: So submit that --

COUNCILPERSON GUTYON: If that's what we respectively --

CHAIRPERSON PARDO: Right.

COUNCILPERSON GUTYON: -- wish to use. So I'm not -- I -- I --

CHAIR PRO TEM DAVIS: So submit that with the evaluation. Is that what you -- is that what your motion says?

COUNCILPERSON GUTYON: No, that's not my -- what my motion said. I said that we individually determine our own criteria based on what we already have. We're not disregarding what we already have. They've already done the rankings for us. It's time for us to make a policy decision. And that's -- that's where I am now. I'm not trying to go back and everything doesn't have to be quantified and, you know -- but this happens when there's -- there's a movement trying to go in a certain --

COUNCILPERSON MILLER: Point of order. Can we please get back --

COUNCILPERSON GUTYON: Why are you always interrupting me?

CHAIRPERSON PARDO: Yeah, really.

COUNCILPERSON MILLER: Because he's going -- you know he's -- you know that he's going somewhere else with this.

CHAIRPERSON PARDO: All right. So there's a motion and a second on the table. Let's take the vote.

CHAIR PRO TEM DAVIS: Madam -- Madam Chair, really quick. Councilman Guyton --

CHAIRPERSON PARDO: Quick.

CHAIR PRO TEM DAVIS: -- I understand where you're going. But when Councilwoman Miller was asking you a question that we have some type of system that we use and score together, and I thought as a recommendation that everyone has discussed earlier that even considering using the oral interviews on page 29 as a scoring mechanism to make the decision, that's only something that's not going overboard. But everyone has

stated even in the conversation that they'd be willing to consider supporting something of that magnitude.

COUNCILPERSON GUTYON: To me that's going back and re-evaluating and doing what our committee has already done. If you want to do that, you can do it. I'm not saying you can't.

CHAIRPERSON PARDO: Just don't vote it.

COUNCILPERSON GUTYON: Yeah. I --

CHAIRPERSON PARDO: Okay. So there's a motion and a second. Madam Clerk?

CITY CLERK ANTHONY: Councilperson Thomas?

COUNCILPERSON THOMAS: Yes.

CITY CLERK ANTHONY: Councilperson Miller?

COUNCILPERSON MILLER: No.

CITY CLERK ANTHONY: Councilperson Guyton?

COUNCILPERSON GUTYON: Yes.

CITY CLERK ANTHONY: Pro Tem Davis?

CHAIR PRO TEM DAVIS: No.

CITY CLERK ANTHONY: Chair Pardo?

CHAIRPERSON PARDO: Yes.

CITY CLERK ANTHONY: That motion is approved with Councilpersons Davis and Miller dissenting.

CHAIRPERSON PARDO: Thank you. Okay. So how do you -- who do we have first?

CITY MANAGER JONES: We were doing alphabetical order. That's the easiest way to determine the first one, which would be the Loggerhead Corporation.

CHAIR PRO TEM DAVIS: Madam Chair?

CHAIRPERSON PARDO: Yes, sir.

CHAIR PRO TEM DAVIS: We haven't -- did we make a decision on were we going to wait to question them? How are we going to question one group with the other group being present or to keep them from having any --

CHAIRPERSON PARDO: We're -- no, we were going to write down your questions and then after both have made their presentations, then we'll start asking questions.

CHAIR PRO TEM DAVIS: But the team that's second place, we don't want -- or the second team that's interviewing, that they'll listen to the questions like stated before, Councilman Thomas.

CHAIRPERSON PARDO: Right.

CHAIR PRO TEM DAVIS: We don't want to put them at an advantage.

CHAIRPERSON PARDO: Well, it's going to be --

CITY ATTORNEY RYAN: Save your questions till the end.

CHAIRPERSON PARDO: Right. It's going to be --

CHAIR PRO TEM DAVIS: At the end. But the -- but if -- but if I'm second --

CHAIRPERSON PARDO: Exactly. It's going to be at the end.

CHAIR PRO TEM DAVIS: So we can ask both groups the same question so --

CHAIRPERSON PARDO: You can ask them --

CHAIR PRO TEM DAVIS: Oh, okay.

CHAIRPERSON PARDO: Sure. You can ask them the question. You're not giving -- you're not telling them how you're going to rank until all the questions are asked.

CHAIR PRO TEM DAVIS: Okay. All right.

CHAIRPERSON PARDO: So, you know, they're really not gonna know how to move forward.

COUNCILPERSON THOMAS: I --

CHAIRPERSON PARDO: How you are moving forward. Go ahead.

COUNCILPERSON THOMAS: Were there any -- was there -- were there any concerned -- concerns about who was going first since we're doing it in this manner? If it was and

staff just made a decision to go alphabetical, I'd just rather you flip a coin than to do it like that. But was there any concern about that?

CITY MANAGER JONES: No. It was just the easiest way was to do it alphabetical.

COUNCILPERSON THOMAS: Okay. Well, let's -- let's --

CITY MANAGER JONES: But we can ask for them in any order you desire.

CHAIRPERSON PARDO: Like me to flip a coin? Who has a coin?

CITY ATTORNEY RYAN: Wow.

CHAIRPERSON PARDO: Let's just -- let's just do it so (inaudible).

CITY ATTORNEY RYAN: I have one. You should have taken it for your -- here you go. Miss Pardo?

CHAIRPERSON PARDO: See, I don't have my monthly (inaudible).

CITY ATTORNEY RYAN: It's a quarter.

CHAIRPERSON PARDO: Okay.

COUNCILPERSON THOMAS: Is it a two-sided quarter? Okay. Just make sure. Making sure. No, just joking.

CHAIRPERSON PARDO: Okay. Loggerhead, what would you like?

COUNCILPERSON THOMAS: Who is Loggerhead?

RAYMOND GRAZIOTTO: Heads.

CHAIRPERSON PARDO: Heads? You've got tails. Right. Ready?

COUNCILPERSON THOMAS: Heads can pick.

CHAIRPERSON PARDO: Heads.

COUNCILPERSON THOMAS: You can pick. I mean, Madam Chair, I would like for them to be able to pick.

CHAIRPERSON PARDO: Who?

COUNCILPERSON THOMAS: He won the toss. He gets to select.

CHAIRPERSON PARDO: Right.

RAYMOND GRAZIOTTO: First or second, huh? We're going to go second. I think that was how it was put out on the agenda so --

COUNCILPERSON THOMAS: Okay.

RAYMOND GRAZIOTTO: -- that (inaudible).

CHAIRPERSON PARDO: Fine. Okay.

CITY ATTORNEY RYAN: Very good.

CHAIRPERSON PARDO: So we will have Marina Management come up and do the presentation.

PAMELA LENDZION: Thank you.

CHAIRPERSON PARDO: Thank you.

DENNIS KISSMAN: Thank you, Madam Chairman.

CHAIRPERSON PARDO: Good evening, sir.

DENNIS KISSMAN: Good evening. My name's Dennis Kissman and my -- let me see if I can get this presentation up here. Somebody want to give me a little hand here in which --

COUNCILPERSON THOMAS: Madam Chair?

CHAIRPERSON PARDO: Yes, sir.

DENNIS KISSMAN: It's on this here.

COUNCILPERSON THOMAS: Sir, would you just repeat your name again, please?

CHAIRPERSON PARDO: Dennis Kissman.

DENNIS KISSMAN: Dennis Kissman.

COUNCILPERSON THOMAS: Kissman.

DENNIS KISSMAN: No, not Logger. The other one.

DEPUTY CITY MANAGER JONES: Right here?

1. PRESENTATION TO THE CITY COUNCIL FROM THE TOP TWO (2) PROPOSERS FOR MARINA MANAGEMENT SERVICES.

DENNIS KISSMAN: That's it. Marina Management Consolidated is a -- is a presentation of two companies combined. And what we've done here is -- and we'll get into the details of it -- we're both really third-party management companies. We're not owners. We're operators and consultants. So what I'd like to do is to start here a little bit if I can. The two companies are MarineTec Management, which is Pamela Lenzion, and Marina Management Services, which is myself, Dennis Kissman.

CHAIRPERSON PARDO: Uh-huh.

DENNIS KISSMAN: And what we've done here is to put together a group that we feel would be the best for the City to provide the best service possible. What we've done here -- there's two areas of responsibility. So we've identified those areas of responsibility. Basically MarineTec is the hands-on operation. Marina Management Services is the behind-the-scenes and the control side of it. In both companies we've done all of our -- okay. I'm sorry. In both companies we've done all of the -- the total services, but we felt for this situation here, to give the City the best results, is that we would divide those services and work together. We have worked together on another project so it's not something new that we've done and it's been very successful. Now, one of the reasons why you would want to hire our company. There's seven of them that we have here. The accountability, the -- we'll go through each one of these -- continuity of the operations, the cost savings, the industry knowledge that we bring, no hidden agendas, professionalism and the staffing resources. And I want to go through each one of those just briefly. When we do -- when we take and manage a property, we're looking at all aspects of that property, whether it's the handling of cash or down to the cleaning of restrooms and everything in between. And being a third-party management company, we do have a fiduciary responsibility to our client. In this case it's the City. The continuity of operations. What we do, we -- we've been in this business for a long time. And I'll get into that a little bit. And we have industry-accepted policies, practices and procedures. And these -- these have stood the test of time in this industry. And you'll see a little bit here that we have a combination of 55 years of experience in doing this between the two of us -- or between the two companies. There's a cost savings involved with us, because what we're able to do is to bring to the table the skills that we have and the systems that we can bring to the table from other operations, from our experience and the background, to best suit the Riviera Beach property, your marina. Again, the industry knowledge, as I said before. We have a combined 55 years of consulting and management experience. We bring a wealth of industry -- or a wealth of knowledge to the marina as far as management goes. We're involved with a number of outside operations which -- or organizations in that that bring the vast knowledge of the industry that would be applied to this situation here. Being a third-party management company, we have no hidden agendas. The one objective is only to improve your marina. And as we said is, there's no two marinas that are exactly alike. And so what -- a management company to be successful has to adapt to what the situation is at that property. And bring to the table their background, their knowledge of the industry, and make -- apply to

the specific situation which is here at your marina. We take pride in the professionalism that we have, being again, a third-party management company today. We stand on the reputation of -- of what we've done through the years. Both of us have staffing resources. We administer the payroll. We -- related functions, we do all of the reporting, the different plans and that that would be involved here. And the standards that we employ are -- it's through our independent staffing companies. So we would be employing the people at the marina. So how does this management program work? Well, there's six proven ways. And if you're -- if I -- if I can get a drink?

CHAIRPERSON PARDO: Go right ahead.

DENNIS KISSMAN: And these six -- these six ways of how the program works is not necessarily their -- they apply to all industries. But what we have been able to do through the years of the knowledge is how do we take and apply them specifically to the marina industry and specifically to your marina? And those are -- those six key components are the communications, the financial controls, the marketing, the operations, the personnel training and the risk management. And again, just briefly I'd like to present those to you. Communication is probably one of the -- the most important things that we have here. We've got to establish the -- the channels of communication. And we do this by assigning a person responsible to the marina and that becomes a primary contact. We also take and -- and with the different disciplines that we have, there may be an individual at the marina that would -- would be contacting or talking to somebody that would be another person there. But there's one primary person that is assigned to the operation. And the -- in this case here it would be Miss Lenzion. And the success of our whole program is the daily communication. It's not something that we go away. We're here. Not necessarily on site every day but we're a phone call away, an e-mail away, a text message away 24/7. The way we look at the financial controls of the property is that they're the scorekeeper. They're the ones that take and -- and monitor what's happening in the operation. The financial controls that we put in place, we don't run the marina based on financial controls. They're the scorekeeper, as I said. We take and analyze the information; business decisions are made on that information. And that's how we take and determine or -- or follow through what the earnings and -- and that are in -- going forward. In the marketing programs, we -- we take and develop a marketing program that is site-specific. And that's the driving force that drives people to the marina. And that's how we increase the profitability through the marketing programs that would be developed, Taking into account all of the amenities and the things that we have at the marina. Under the operations management, we have the operating efficiencies. We -- we -- we utilize sound practice -- policies, practices and procedures. And how I'd like to define those is that the policy is the general policy of how the property would be run. These policies are also with the owner, in this case the City, that we would get these approved, decide upon what we would do. The practices that we would put in is why we do them. And then the procedures is specifically how you do them. It's all documented. So it's something that can be followed. In the personnel training, we recognize that in a marina business you're in a service business. And that level of service that the marina provides to its customers is in direct relation to the competency of the on-site staff. That's probably one of the most important things that we do: We

promote and train, trying to do it with qualified local people. We know that bringing somebody in from the outside is not necessarily the best way to do it. We -- we take and try to create career paths for the local people. We build that basically on making a community -- what do I want to say? Really a community operating the marina. On the risk management, risk management, what we do here, we identify and assess and prioritize the risks that are there, both in the facility, but also as they're staff-related. Staff sometimes, without the proper training, without proper background in that, can create risks. So we look at both sides, both the infrastructure, as well as the staff. And our philosophy is to -- we only have one objective, and that's improving your customer acceptance and the profitability of the marina. We're not owners. We're operators. So what I'd like to do -- that's our last one, but what I'd like to do here is to bring up a slide that we had before. I think we're going to hold questions, are we, for the -- till the end?

CHAIRPERSON PARDO: Yeah. We're going to hold the questions until the end after Loggerhead makes their presentation. And then we will have you back up.

PAMELA LENDZION: And I'd -- I'd like to address the question of the --

CHAIRPERSON PARDO: Sure. Please state your name for the record.

PAMELA LENDZION: My name is Pamela Lenzion and I'm partnered with Dennis Kissman for Marinas Consolidated.

CHAIRPERSON PARDO: Okay.

PAMELA LENDZION: But I would like to address the -- the question of vision. The -- that -- that -- that is the sole reason why I first got involved with the marina a couple of years ago when it was first being built. I'm the chairman of the Marine Industry Training and Education Council. I'm the director of the -- the American Boat Builders and Repairers Association. I teach leadership skills at the International Marina Institute. So I've been around for a while. And my interest is really in bringing up communities around the water and the marina business.

I really think there's an incredible opportunity here. I came here years and years ago on a boat from the Caribbean. I got off. I went out on the street and I was told, "Don't walk out there. It's not safe." Well, I've walked out there on that street just fine since then. I've seen what the community can be. And I know that there's a lot of people in this community that are not going to own the big boats that are going to come in here. But boy, oh, boy, can they have good jobs and career paths that will give them a great deal of joy over their lives. They can bring up their kids on the water. They can go fishing. They can get in a dinghy and enjoy the waterfront community. A marina needs to be the center of the community. Look what you're putting into it. My goodness. You've got this big waterfront development that's coming up. You've got the slips. And you'll have these big boats, some of them nobody's ever seen anything like them before. But they offer some tremendous opportunity for jobs and career paths. I've worked with the Workforce Development Board here as one of the many in the state that I've worked with. So I know what programs they have for OJT. The veterans that can be employed here.

There's many, many opportunities that you may not even know about to bring people into this industry. And I think that's where my excitement lies, is to see what -- what we can do here. It's going to be based on what your vision is, not mine. And I don't know exactly what your vision is but I'd like to hear about it if we're -- if we're involved. So that's -- that's my spiel on vision.

CHAIRPERSON PARDO: Thank you.

DENNIS KISSMAN: Thank you, Pam. So I think at this time we'll -- that'll be the presentation until later.

CHAIRPERSON PARDO: Right. Okay. Well, thank you, sir.

DENNIS KISSMAN: Uh-huh.

CHAIRPERSON PARDO: Okay. All right. So he'll do it again?

CITY MANAGER JONES: Uh-huh.

RAYMOND GRAZIOTTO: Madam Chair?

CHAIRPERSON PARDO: Good evening, sir.

RAYMOND GRAZIOTTO: Are you ready?

CHAIRPERSON PARDO: Yes.

RAYMOND GRAZIOTTO: Madam Chair, members of the commission, thanks so much for allowing us to -- to be here. Frankly it was a really nice group of people that we were competing against, and I want to thank the committee that ranked everybody, because they were very diligent in their process. I'd also like to thank the City --

CHAIRPERSON PARDO: Can you state your name for the record, please?

RAYMOND GRAZIOTTO: I'm sorry. Raymond Graziotto, president of Loggerhead Marina. I'd also like to thank the City. We came to Riviera Beach in 1999 and bought a piece of property that we developed. And I was told by many of my colleagues that I should not do it; that you shouldn't build anything west of Singer Island; that the City of Riviera Beach can't get anything done. And frankly, they were all wrong. I was making a list this morning of all of your accomplishments over the recent years. And while it's been a stumble with -- in terms of redevelopment, I think you should all pat yourselves on the back as so many of you I've -- I've seen for a long time. But the Ocean Mall, the Publix, our development, the Boys & Girls Club. The whole redevelopment on U.S. 1, you should be very proud of this, and certainly this marina is really the most exciting thing that we've seen in a long time. And being neighbors and heavily invested in your community, we certainly want to see it succeed, and we'd like to take and have the

opportunity to help you. I want to make it very clear that there's some misunderstanding about us being, you know, a big company and being owners. We're taking this -- this -- this opportunity as being your manager very seriously. And we're not looking at it in -- in any other light. We want to be the manager of your marina. And the reason we want to be the manager of your marina is we think we lend a unique perspective and have a very deep, deep pool of talent that will help you unlock your vision. We don't have the vision in terms of what it is you want. But we want to sit with you hand in hand and figure it out together. And frankly, we'll talk a little bit about that and some of the things we've done. But going forward, should you select us and should we be the -- the folks that you want to try to get a contract with, one of the most important things in that agreement is how we're going to reach common goals and objectives and we can execute. So here's us. We -- we have 12 facilities around the State of Florida. We happen to be the largest marina owner in the state. I think that kind of speaks for itself. When we started in business in 1995 in this space, we had been in other businesses, the apartment business, the hotel business. And when we bought our first marina, it was not as a marina. We bought it because we wanted to develop the upland into an apartment community. And when we looked around, we found plenty of consultants that would try to, you know, help us. But when we scratched the surface a little bit in terms of their expertise, they certainly knew the business. But what we couldn't find and what we didn't see is a -- is a lot of depth in terms of everything else behind the scenes. The policy manuals. The accounting systems. The depth of resources in -- in terms of human talent. So over the years since 1995, as we've acquired facility after facility and -- and kind of become a leading -- a leader in the industry, we've built a -- a corporate team of folks that help us get the job done. And so in addition to the staff that we would hire and train or retrain or embrace that are already existing here in Riviera Beach, we -- we have some kind of unique things. We have a fellow who's the Director of Development, Ken sitting here with us tonight. Ken's an expert in government. He happens to know more about laws and more about DEP and Army Corps of Engineers and -- and how development works than anybody I've ever met. He's been with me going on 20 -- 15, 20 years. A long time. Linda Searles, Vice President of Operations, is here. She's been with me 20 years. We have a CFO that's been with me 20 years. Our controller, Patricia, has been with us a long time. We also have a -- a marketing department. Marin's here with us tonight. And so, you know -- so while we market certainly our brand, the trick here will be to try to figure out what it is you want with regard to our brand. We're not -- we're -- we know this is the City of Riviera Beach Marina. We -- we don't want to take that from you. We would never think of taking it from you. But what we think is because we have a very loud voice in the community, we could touch through social media and through all of our partnerships -- we can -- we can -- we can put Riviera Beach Marina on the map, and we can make sure that we get as many of our 3,000 customers to put their eyes on us and to come here and eat and to come here and maybe spend the night or to -- or to give the citizens of Riviera Beach some business while they're in town. We also have a fellow who's our corporate safety coordinator. His job is doing nothing but being out in the field at all of our facilities to check after our staff, to make sure that the facilities are properly maintained, to make sure that we're following best practices in terms of fire safety and all the rest of it. And we also have a full-time lady, Andre [phonetic], who -- who her job is

training. We have a training facility right here in Jupiter. If you look here, Loggerhead Riviera Beach is right in the middle. The other dot is Jupiter. I made it here in 20 minutes. That's where we all are housed. So to the extent you need anything, you'll have my number. You'll have all of our e-mail addresses. Frankly, we look to work through the team -- the -- the guy on the field -- in the field, meaning the harbor master. But to the extent any of you aren't getting satisfaction or have a question or need something, we're literally a very short drive away. The other person I failed to mention is Tyson. We -- we -- I always forget the lawyers because they have a purpose. But -- but Tyson's an expert in all things marina. So what does that do? Well, if Miss Ryan needs to help us create a contract, guess what? Tyson's an expert in marina so he can help make sure that that's correct. So members. We talked -- talk in terms of our customers as members. We like to treat them as members. We like to treat them as something special. We do newsletters. We have once -- once you're a customer of ours for five years we give you five-year status, which means you get special privileges when you're in our facilities. And again, we're not mandating any of this on you. This is what we do. And we think we can lend some of these ideas and some of these concepts so that people want to come here and people want to come here in their big boats and people want to come here on their sailboats and people want to come here and eat and dine and benefit from all of the fantastic facilities that you are providing. The other thing I want to mention is we understand that the marina has to integrate itself with the upland, right? You know, we can be the best marina managers in the world. We can have the best staff on the water in the world. But the reality of it is, if that's not working in conjunction with the amphitheater, if it's not working in conjunction with Newcomb Hall, if there's a wedding and the bride and groom want to have a boat at the dock and they want to sail over to Peanut Island to do something or someplace else, that coordination is paramount. And -- and we understand that and we get it. And we know that that's going to be a big job because it's going to change over and over and over again until the green market's done and everything's completed, which is going to be a several-year-old process. Some of the other things that we do that we think will benefit Riviera Beach and the -- and the -- and the effort at hand is we're very, very big proponents of partnerships in the community. Some of the names you may know here. The Florida Fishing Academy is a fabulous local organization. Their job is to get kids out on the water. Right? So we think that that is extremely important to boating, the future of boating, the future of -- of expanding the customer base in boating. Kids that -- that don't have exposure or haven't been able to benefit from the water, this is a great way for them to start getting educated on all things from clean oceans and -- and -- and all of the critters that swim in it, as well as it allows the -- the -- the children of our community to actually, you know, see what it's all about, right? You're -- you're not going to become a boater. You're not going to get interested in marina jobs, even, if you don't have -- if you don't dig it, right, if you don't -- if there's not some reason to do it, right? So if you've never fished on a boat, if you've never gone diving, if you've never been out in the water and enjoyed boating, you're not likely going to rush to Ray Graziotto and Loggerhead for a job. It's just -- it's just not the -- that's -- that's not the way it works. But we think by supporting these kind of communities, by -- we're the largest donor to the Loggerhead Marina Life Center, which is in Juno Beach. We have 300,000 people that go through that place every year. It's free. We -- we're a Title 1 bus destination for kids to -- to learn about

turtles and learn about clean oceans and learn about responsible fishing. And we take all of those things very seriously. We're obviously heavily invested in the marine associations themselves. I was the past president of the local Marine Industries Association of Palm Beach County. That's important because we have -- that organization has money and puts it to work here in our local communities. The Riviera Beach Maritime Academy, if you all may know, is right here in our back yard. It's an organization that we've sponsored over the years and think that they do a really good job and -- and hopefully educate some people that will stay involved in our industry. Before I -- I turn it over to Ken, which he's going to talk briefly about how -- what we see as the next steps, I did want -- I want to point out a couple of things in terms of how we're -- how we're viewing this opportunity, because it's a little different than what we normally do, right? If I own an asset, I'm driven by profit and profit only. We want to -- we want to squeeze every dollar to the bottom line that we can. We may be good stewards of the environment along the way. Certainly we take that as -- into consideration. But what we really want to do is to make sure we maximize profit. As I see it -- and again, this is your decision, not our decision -- is at the end of the day, profit is one component of what should be important to a municipal marina. But the other thing that should be important to the -- to -- to the municipal marina is what is it going to do for the community? Where are the places that we can help the community, whether that's as simple as making sure that we provide cooperation for events, whether that's job training, whether that's figuring out a way to allow some youth group to come in and enjoy the facility, whether that means discounted dockage to the -- the -- the fishing academy because they can't really afford full dockage. So we would be coming to you and saying, Hey, we think these guys do great thing -- they -- things. They do great things for the -- for the kids in Riviera Beach. You know, would you consider -- do you think it -- like we do, that it might be beneficial for the community to give them a different rate than some -- somebody else? The other view that we have of things is, is the juice work -- worth the squeeze, meaning there's a lot of people that are going to be trying to take advantage of this beautiful marina that you have, right? There's dive boats. There's fishing boats. There's the -- the -- the large vessels that certainly will provide opportunity for money to be spent here. But as we've been evaluating the marina -- and it's -- I don't want to disparage anybody. I don't know what has or hasn't been done. But our view of things would be to be very clear about what your goals and objectives are, what you rank first, second and third in terms of the currency of this asset. Is it strictly profit or is it something else? And if it's something else, we'd like to identify those as we go through this management contract negotiation, and we'd like to set forth an understanding so that we can come back with a real plan based on -- on those goals and objectives in terms of what it is that your vision is and what you want to see. Because we don't think it's just about profit. We think it's certainly about making sure this community asset is a draw for the community and everybody outside of the community to come in and spend -- and spend money. But to do it in a way that pays back to the citizens of Riviera Beach, because at the end of the day, it's the citizens' asset, not anybody else's. So with that, I'll turn it over to Ken and we'll wrap it up soon.

KEN BLAIR: For the record, Ken Blair with Loggerhead Marina. I'll try and make this short since I know we're on time. I only have a couple of slides anyway. Basically I just

want to talk about two things going forward. The first slide I'm going to show you here -- let me find where the buttons are here -- this is a slide that represents kind of the three different areas that we perceive going forward. Right now we're in the first one, which is the selection process, which culminates ultimately in the council's decision as to who it should be. Assuming that we were the successful part -- folks who accomplished that, but in any case, whoever it is going forward, that doesn't mean the work is done. There's this interim period between where you've been granted the opportunity to manage this marina and you have to work closely with the City and staff in this interim period before actual turnover to establish a range of things on here. I've shown some of them just in broad brushstrokes here. Interesting that the -- the theme that keeps coming through tonight, both from us, as well as the other folks, is one of the first things is understanding what is the City's vision, what do they want? And everything kind of flows from there. So that's top on the list. Obviously this was prepared before tonight's discussion so obviously we think it's important. And then going from there, there's various tasks within the operations, the administrative area and other site-related items that we can establish. Then once at that point -- and we'd be up against a time frame 'cause obviously the City would want to turn it over as quickly as possible -- we, in turn, would like to start management in a clear concise way as quickly as possible. And then once that is done, then you get into the whole management process where as Ray had mentioned earlier, we have training. We have marketing implementation during that interim turnover. We can find out the extent of what it is the City wants, how they want to be involved in the marketing, those types of things. This I put together just kind of quickly to show what I envisioned where the several different areas, if you will, of personnel that are going to be involved in this. The -- the yellow/beige -- I'm not sure how it's coming out on your screen -- that's the City of Riviera Beach. That's you all and the City at Large, as well as whoever the City -- I assume they're going to appoint someone as kind of the point person or the contact who, in turn, can come back to the City, the appropriate department for any answers that might be needed. As Ray described earlier, the upper kind of right-hand side area up in here, those are the Loggerhead personnel that are available if needed and when needed to supplement and answer any questions that you might have, any issues that may come up and to work with the town staff, as Ray mentioned earlier. Perhaps it's Miss Ryan or if it's something with the clerk or whoever it is. The folks down here are the customer. Obviously I was afraid what colors would look like on screen so you just got the same color. And then the site personnel that are over here, the on-staff people. And traditionally what you want to try and do is you want to have the customer deal with the people that are the front-line people: the harbor master, the assistant harbor master, the dock hands, all those people. So they're the front-line people that are out there and doing what it is to make a pleasurable experience for the marina patrons. And then on an as-needed basis -- again, everything rises to where it needs to go to -- the other corporate staff, Linda Searles, Ray -- you all have his -- will have his number, if you don't already. Reach out for him and bring in the people that are necessary when they're necessary. So having said that, I tried to keep it compressed, I will turn it back over to Ray again.

CHAIRPERSON PARDO: Okay. You have about a minute.

RAYMOND GRAZIOTTO: That's fine. No.

CHAIRPERSON PARDO: Okay.

RAYMOND GRAZIOTTO: We're -- we're essentially done. We've just highlighted the things that we've already said. I want to emphasize that we're right here in -- in -- not only invested. My partner lives on Singer Island. I live in Jupiter but our corporate offices are in Jupiter and we're -- we're very close to town. So we -- we've already made investments in the city. We're the largest marina owner. I won't get into all the details of -- of what and why that is, but it speaks for itself. We're very strong in the environment and industry groups, and we think we'll do a great job for you if you'll have us. And we'd like to field any questions, I guess, or I don't know if you want us to go first or --

CHAIRPERSON PARDO: I think at this point what we should do is every council person ask their questions and it'll either be to you or the other company or to both. Okay? So with that --

KEN BLAIR: Go ahead.

CHAIRPERSON PARDO: All right. All right.

KEN BLAIR: I'm just closing it out.

CHAIRPERSON PARDO: Okay. So who would like to go first?

COUNCILPERSON THOMAS: I'll go.

CHAIRPERSON PARDO: Okay. Mr. Thomas.

COUNCILPERSON THOMAS: I would like to speak with the Marina Management Consolidated first, please. And then may be alternating but -- a couple of things that you said in your presentation that kind of struck me with some concern, and I just want to give you the opportunity to clear that up. Back where it said Financial Controls in your presentation. You actually said that you don't really operate based on the financial controls. That's just sort of like a scorekeeper. Can you just elaborate on that a little bit more?

DENNIS KISSMAN: Yes, I -- I can. The scorekeeper, what we're saying in just -- in a few short words there, is when we refer to it as a scorekeeper, the financial is not driving how the business is done. The scorekeeper is reporting as far as how the business is doing, and from that you make decisions on running the business to improve or to change or whatever it is.

COUNCILPERSON THOMAS: Okay. So yeah, you pretty much are saying the same thing you said before.

DENNIS KISSMAN: And that --

PAMELA LENDZION: For -- for instance --

COUNCILPERSON THOMAS: Okay.

PAMELA LENDZION: -- because I handle the operations so I'll try to translate it --

COUNCILPERSON THOMAS: Okay.

PAMELA LENDZION: -- into the operational speak.

COUNCILPERSON THOMAS: Please do.

PAMELA LENDZION: For instance, payroll.

COUNCILPERSON THOMAS: Uh-huh.

PAMELA LENDZION: Or marketing or -- or any of the other facets of the marina, we look at what -- where they are in terms of month to month. We have certain percentages we try to stay within in terms of payroll. We're looking at how expenses change, how cash moves, how inventory is controlled. So all of that, we can see on a financial statement. It's not that we don't have our gut instincts and -- and have a good sense of what's happening. But -- but the -- the real -- the real information comes from the reporting. And that reporting has to be absolutely accurate. I mean, all the information has to come from that marina to the back office so that we have a good financial report and that we can make decisions based on some of that financial reporting. And you need to be able to see it, and we need to be able to explain to you what the variations are from a budget, so to speak.

COUNCILPERSON THOMAS: Okay.

PAMELA LENDZION: So -- so it really is an operational tool. When Dennis says a scorekeeper, it's not -- it's -- it's happening in the back office. It's happening -- it's taking the information from the marina. It goes to the back office and then that's put together so that we can see it.

COUNCILPERSON THOMAS: Okay.

PAMELA LENDZION: I think that's the way he meant. It's kind of the end; it's not the beginning. But it is what you use to know where you are.

COUNCILPERSON THOMAS: I get it. I get it. Thank you. Let me ask a question to Seven Kings Management. You go by Seven Kings or you want to go by Loggerhead Marina?

RAYMOND GRAZIOTTO: It doesn't matter. Seven Kings is the corporate owner and name and Loggerhead's our trade name. So either -- either way. We'll answer to either.

COUNCILPERSON THOMAS: Okay. In your slide presentation, you represented that you had 12 other marinas?

RAYMOND GRAZIOTTO: Yes.

COUNCILPERSON THOMAS: And you said that you owned them?

RAYMOND GRAZIOTTO: No. We -- we own most of them. There's two that we manage for others.

COUNCILPERSON THOMAS: Okay. I heard you say owned. That's what I was trying to correct.

RAYMOND GRAZIOTTO: Yeah. No, there's -- there's others that we manage and we typically are picky about who we'll manage for. It's -- as you might understand, it takes -- it takes as much resource to manage as it does to manage for your own business. And so we do it for clients that are typically banks. This opportunity is just too good for us to -- to pass up on because it's just -- you know, we're here. We're invested here. And what the future of what this could be is a game-changer in terms of -- in terms of the City of Riviera Beach. I totally believe that.

COUNCILPERSON THOMAS: Okay. Yeah. And -- and I obviously agree with you. It is a great opportunity to pass up [sic]. But let me ask you this. You right now, obviously, seeing that the name is on the building -- do you own the Marina Grand or do you manage it?

RAYMOND GRAZIOTTO: We -- we own the marina at Marina Grand.

COUNCILPERSON THOMAS: Uh-huh.

RAYMOND GRAZIOTTO: We were the master developers of the entire site and sold and partnered with a condo developer. That's not something that we're -- high-rise in particular that we're not an expert in. And so we partnered with another group and they were the ones that actually built and sold the units.

COUNCILPERSON THOMAS: Okay. So right now you currently own the marina?

RAYMOND GRAZIOTTO: Yes, sir.

COUNCILPERSON THOMAS: Now, if you owned the marina at Marina Grand, and you will be managing our marina --

RAYMOND GRAZIOTTO: Yeah.

COUNCILPERSON THOMAS: -- what gives you the -- the enthusiasm to be able to manage ours at the level that we would want top notch? Ours is public.

RAYMOND GRAZIOTTO: Uh-huh.

COUNCILPERSON THOMAS: Yours is obviously private. You own that one. You'll be managing this one. So how do I know --

RAYMOND GRAZIOTTO: That's a -- that's a --

COUNCILPERSON THOMAS: Hold on. Let me --

RAYMOND GRAZIOTTO: -- excellent question.

COUNCILPERSON THOMAS: -- let me just finish it, though, just so you understand exactly where I'm going. I'm not trying to talk about your integrity because I don't know you. Okay? So I'm not trying to insult your integrity. But how -- what would make me as a -- as a board member here, as a responsible person that makes the decisions for this city, say, Let's let our competitor -- 'cause that's exactly who you are right now -- come and manage, you know, our marina where we're trying to make sure that it continues to grow, and we want it to be a much better marina than Loggerhead, of course, 'cause that's what we would want. How do I know that? How -- you know, what --

RAYMOND GRAZIOTTO: Sure.

COUNCILPERSON THOMAS: -- what would give me some level of comfort saying, Okay. I'll let our competitors come in here and manage ours?

RAYMOND GRAZIOTTO: Uh-huh. That's an excellent question. So the -- the facility that we have here in Riviera Beach is a dry-stack facility. We don't store any boats in the water. So from the get go, the customers that we have there are actually going to be accretive to your deal, not my deal, because -- because -- what I mean by that is we have several folks in there that store their boat inside. They charge -- we charge them up to 22, \$2,500 a month in rent. They're very affluent, by and large. We have smaller boaters in there, as well. But when they go in the water, they're always looking for something to do. And so what we found across the brand is one of the things that we're really good at is talking about our facilities, all of them. Right? And in -- in this particular instance, you would be more correct if it was a wet-slip facility. Yeah, there could be an issue there. But because it's a dry-stack facility, what we envision, in fact, is just the opposite where we'll be able to tell all of our 300 customers over there about what's happening at the City of Riviera Beach Marina this weekend, that there's a concert going on, that there's -- that we'll be able to partner with the restaurants, perhaps, and come up with a marketing scheme to want them to come to your marina and spend money and -- and enjoy all of the amenities and -- and the vision, the green market and everything else that you're building.

COUNCILPERSON THOMAS: And how would you be able to do that? Because we were in the dry-stack business for a while and we got out of that. And I'm just making an assumption that a percentage of those that were in our dry stack are probably now between you and Old Port Cove or wherever else. And that was all good 'cause we can't do that. But if you're going to get the -- the monthly fees that you get for the dry stack, more people can use the dry stack than the wet slips. A different type of clientele can use the dry stacks versus the wet slips. How does the partnership work in other -- to benefit the City other than you saying, Okay. Now we'll have a chance to have wet slips and a dry stack? I'm looking for the benefit that you're going to help provide to the -- to the City.

RAYMOND GRAZIOTTO: Yeah. No, I -- I -- let me try to explain it again. So we will help market the Riviera Beach facility as it's -- however we decide together. Right? Whether you want to use the Loggerhead brand or -- or be affiliated with the Loggerhead brand, that's typically how we've done it with management arrangements, so it's not a Loggerhead facility; it's managed by Loggerhead or affiliated with Loggerhead. That -- that's probably something that -- that we'll -- that we'll discuss later, assuming we're selected. So the -- the -- the marketing and development of -- of marketing for the City facility is unique to the City facility. What I'm saying is because we talk to our customers, all of them, right? So we'll be talking to customers in St. Pete. We'll be talking to customers in Fort Lauderdale. We'd be talking to customers in Jupiter. We'll be talking to customers in, uh, north of here in Daytona Beach, right? And when we talk to them, one of the things that will be logical for us to talk about is, Come to Palm Beach County. Because right now, the -- you know, there's not really any fabulous marina that's going to have anything close to what you're having. So we can say, Please come to Riviera Beach. It's great. You know, maybe they'll do reciprocal dockage with us along the way, but then they're going to end up in your facility and spending money there, which ultimately, I think, benefits you.

COUNCILPERSON THOMAS: Okay. Let's move on to -- to a -- to a few other questions. We have employees that are there.

RAYMOND GRAZIOTTO: Yeah.

COUNCILPERSON THOMAS: I saw on your -- your -- your corporate chart or whatever, your organizational chart, that you kind of just had them near the bottom. I -- I guess because you have all of your people near the top. And I know that's not reflective of how they'll be treated. I'm -- I wouldn't even dare make that mistake. I'm sure you wouldn't do that. But how do you plan on dealing with those employees? Do you plan on keep them in -- keeping them and paying the -- the -- the retirements and everything that they're currently enjoying right now? What -- what's your -- what will be your -- your business model on how you would treat -- let me not say treat. How you would absorb these particular employees to your current plan?

RAYMOND GRAZIOTTO: Right. So we'd do it the same way we do with any -- with any new business that we -- that we are involved with. The first thing that we do is bring them on as -- as employees of Seven Kings. So instead of whatever package they have at the City of Riviera Beach, we would -- we would offer them a similar package with -- with, you know, whatever benefits we have. I mean, we're going to -- we can't match apples to apples, the City benefits. But we have our own benefits package which is far exceeding any similar companies in our space in terms of what we're able to offer, having nearly 300 employees. But then there's an evaluation period. Right? So likely we'd take everybody on -- and in fact, I think the RFP requires that we take everybody on as an employee of Seven Kings. We would certainly do that. Because we don't know any of them. You don't know me. I certainly don't know the people working over there. And we'd spend the first 90 days evaluating them and seeing if they're in the right seat on the bus, is there a better way to put them on -- put them in another seat on the bus if they're not right; if they're -- if they're excelling and need promoted, we'll consider that. If they're -- if they're -- if they need trained, we'll consider that. I mean, everything's kind of on the table. Just as we would with any person that we would hire anywhere.

COUNCILPERSON THOMAS: I -- I get it. Let me -- let me ask this company. I'm sorry. I'm going to bounce back, just so I don't miss too much. Marina Management Consolidated?

PAMELA LENDZION: Yes.

COUNCILPERSON THOMAS: Can you -- can you answer that same -- that last question?

PAMELA LENDZION: About the -- how -- whether we would hire the people that are on?

COUNCILPERSON THOMAS: Well, you would have to but I'm just saying how would you go forth with the relationship in terms of those employees?

PAMELA LENDZION: Well -- well, I think that probably human nature is when there's a change, people are going to be a little nervous and a little afraid. So I would assume in the beginning there's some kinks to work out and that we'd have to get to know each other and we'd have to really do some talking. And as we got to know those people we -- I think probably we'd reach a mutual decision if someone didn't want to stay on. That's usually the way that it works. But we'd have to get to know every single individual. I don't know, you know, if you've got young people and old people and -- and what the mix is. But we -- we work with them and we --

COUNCILPERSON THOMAS: How many employees do you have?

PAMELA LENDZION: We only have -- we don't have 300. We have 20 at the most.

COUNCILPERSON THOMAS: How -- how do we know that you're financial strong enough to be able to absorb our employees and keep them employed?

PAMELA LENDZION: Well, what -- what -- our business is a little different than Mr. Graziano's [sic] business. Our business, we -- as a third-party management company, sometimes we're the employer. Sometimes the people are the -- are employed by the people that we manage the marina for. So when I say that, the people that we employ now are usually because the facility is owned by banks, maybe Wells Fargo, for one. We've got a couple of other banks that we've worked for. We do a lot of short-term management in the consulting arena for banks and financial institutions and investment funds. So our -- it's a -- a little different model.

COUNCILPERSON THOMAS: So you say you have a model that will have the employees --

PAMELA LENDZION: Work for us.

COUNCILPERSON THOMAS: -- be retained?

PAMELA LENDZION: We -- yes. We have a -- we have a staffing company and they work for us.

COUNCILPERSON THOMAS: Okay. But hold on. Let me just -- let me just get the question out. I know we're kind of rapid firing here but I just want to -- for my own thought process: Do you have a model where the employees are retained with the agency?

PAMELA LENDZION: Yes.

COUNCILPERSON THOMAS: With this agency. So if we went with you --

PAMELA LENDZION: No, no, no. We -- no, we -- we have our own staffing company and we will be employing the people that work in Riviera Beach Marina. That's what's required just like with our banking customers and that's what we do. I'm just telling you that's not always the case with our management. But this is what it is here and -- and your people will be employed by us. They will receive the benefits that our people receive. And in some cases because we're small, the benefits may not be as great and we make that up with -- with an increased pay.

COUNCILPERSON THOMAS: Okay. All right. Thank you. Let me ask this other company another question, please. Loggerhead Marina. When -- take your time, man. I know we're asking a lot of questions. We -- we -- we probably should have provided you with some water, huh? Yeah. Dealing with a community such as Riviera Beach, the one that I've been born and raised in, how do I ensure that your vision and your policy directions will encompass this community and not just people that are coming? We do want them to come from other places and spend their money and leave it here. But also

we want the people who are here to be able to enjoy the marina. I'm not sure that we do a lot of that other than the -- the Newcomb -- Newcomb Hall or whatever. But how -- you know, how would I be able to ensure that you would be having policy decisions and directions that encompass that?

RAYMOND GRAZIOTTO: Simply put, you -- you're our boss. You know, so as we negotiate the agreement, I presume anything and everything with regard to how you want us to manage the facility will be part of the discussions.

COUNCILPERSON THOMAS: Okay. So you're open to ongoing policy direction from the City?

RAYMOND GRAZIOTTO: I -- well, I think it would be something that's -- that's settled early, 'cause we wouldn't want the -- the -- the rules of engagement to change every week. But rest assured that we see the only way for success between -- because look, the -- the -- the marina is only going to be as good for us and for you as the cooperation between the marina and the City and the CRA and all those businesses that you develop adjacent to the project. Otherwise, you know, it's -- it's nice. I mean, it's brand new. It's really well-built. The water's blue and Peanut Island's there and it's close to the inlet. But the -- the vision we see is a -- is a -- you know, I hate the word world-class 'cause it's so overused. But -- but something that does not exist in our marketplace. It doesn't exist anywhere near here. And I think it's a -- it's a -- it's -- it's a game-changer. It's a game-changer for the City.

COUNCILPERSON THOMAS: I -- I -- I get it. You -- you're preaching to the choir on what you believe and what we believe. We believe exactly what you're saying. What I'm trying to do is ensure that we're able to sustain that for the residents that are here and not have our world-class marina just be a place for other people to come and visit. I'm looking for what some of your ideas and visions are about being able to incorporate some of the residents that are here. I heard the other company say that they kind of specialize in training and specialize in -- in taking things to the next level and even introducing some things to us that we may not know as far as employment opportunities and those things. I'm kind of trying to hear where you are with it.

RAYMOND GRAZIOTTO: Well, first of all, I don't think there's any doubt that we're capable of taking any talent that exists and giving them an opportunity to be trained. Like, I've got a full-time person that does nothing else. We've got a training facility in Jupiter. I mean, it is core to what we do to be successful. So we would certainly integrate that into the -- into the -- into the facility here as we do with the rest of the facilities. The other interesting thing I think about us, because we are fairly deep-rooted in this particular area is I would love -- and again, I didn't want to go there because it's really your choice, not mine, but I would love to see us in -- invite the Marine Life Center folks to participate in helping -- whether it's simply activities here, meaning introduction to the environment in terms of clean oceans, clean water -- I mean, like, again, just a little bit north of here we do it every day with -- it's a volunteer network. It's a not-for-profit organization that I'm heavily involved with. I'm on that board and was the former chair

there, as well. And I'd love to have those folks come down here and spend some time, because the key -- I think the part of what you're looking for as a -- as -- as the caretakers and -- and -- and managers of this community is, you know, how are we going to allow people to come down here who may not have a ton of money but they want to do something. They want to be introduced to the water. They want to have a chance to have a fishing pole in their hand. They want to be able to take -- be taken out on a boat. How do we -- how do we give those experiences and get people excited about being in Riviera Beach and coming down and -- and wanting to be -- to participate in this town center, which is what it'll be. And I think by having activities that are affordable to everybody -- you're going to have the expensive things. You're going to have the -- the -- the -- you know, the guy that can afford a hundred-foot boat and we'll take care of him, too. But the other thing that I think we can offer is programming. Whether it's the fishing clubs -- and -- and -- but again, it's something you have to buy on -- on because --

COUNCILPERSON THOMAS: I -- I understand you on that, sir.

RAYMOND GRAZIOTTO: -- because we may be reducing rent for them.

COUNCILPERSON THOMAS: I understand you. And both of you have answered questions to my comfort level with the exception of the employment opportunity directly. So I just want to make sure that I understand that. And then I'll leave you both alone to let my colleagues have some deliberation. You're going to retain our employees but you only have to retain them for 90 days?

RAYMOND GRAZIOTTO: Well, you'd only want us to retain them as long as we -- look, everybody deserves the fairest shot of all. They deserve to be retrained if they're not properly trained. They're -- they're -- they deserve to have goals set in front of them that are clear and understandable. We will work with them as we would anybody, our own employees that we take over at every facility that we have. And we want them to be successful, because if they're not successful, we're not going to be successful. But at the end of --

COUNCILPERSON THOMAS: I get it. I just want to make sure --

RAYMOND GRAZIOTTO: -- but at the end of the --

COUNCILPERSON THOMAS: -- that I'm understanding exactly what you're saying, 'cause I don't want you to come in and in 90 days, the people who live in this city are out of a job.

RAYMOND GRAZIOTTO: That's not going to happen.

COUNCILPERSON THOMAS: That's what I want to make sure.

RAYMOND GRAZIOTTO: That's -- that's not -- that's not -- what we're saying is the -- the folks will be evaluated and we want them to succeed, period.

COUNCILPERSON THOMAS: Okay.

RAYMOND GRAZIOTTO: Now, I can't -- you know, I can't -- I can't predict the future in terms of will there be a change. I hope not. Is it possible? Certainly. That's not our objective, for sure.

COUNCILPERSON THOMAS: Okay. Let me just ask you the same question, ma'am.

PAMELA LENDZION: Yes, sir.

COUNCILPERSON THOMAS: I just want to make sure I understand the employee part of this. You're going to retain the employees?

PAMELA LENDZION: Uh-huh.

COUNCILPERSON THOMAS: And you're going to evaluate them, but there's no real commitment to keep them long term?

PAMELA LENDZION: There's definitely a commitment. There's always a commitment to a person that has a job. And I mean, there are some real opportunities here. There -- there's apprenticeship money available in this -- in this area, in this state and in this -- in this county where -- that -- that will pay for half of a person's wages if they're training. So I mean, we can probably, with what's available in this community, bring on other -- more people and have a greater staff than we would otherwise.

COUNCILPERSON THOMAS: Okay.

PAMELA LENDZION: To bring people on. So --

COUNCILPERSON THOMAS: Okay. Thank you. Thank you.

CHAIRPERSON PARDO: Hey, ma'am, why don't you stay up there? I have some questions for you.

PAMELA LENDZION: Yes.

CHAIRPERSON PARDO: Can you tell me how you go about collecting accounts in arrears?

PAMELA LENDZION: First of all, you don't let them get that far in arrears. I mean, you'll -- you -- if you'll have them -- one of the hard parts going into any marina are the boats that don't have working engines and the accounts that people haven't paid for a very long time. So I mean, working with that person where they are, you can't get, you

know, blood out of a stone. So -- so having to set payment plans up. Chances are, if that person's not paying for their slip, their boat probably isn't -- is not in good repair, either, which could be a danger to your marina. So working with all of that sort of thing and -- and -- and getting the boat to move out of the marina if it's a danger to other boats is another issue. So there's a lot of those issues all of the time when you take over a marina. And you just, one by one, have to deal with them.

CHAIRPERSON PARDO: Okay. Do you have --

DENNIS KISSMAN: May I?

CHAIRPERSON PARDO: -- yeah, go ahead.

DENNIS KISSMAN: I'd like to just add to that. And that's one of the -- when we talked about the accounting being the scorekeeper. One of the things that we have found through the years in managing a number of marinas on and off is that there's a pattern to how people pay. Now, it -- it's very interesting because not every -- it may be due on the 1st, but because of other commitments or -- or how they receive pay or that, that their normal day that they pay is on the 5th or the 8th or the 10th or whatever it is. But we track that. That's one of the things that we do in our system. And the way that you keep someone from getting behind, once you know what their pattern is of payment, then you take and you -- you look at that and when that changes, that's when you get on to it right away to figure out what is wrong. You make the contact with these people. You just don't wait. So again, just because something may be due on a certain day, you understand that customer -- you understand your customer. You understand what their pattern is, what their needs are.

CHAIRPERSON PARDO: So how long do you wait?

DENNIS KISSMAN: No, as soon as you see a change in their payment pattern.

CHAIRPERSON PARDO: Okay.

DENNIS KISSMAN: You ask the question, What's going on?

CHAIRPERSON PARDO: Uh-huh. Okay. Thank you. Seven Kings?

RAYMOND GRAZIOTTO: Same question?

CHAIRPERSON PARDO: Please.

RAYMOND GRAZIOTTO: So we have several things that are -- that are policy and implemented in our best practices. One is that we walk our facilities every day and we make sure that we do a slip check. It's all a very rigorous process that's implemented and -- and conducted, every marina exactly the same. One of the things that'll tell us is

where everybody is, 'cause sometimes what happens is people leave and they just are gone.

CHAIRPERSON PARDO: In the middle of the night. Uh-huh.

RAYMOND GRAZIOTTO: Right. Before that, though, and -- and I think the -- the missing engine thing was a good thing. We're very selective or try to be selective as to what you allow to sail into the facility. And what I mean by that is the thing has to be running. It has to be a vessel that you're -- that you want to do business with. And the reason for that is what we found is if you're very proactive -- so we -- our policy is very simple. If you go -- if you're -- if you're late, we start calling you. And when I say late, that means if you're not paid by the 10th, we start calling you. If -- if you -- if you're not responsive, if you don't come up with a plan and if you're not communicating with us by the 30th, we start taking formal action. By the time you're 60 days into the process, if -- if -- if you -- if -- if -- if that happens, we seize the boat and we begin the process of -- of -- of taking the boat to judicial sale and that's what we do to collect. We don't -- we don't ever wait. They're -- they're either communicating with us, meaning we know that they're paying a little bit or they had, you know, some financial issue, which we certainly understand happens from time to time. But if they've gone silent on us, if they're -- if they're not communicating with us at all, we take immediate and forceful action because in our experience, if you don't do that, you're just going to get -- you're going to end up with the short end of the stick.

CHAIRPERSON PARDO: Okay. So I'll keep you up here for the next question.

RAYMOND GRAZIOTTO: Yeah.

CHAIRPERSON PARDO: Repair replacement and maintenance of the marina is very, very important, especially since we accepted millions of dollars in grant money. All right? And with the FIND grant it -- it clearly states that a percentage needs to go into a fund. You know, we have a new marina right now but, you know, it could be maintained a little better. Can you tell me what you do in your facilities, how you go about maintaining, how often you pressure clean and -- and things like that?

RAYMOND GRAZIOTTO: Sure. Okay. So one set of -- of criteria that we manage -- and again, this is done by somebody that's not on site. And it's purposely done by somebody that's not on site. The on-site people have their daily, weekly, monthly, semi-annually, quarterly, annually -- annual duties. Those are all outline -- outlined and -- and prescribed in policy manuals that we've written for our business.

CHAIRPERSON PARDO: Uh-huh.

RAYMOND GRAZIOTTO: So the on-site team, they're in charge of generally making sure the place is clean, making sure the place is picked up, making sure the trash is emptied, so forth, and so on. They're the ones that are going to know first if the meter pedestal has gone bad and some outlet needs to be replaced. And we -- and we

generally set up a system where there's maintenance guys available to them so that we can get those things repaired right away. I think what you're talking about is taking things to the next level. We have a safety coordinator, safety and compliance coordinator, and his job is to roam the facilities. And he's an independent set of eyes. So he's not on the -- he's not on the job. He's not there to beat up the people that are there. He's there to help them. So his job is to make sure that the fire extinguishers are in compliance, to make sure that the hoses, if there's hoses for -- for -- for the fire apparatus, that those have been inspected and are in -- and are -- and are in good shape. Making sure that the fuel system and so forth has been properly maintained, which is a very rigorous process, right? And then beyond that, we schedule a capital replacement assessment within our team. So that -- that's a group of several people that'll visit each of the facilities and in a prescribed way in advance look at the current condition of the facility, look at things that might be coming up and trying to plan from the -- plan for those on a budgetary basis, because the worst thing in the world is to get surprised. These facilities are notorious for taking a lot of abuse. I mean, they're in the elements. The docks move up and down. I mean --

CHAIRPERSON PARDO: Just trying to get some of the big boats in there, right.

RAYMOND GRAZIOTTO: -- you know, people bang into them. Part of it is staying proactive to make sure that if somebody does do damage to you, that you're on it so that they're paying for it or their insurance company's paying for it and that the -- the -- the owner of the facility is not taking the -- the -- the responsibility. But we lay out in a very prescribed way --

CHAIRPERSON PARDO: Uh-huh.

RAYMOND GRAZIOTTO: -- those things and build them into our budget so that -- so that you're not shocked.

CHAIRPERSON PARDO: So the guy that rotates, you know, marina to marina --

RAYMOND GRAZIOTTO: Yeah, Tom Sheppard.

CHAIRPERSON PARDO: Okay. You know, does he go to the marinas each month or, you know, is there a schedule?

RAYMOND GRAZIOTTO: Yeah. He -- it's a -- it's a -- it's a rigorous schedule that --

CHAIRPERSON PARDO: Okay.

RAYMOND GRAZIOTTO: -- that he keeps and then he reports to corporate, as well as copying the field so that the field knows what's going on. But we know what's going on. That way if we needed to intervene, we can.

CHAIRPERSON PARDO: Okay.

RAYMOND GRAZIOTTO: And then -- and we often do.

CHAIRPERSON PARDO: Okay. All right. Mr. Kissman or --

DENNIS KISSMAN: She'll probably do it.

CHAIRPERSON PARDO: All right. Sure.

PAMELA LENDZION: Yeah.

CHAIRPERSON PARDO: Okay, ma'am.

PAMELA LENDZION: In both of our experience, and -- and mine more recently, I -- I've -- I've designed and built quite a few marinas. And the -- and the maintenance of them is something that I know well from the building. But we always have a preventative maintenance plan. So we -- that's specific to each marina. So we know what that is. We have daily, like -- like Ray was saying, we have daily, weekly, monthly audits on -- on the facility. We don't have someone that -- that comes around. I'm the one that knows the marina and will know the marina in and out. We'll likely call the dock builder. We'll have the dock builder come in and work with the staff, because this is another opportunity for the people in the community, the people that are working for us, to learn about the marina. They'll learn about dock building, to learn about dock maintenance. And so that -- and so that's one of the things: We'll -- we'll -- we'll use this as a learning opportunity, as well. Then it's up to -- to myself and to Dennis to make sure that all of the things that they have learned are happening on a regular basis. And that's -- that's lists. We do daily dock walks. We do them. They walk around with a tool belt so they can tighten the screws that are coming out and that sort of a thing. So that's how we handle it. And Dennis may have --

CHAIRPERSON PARDO: Okay.

DENNIS KISSMAN: I would like to go back just for a second here. Again, when we talked about accounting being a scorekeeper. Yeah, I'm a very numbers-oriented person. And one of the things that we do at all the marinas and a problem that you have at marinas a lot is water leakage. Excess water, because a lot of times if it's out on the dock, you don't know that it's leaking. There's no visible sign. One of the things that we do, we track all utility bills, whether it's electricity, water or any other utility that you have. And we look at a pattern and we -- we look at the usage, particularly on water. And when that usage changes and it's not in correlation with the volume of occupancy at that marina, it raises a red flag. We may not know where it is but we know there's a problem. And that's what we do. Then we go out to the facility, pass that information along to who's ever out there and we start searching. Typically in a marina, they've got -- and particularly in water, they've got more than one meter. Okay? So you can sort of isolate it where it is. But again, water is a real issue at a marina because a lot of times you cannot see that there's a leak. And you can only tell from the bill.

CHAIRPERSON PARDO: All right. Thank you. Just so you know, you both are aware of where I'm coming from: I am looking for the Riviera Beach Marina to be a first-class marina. And we've worked very hard to get the close to \$17 million to rebuild that marina. And you know, when I talk about first-class marina, I just want to make sure that it's -- the marina is pressure cleaned at least once a week. Okay? So we don't have fish guts and everything else on the docks, that the lock boxes aren't rusted and, you know, everything is taken care of there. You know, we have a couple of very large boats right now over at the marina that are just killing some of the docks. So you know, things like that. So I want to make sure that whoever we choose, they are on top of the maintenance. Because we have commitments to these federal agencies that gave us the -- the funds. And you know, if we don't keep that marina in pristine condition, then we are just a run-of-the-mill marina. All right? Okay. I just have two other questions. All right. So Loggerhead, you spoke about employees, that you would take our employees and, you know, I guess give them 90 days or whatever. I did read in the backup that what you guys usually do -- and not necessarily our employees -- but what you do is you hire them and then they go through a week's training, right? At your facility. And they take a test.

RAYMOND GRAZIOTTO: Yeah.

CHAIRPERSON PARDO: And then if they take a test, then you -- you place them wherever. And I would assume that they're on probation for a certain amount of time. Now, are you planning on doing that with our employees, also? Would you take them to your facility, train them in the Loggerhead way, you know?

RAYMOND GRAZIOTTO: Okay.

CHAIRPERSON PARDO: What's the plan with that?

RAYMOND GRAZIOTTO: Exactly right. Now, not all of them come to the training facility.

CHAIRPERSON PARDO: Uh-huh.

RAYMOND GRAZIOTTO: It depends on the position.

CHAIRPERSON PARDO: Okay.

RAYMOND GRAZIOTTO: Typically the -- the -- the -- the higher the rank of the job, the more the need to be there 'cause it's a lot of computer training. It's a lot of systems stuff. A lot of the stuff then is distilled down in the field, meaning that a lot of the training then happens in the field. So depending on the position, that's exactly what would happen.

CHAIRPERSON PARDO: Okay. And then the customer service in your little training -- in the training class, do you teach them, you know, what real customer service is or are they taught that at the marina?

RAYMOND GRAZIOTTO: Both. We're dogmatic about it. In fact, if you can't get that, that's -- that's the -- that's the --

CHAIRPERSON PARDO: That's it.

RAYMOND GRAZIOTTO: -- that's like the biggest -- you know, I'll take anybody with a good attitude and the willingness to want to learn and to understand that we're here to serve the customer, whoever that customer is. That's -- that's paramount to the success of the -- of the facility.

CHAIRPERSON PARDO: Okay. And then what would happen if say we have -- it's a holiday weekend. And we're supposed to have eight people working the marina. And five of them call in sick.

RAYMOND GRAZIOTTO: Yeah.

CHAIRPERSON PARDO: What would you do?

RAYMOND GRAZIOTTO: Well, you know, been there, done that. The -- the -- the -- the nice thing about the -- the brand is in Palm Beach County in particular, is we have a lot of employees here. So -- and it wouldn't just be for that, which is a real scenario, right?

CHAIRPERSON PARDO: Sure. Absolutely.

RAYMOND GRAZIOTTO: It's a holiday weekend. Somebody calls in sick. There's a flu bug. Something's happening.

CHAIRPERSON PARDO: Right.

RAYMOND GRAZIOTTO: We can pull from other facilities. And since they're all trained the same way, they can generally jump in. Now every facility's a little bit different so that's not perfect perfect but it's certainly better than not having anybody. The other thing that I see here in particular is there are going to be events, right? There's going to be a need from time to time, I believe, as the amphitheater gets done, is somebody's having a wedding -- wedding at Newcomb Hall and they want to do something interesting. I -- I've got a whole bunch of questions related to security in terms of events and how the water side, you know -- we've got ideas of how that would be protected.

CHAIRPERSON PARDO: Sure.

RAYMOND GRAZIOTTO: But I mean, there's going to be people, you know, just really wanting to get into whatever's going on. And that -- some of that's going to be you -- you

want it to happen and some of it's going to definitely need to be controlled. But the good news about -- about having a little bit bigger footprint is we can push and pull from other places. So if we're having an event in Riviera Beach on a Friday night and we need to have an extra five people come in, we can do that. And we can -- we can pull from elsewhere to make it happen.

CHAIRPERSON PARDO: Okay. Thank you.

RAYMOND GRAZIOTTO: Sure.

CHAIRPERSON PARDO: Okay. Marine Management, you want to talk about training and then --

PAMELA LENDZION: Yes.

CHAIRPERSON PARDO: -- the question about --

PAMELA LENDZION: Well, in term -- in terms of training, the way that -- the way that we handle training is first off, everyone gets a job description. And everyone needs to agree to that job description. They need to sign it. They need to know what -- what it's -- what -- what that job entails. And that'll be adjusted based on -- on -- on who we have there a bit, based on their skills. But there is a job to be done. And -- and it is clearly defined. We need that agreement. That person needs to know that it's an important job. They're part of a team. They need to be held accountable so that they know their work matters. And there's a whole process for bringing people in and helping them understand what their job is, honing their skills over time. I mean, I train people all of the time. I'm -- I'm a -- I teach at the International Marina Institute. I teach marina managers. I focus on leadership skills and I think everyone can be a leader in their own right. So we'd have our own -- we don't have a -- a canned training program because every facility --

CHAIRPERSON PARDO: Is different.

PAMELA LENDZION: -- is different. But we do have job descriptions that will be specifically written for this facility and people will have to agree to them. If they don't want to do that job, we can give them an option of doing another. But that's the way -- that's the way we work with the training. And we have a particular philosophy about customer service. We believe that it's -- that it has to be proactive. It has to be based on respect and it has to stop at -- start at the top.

CHAIRPERSON PARDO: Uh-huh. Okay.

PAMELA LENDZION: So that that -- that -- that the -- we're actually -- people are shown respect. They're not -- they -- they -- they -- they learn by being shown. So they have to be shown from the top down what that respect means. "How can I help?" is -- is -- is a --

is a term that I hope we'll eventually hear coming from everyone's mouth, from the employer to the employee, to each other, to the vendors. So it's a philosophy. And it -- it is -- it is proactive service, but it's a little different method of -- of getting there. But -- and everyone knows that if your employees are happy, your customers are happy.

CHAIRPERSON PARDO: Okay. Correct. So what happens if it's a holiday weekend; you have eight employees and five call in sick?

PAMELA LENDZION: Well, I can do the job of two.

CHAIRPERSON PARDO: Okay.

PAMELA LENDZION: I've got a 110 captain's license and I can do quite a bit. And we - - we could -- we could fill in for five. We couldn't fill in for 10, but we could fill in for five. We've got -- Dennis's office is here. Certified marina managers work in his office and do a number of jobs. I have a -- a young man that's also in training. And we could fill in. But hopefully you're thinking ahead so that when that -- when -- when that -- that holiday comes, your team is ready to be a team. Even if they're sick. And they're ready to go out there on that holiday. So that just takes some prepping. And it takes prepping starting ahead of time.

CHAIRPERSON PARDO: And you said the office is where? It was --

PAMELA LENDZION: Dennis's --

CHAIRPERSON PARDO: -- did I (inaudible) Boca?

PAMELA LENDZION: -- Dennis's -- our office, our local office is in Boca Raton.

CHAIRPERSON PARDO: Okay. All right. Thank you. All right. I saw Mr. Guyton?

COUNCILPERSON GUTYON: Thank you, Madam Chair.

CHAIRPERSON PARDO: Thank you, both.

COUNCILPERSON GUTYON: And all of my questions are for both of the applicants. And let me first say my vision for that marina is for it to become a regional destination point where people will pass other marinas to come to Riviera Beach. Because it's run so efficiently and the activities that we have there are those that they would like to participate in. I'm not going to try to micromanage and tell you how to get it there. But that's what my vision is. To make that marina a regional destination point where people come from the south and the north just to dock at Riviera Beach Marina, because it's so unique and they can't find anything like it in the region. That's my vision. And -- and again, I leave it to the experts to make that happen. My question -- and we all have a concern about our employees. My first question -- and I'd like to ask that you limit your response to one to two minutes so that we're not here long. I don't have that many

questions, but we have another session tonight that we need to get to and we also have other colleagues who may have other questions. My first question is how do you hire your employees for your marina and would you be adverse to giving local residents preference? That's a question for both of you.

RAYMOND GRAZIOTTO: I think we use the traditional method in terms of broadcasting, widely casting a wide net to try to get as many possible applicants as -- as we can. We use all of the online sources that we can. We put ads in the paper. We put ads in -- in Sounding (Inaudible). It's an online publication. And other -- other ways to get as many people interested in the work as possible. As it relates to your second question, I absolutely have no problem giving preference to residents of the City of Riviera Beach. I think it's incumbent upon any municipal facility to do that and we'd have no problem doing it.

COUNCILPERSON GUTYON: Thank you very much. CMMT?

PAMELA LENDZION: I think Dennis said in -- in one of the slides that we always try to focus on the local residents and add value to their lives, as well. But the -- the -- the training, what we're -- where we would go to find people first -- and this is -- this is an -- you have an unusual workforce investment board here. It's not the same all over the state but it -- this workforce investment board actually has -- has three women that have been hired to focus on the marine industry. So there's -- so I'm hopeful and trust that they would be of great help and assistance in hiring anyone. And I -- and they've got a good resource. There's a number of people that -- that they have listed and they have a strong veterans department, as well.

COUNCILPERSON GUTYON: Okay.

PAMELA LENDZION: So that's where -- where we -- we would start.

COUNCILPERSON GUTYON: Okay. And I'd like to just add a place that we have a community channel that we can advertise open jobs, and I'd like for that to be at your top of the list when there are job openings should one of you -- whichever you -- or one of you will get the selection. So -- and -- and also work with -- to the extent that we can, our -- our HR Department who -- who has fielders out in the community that may be able to refer people to you. And let me qualify that with saying that I don't expect anyone, any employer, to hire someone who may not have the right skill set. I'm not saying that just because they're local, to hire them. But if they are competitive, they -- they have skill sets that you feel that can be used in your operation: That is what I'm looking for. And even those who may not be right there but with a little training, you can get them there: That's what I'm looking for. But I'm not unreasonable to think that just anybody that walk in off the street, you know -- so let's put that in context. And -- and I say that because I like to encourage our local residents to be proactive and show some initiative and go acquire a skill set so that they can compete for these jobs. So it's a two-way street and -- and I -- and I often say that. So -- and -- and it is my hope that many are taking heed and going to acquire the type of skills that would make them competitive for the type of

jobs that are being created. My -- my next question for both of you: How do you market your marinas?

RAYMOND GRAZIOTTO: We enjoy the -- the benefit of -- of being the -- the number one social media site for marinas in terms of engagement with our customers. What's -- what -- what we find is that our customers are -- are relative and wanting to do -- wanting to talk about boating, right? They want to -- they -- I mean, it's a very exciting -- for them. So what we've done is created a Facebook platform where we're out there having lots of conversations about -- about things that you wouldn't think are marina related. We talk about the environment. We talk about clean oceans. We talk about -- there's pictures with -- with incredible images of fish or something else. But what it does is it gets the brand out there, and it gets everybody chatting up literally hundreds and hundreds of chats a day about Loggerhead. We -- so that's the -- kind of a simple thing that's unique to us. The other things are -- are fairly obvious. This is going to be an event-driven place, I think. I think that one of the things that we'll need to focus on is how we get the word out. Certainly to our customers but more broadly, whether that's traditional print -- print media, whether that's engaging in all of the local organizations here, the TDC and the other places to talk -- talk to place up in terms of what it is because it's a venue like no other. We've said it -- we've said it a hundred times. It will be the regional destination. There's really no place where people can come by water and enjoy the kind of facility that Newcomb Hall is going to be. I think that's going to bode very, very well for itself. So I think we just have to figure out what the -- what the best story is and how we broadcast it. We've done everything. We've done TV. We've done radio. We've done print. We've done billboards. We're really liking social media because it's measurable. I can see every day the dynamics behind who's talking about us.

COUNCILPERSON GUTYON: Okay.

RAYMOND GRAZIOTTO: And it's really been very good.

COUNCILPERSON GUTYON: Okay. Thank you. The next one, please? And we're going to try to keep it within two minutes. Okay. So we can have the other colleagues have an opportunity, as well.

PAMELA LENDZION: Well -- well, I mean, to begin with, I mean, what our goal would be is to differentiate this marina from others and position it in the market. And of course, that's going to be -- we're going to need to do a market study and plan in the beginning, our own review of the market, to be able to determine how to do that and what that target market is, even though we all have a good sense of what we want that marina to look like, full of big boats and -- and a -- a regional center. But that will happen after -- after we really have the -- the time to come in and -- and see what the best things to do to differentiate this marina from others. Events, of course, will be -- will be an important part of -- of the marina and bringing people to marina. And I also think because we are -- and this is not different than -- than -- than Mr. Graziano. But the boating world is a small incestuous world. And we've built relationships over time all over the world.

COUNCILPERSON GUTYON: Okay.

PAMELA LENDZION: And -- and I travel nationally, internationally, up and down the coast and I talk to other people. I -- I want them to come to -- to the marinas that we're managing. We want to send people to their marinas. So those relationships are built --

COUNCILPERSON GUTYON: okay.

PAMELA LENDZION: -- and a good structure. And -- and social media is -- is the way to go today. It's the strongest --

COUNCILPERSON GUTYON: Okay. Word of mouth.

PAMELA LENDZION: Uh-huh.

COUNCILPERSON GUTYON: Okay. Do -- does either of you manage any municipal marinas now?

PAMELA LENDZION: I don't now. Do you, Dennis?

RAYMOND GRAZIOTTO: No.

PAMELA LENDZION: I mean, have you -- you've done that recently, you've managed --

COUNCILPERSON GUTYON: Okay.

PAMELA LENDZION: Yeah. Dennis has managed them in the past but I have not managed municipal marinas before. Working for a municipal --

COUNCILPERSON GUTYON: What about Loggerhead?

PAMELA LENDZION: -- a municipality but on a --

COUNCILPERSON GUTYON: Okay.

PAMELA LENDZION: -- as a consultant.

COUNCILPERSON GUTYON: Okay. Loggerhead?

RAYMOND GRAZIOTTO: Yes. We manage the marina in Pahokee.

COUNCILPERSON GUTYON: Oh, okay. Is there one out there? Okay. You can stay there. Would you have management personnel on site daily?

RAYMOND GRAZIOTTO: Absolutely.

COUNCILPERSON GUTYON: Managing the operations?

RAYMOND GRAZIOTTO: Yeah. The -- yeah. The -- the key -- the way we're structured is -- you can call it harbor master; you can call it general manager. There will be somebody in charge of that facility at the facility, you know, five days a week. And then -- and then we back that up typically with kind of assistant or office type management, and then from there we drill down to the rest of the team.

COUNCILPERSON GUTYON: Okay. What about weekends? We -- we have a seven-day operations.

RAYMOND GRAZIOTTO: Managers work on weekends. The five days a week means, yeah, that's -- that's Saturday, Sunday and some other days of the week.

COUNCILPERSON GUTYON: Oh, some other day and they rotate so that it covers seven?

RAYMOND GRAZIOTTO: Yes. Absolutely.

COUNCILPERSON GUTYON: Okay. Okay. And the -- the next company? Thank you. Thank you, sir.

RAYMOND GRAZIOTTO: Oh, sure.

PAMELA LENDZION: The -- the general manager at all of our facilities are -- are incredibly valuable. We take a great deal of time training them. We trust them. We build that relationship really strong. And they're -- they're there five, six days a week, as well. The same thing on weekends. I mean, that's what the marina demands. But we're really --

COUNCILPERSON GUTYON: So there will always be someone there managing --

PAMELA LENDZION: Always.

COUNCILPERSON GUTYON: -- the facility? Not just the --

PAMELA LENDZION: Right. And they'll be talking to me, once, twice, three times a day. So that's the way we're working it in all of our marinas, and we're very proud of our managers.

COUNCILPERSON GUTYON: Okay. Just a couple more questions here and I'm done. Do your companies have retirement plans for your employees?

PAMELA LENDZION: We're working on that right now. We've got someone working -- we don't have a retirement plan right now. But we're -- what -- but we would like to have one and so we -- we've hired someone to shop that market for us. We aren't as big as --

as Mr. Graziano's business is but we -- we recognize a need for it and we've got -- we've got two people actually, two different companies working on that for us now.

COUNCILPERSON GUTYON: Okay. Mr. Graziano?

RAYMOND GRAZIOTTO: Yes. We have a -- a generous 401k program with an employee or match that's baked into our -- our -- our benefits. And I will point out, just -- just, you know, to be clear, this -- this is -- the benefits that you get with a larger organization in terms of cost savings come back to you, because it is at the end of the day a reimbursement to -- from the facility to the operation. So I -- I just wanna, you know, make that small point, that any benefits that we have in terms of savings get passed on to the -- on to the City.

COUNCILPERSON GUTYON: Okay. Another -- you can stay there. And it's for both of you, too. Does either of you or do both of you have a tuition reimbursement program for employees who may want to take classes outside of the regular training programs?

RAYMOND GRAZIOTTO: Yes.

COUNCILPERSON GUTYON: Okay.

PAMELA LENDZION: Yes.

COUNCILPERSON GUTYON: Yours is a yes, too?

PAMELA LENDZION: Yes.

COUNCILPERSON GUTYON: Okay. And the last question, are there opportunities -- are there opportunities to grow into management?

RAYMOND GRAZIOTTO: Definitely. In fact, there's nothing more exciting than if you can take somebody and move them up within the organization. That's -- that -- that's -- that's a huge benefit socially.

COUNCILPERSON GUTYON: Okay.

RAYMOND GRAZIOTTO: And otherwise.

COUNCILPERSON GUTYON: Okay. Thank you. And that's a yes from you, too?

PAMELA LENDZION: Yes, certainly.

COUNCILPERSON GUTYON: Okay. Thank you, Madam Chair.

CHAIRPERSON PARDO: Okay. Who would like to go next? Miss Miller or Mr. Davis?

COUNCILPERSON MILLER: I'll go.

CHAIRPERSON PARDO: Go ahead, ma'am.

COUNCILPERSON MILLER: You kind of had touched on some of the questions that I was concerned about, especially regarding the employees. But what I'd like to know from both of you is having heard from both sides already, what are you going to be able to do uniquely different from the other company as to why we should go with one of the two of you as the top person? What would sell you to us? Either one is fine.

RAYMOND GRAZIOTTO: I really think the -- the value add is the depth that we have with the -- the -- the backbone that we've built. You know, some of the things that -- that have been mentioned by my competitors or, you know -- it's, you know, watching the water bills, I mean, that's absolutely baked into -- that's like 1 -- Management 101 for us. The kind of stuff that we're -- that we're talking about is the depth of resources. So I'll give you an example. There may be a time where we -- we -- we're faced with the idea of -- of leasing to a dinner cruise boat. Well, we've had experience with that. We know the -- the good, the bad, the ugly. We know what to watch out for. We know and have had experience with what can go wrong. We have a lawyer on staff that has been through it and has already created documents and -- and -- and legal contracts to deal with the -- the intricacies of that. Maybe they have that experience. I'm using that just as one example. But it's -- it's a very real situation. Parking. How much parking are they going to take up? Are those people going to get on their boat, go out for a cruise, come back, get back in their cars and leave? What did the marina get? Now, maybe we're getting some dockage, but are they eating in our restaurants? Are they going to stay after for a drink? I mean, maybe they are, but those are the things that we -- just as an off-the-top of my head example, those are things that we've dealt with somewhere within the organization at some period of time. And I probably could go on and on and on. But that level of experience in real -- in real time with real people that have dealt with it before so that, you know, look, the folks on -- on the ground, they're going to be good at what they're good -- good at. What we bring is the ability for them to call a lawyer, for them to call the vice president of operations, to call me, to call Ken if it's a government affairs issue. We have the relationships in terms of -- of DEP and Army Corps of Engineers and all of the other stuff. And so, you know, they're not operating in a vacuum. And I think that added kind of strength or corporate backbone is what we -- what we add to the -- to the deal.

COUNCILPERSON MILLER: Okay. Thank you.

PAMELA LENDZION: And we're a little different than that. I -- I worked as the COO of a marina management company that had 15 marinas, and I worked as the director of third-party management for a company that had 30 marinas. So I was in charge of their third-party division, and I was in charge of all of the marinas that the company owned where I was the COO. And what I saw in my experience over the years working for big companies was I felt there were some things that they -- they didn't touch. I mean, I came out of the hotel and restaurant business. I'm geared towards hospitality. I'm

geared towards service. I'm geared toward relationship. I mean, you've heard that. And -- and it's not to say that -- that a large company can't do a decent job. But there are some holes in it that I saw that I felt that -- that required hands-on management. I teamed up with Dennis because I feel like he's the best in the industry in terms of -- of the financial management and financial advising. I've worked with him over the years. I've called him for a number of things and I -- I was -- I was attracted to what he knew. It's -- it's a broader vision than -- than I've dealt with in a lot of places. I've dealt with a lot of back offices in bigger companies. The structures that cover insurance and benefits and all of that. But still, when it comes right down to it, to differentiate this marina, it's not a large marina. The hands-on approach is what I feel will work best, and I feel like that's what we'll bring and we'll get involved in the community and we'll make it your marina. And it will -- it will -- it will be a marina that -- that people will be attracted to because of its -- its warmth and its -- it -- and its hospitality.

COUNCILPERSON MILLER: Okay. Thank you. That's it for me.

CHAIR PRO TEM DAVIS: That's it? Madam Chair?

CHAIRPERSON PARDO: Wait, hold on. Are you done, Miss Miller?

COUNCILPERSON MILLER: Yes.

CHAIRPERSON PARDO: All right. Go ahead, sir.

CHAIR PRO TEM DAVIS: I'll start with the company that just finished. Would you please explain each position that you currently have and its salaries?

PAMELA LENDZION: Pardon me?

CHAIR PRO TEM DAVIS: Each position that you currently have, the -- your -- your structure. Your operational structure --

PAMELA LENDZION: Of the -- of the --

CHAIR PRO TEM DAVIS: -- of each -- each position and the salary that you're currently paying those employees at other locations.

PAMELA LENDZION: You mean at other locations?

CHAIR PRO TEM DAVIS: Yes. Like dock master and attendants.

PAMELA LENDZION: Well, for -- for small -- well, it depends upon the size and -- and, I mean, a marina manager --

CHAIR PRO TEM DAVIS: Okay.

PAMELA LENDZION: -- can get paid anywhere from 45 to \$95,000.

CHAIR PRO TEM DAVIS: Okay.

PAMELA LENDZION: I mean, very big general manager -- I mean, a very big marina with multiple restaurants, hotels and all that would be greater than that.

CHAIR PRO TEM DAVIS: Okay.

PAMELA LENDZION: So there -- there -- there is an industry -- you know, an industry norm that I think we probably stay within. I try to get -- incentivize employees so that they always have the opportunity to make more money.

CHAIR PRO TEM DAVIS: Okay.

PAMELA LENDZION: And of course, that's a balancing act because you still have a payroll that -- that has to be relative to the money that you're taking in. So you need to inspire your employees to help you make more money so you can pay them more. So it is a little bit of a juggling act. But in terms of -- I don't pay anyone less than \$10 an hour.

CHAIR PRO TEM DAVIS: So you're -- so let's talk about the support staff. Let's start there.

PAMELA LENDZION: Pardon me?

CHAIR PRO TEM DAVIS: Your support staff. Let's start that before we get to administrative.

PAMELA LENDZION: The support staff? The dock --

CHAIR PRO TEM DAVIS: Yes.

PAMELA LENDZION: -- the -- the dock hands?

CHAIR PRO TEM DAVIS: Dock hands, yes, ma'am.

PAMELA LENDZION: They generally make -- ooh, let's see, 12, \$13 an hour.

CHAIR PRO TEM DAVIS: Okay.

PAMELA LENDZION: Is the dock staff. Equipment operators would make more than that. We don't have equipment operators here. The -- the bookkeeping staff would make between 17 and 24. It depends on what they're doing.

CHAIR PRO TEM DAVIS: Okay.

PAMELA LENDZION: So I think our wages are competitive.

CHAIR PRO TEM DAVIS: Okay.

PAMELA LENDZION: And -- and certainly I think they would be here. But it's -- there's such a wide range.

CHAIR PRO TEM DAVIS: Thank you. Next company, please?

RAYMOND GRAZIOTTO: Same question?

CHAIR PRO TEM DAVIS: Yes, sir.

RAYMOND GRAZIOTTO: I think when we put the proposal together we agreed to take everyone on at their existing wages.

CHAIR PRO TEM DAVIS: Uh-huh.

RAYMOND GRAZIOTTO: So I -- I don't, here, have that with me. As a general rule, she's correct in terms of the way we do it is the same way, which is, you know, the -- the -- we try to pay minimum of 10 to \$12 for kind of the entry-level positions and then go from there. If you're operating a piece of equipment, you can be making, you know, 20 bucks an hour. If you're management, that generally starts at, like, 40,000. And in our organization can go up to 120. So it just depends.

CHAIR PRO TEM DAVIS: Okay. Let's say -- let's say in the next three weeks there's a projection for a hurricane to hit Riviera Beach. What would be your strategy on how to address that issue?

RAYMOND GRAZIOTTO: Well, the -- we have a plan for each facility developed in advance. So we have a hurricane preparedness plan that's in -- kind of in the -- in the hopper. What that does is outlines in very simple terms what's done in -- in sequence of events. Everything from preparing the facility, tying everything down, making sure that -- that all of the contact information is there. We -- we have duplicate binders that we actually take from the facility when we -- when -- when -- when and if the storm's really coming. Some facilities we set together a plan to evacuate. This one would be one that we would consider that just because it's -- it's -- it's exposed and it's a floating facility. So I don't know what your policies are or aren't now. That's one of the things that we would talk to you about in terms of decision making. It's a business decision because that's -- that's something boaters don't like is for you to tell them when the storm comes you gotta leave. But in this facility, spent \$17 million on it, one bad storm and it could be a big insurance claim. So that's something we'd go through. But we have it all outlined and we all have backup generators that we have in place for fuel and several things like that.

CHAIR PRO TEM DAVIS: Thank you so much, sir. And the next company, please, same question.

PAMELA LENDZION: We also have a hurricane evacuation plan. It probably looks a lot like -- like his because they're --

CHAIR PRO TEM DAVIS: Okay.

PAMELA LENDZION: -- they're fairly standard, specific to the -- to the -- the facility. And it -- it -- the general manager is in charge of making sure that the -- that the staff is -- is briefed on a regular basis. We have the fire department come in so they know where everything is and the emergency crews come in so that they know where everything is. And I don't believe -- and -- and I may be wrong, but I don't believe it's any longer legal to ask people to evacuate your marina. They -- we used to be able to and I liked that idea as well, because they -- the boats do do damage. So you really have to take extra precautions to -- to -- and have extra equipment on hand to be able to protect your docks during a storm because there's some very large boats down there. Some of them made out of steel and they can do some pretty -- so you've gotta be able to tie them off correctly, anchor them correctly. There's a number of ways to -- to do that so your docks don't get too badly damaged. But we can't ask them to leave.

CHAIR PRO TEM DAVIS: Okay. So your -- your team will -- both teams, probably --

PAMELA LENDZION: Yes. Right.

CHAIR PRO TEM DAVIS: -- will have a strategy for everyone to be trained on just that?

PAMELA LENDZION: Right. And I mean, it's not a bad idea to -- to -- to work -- I mean, work with some of the other marinas together on some of the -- some of the hurricane plans.

CHAIR PRO TEM DAVIS: Uh-huh.

PAMELA LENDZION: Especially evacuating routes out of the -- out of the area.

CHAIR PRO TEM DAVIS: Great job. And while you're there, could you list one signature event that you've been a part of that would -- will be a -- effective -- that's been effective?

PAMELA LENDZION: Effective?

CHAIR PRO TEM DAVIS: Your branding?

PAMELA LENDZION: Well, we worked with -- we -- I've worked with the Cancer Society a number of times. I've worked with Wounded Warriors. I've -- I mean, the benefits, it's usually been -- been a benefit. So that they have a staff and we have a staff, and there's been huge turnouts, especially the Cancer Society, has really jumped in and helped us produce events.

CHAIR PRO TEM DAVIS: At the marina?

PAMELA LENDZION: At marinas, yes.

CHAIR PRO TEM DAVIS: Oh, okay.

PAMELA LENDZION: At marinas, very large events. And the same with -- Wounded Warriors helped us with one up in South Carolina that was a pretty good success.

CHAIR PRO TEM DAVIS: Okay.

PAMELA LENDZION: And there's always Grandparents' Day and -- and things like that, but those aren't as big.

CHAIR PRO TEM DAVIS: That always work. Next company, please, same question.

RAYMOND GRAZIOTTO: I -- I really can't name one single event. We're in perpetual event mode.

CHAIR PRO TEM DAVIS: Well, just think of that one signature event that you love the most.

RAYMOND GRAZIOTTO: I think it's getting kids on the water, the kids fishing day, partnering with the fishing club in West Palm Beach. Those guys do a great job and we're happy sponsors and I think that it's a great opportunity.

CHAIR PRO TEM DAVIS: Okay. While you're there, the -- one of the things, I was listening to the presentations before coming, and one thing that came up in those presentations were the -- the hidden talents, as you do the cross-training and the focusing on that. I -- I -- yes, I was paying attention. What would you do to focus on -- would you be opposed if this board was to put together a -- a demand of a certain percentage of Riviera Beach residents working at the marina so you can focus on finding those hidden talents? Because you may hire 20 people today, five may not make it. Better go back to the drawing board by advertising throughout the city.

RAYMOND GRAZIOTTO: Yeah.

CHAIR PRO TEM DAVIS: What would you do? What would be your strategy?

RAYMOND GRAZIOTTO: Well, I think that that would potentially do you a disservice.

CHAIR PRO TEM DAVIS: Uh-huh.

RAYMOND GRAZIOTTO: I think that any time that you set a fixed number, there's going to be a loser one way or the other, right? In other words, what I mean by that is I

think that a preference is absolutely essential in terms of giving the benefit of the doubt to anybody that's in Riviera Beach that -- that -- that wants to apply and has the skills capable of -- of taking the position. They should get a preference. When you start setting percentages, I think it's dangerous. It's not that I'm totally opposed to it, but I'd -- I'd want to understand how that would work in the real world.

CHAIR PRO TEM DAVIS: What makes it dangerous?

RAYMOND GRAZIOTTO: Well, if you have an open position and you need to get it filled --

CHAIR PRO TEM DAVIS: Uh-huh.

RAYMOND GRAZIOTTO: -- you -- you know, you need to get it filled. And so it's -- it's really rigorous already --

CHAIR PRO TEM DAVIS: Uh-huh.

RAYMOND GRAZIOTTO: -- to send people through drug screening, to -- to -- to -- to get them into training, to make sure that they're qualified, to make sure that they're -- they're right for the job.

CHAIR PRO TEM DAVIS: Uh-huh.

RAYMOND GRAZIOTTO: And if you have an open position, what you want to do is get it filled as quickly as possible. And if you're -- if you're -- if you're having to meet hiring requirements, I think that can be a burden that would ultimately, perhaps -- like I said, I'm not totally opposed to it. I'd like to understand the mechanisms of it. But I think it could cause vacancies in positions which wouldn't be a good thing.

CHAIR PRO TEM DAVIS: Okay. Thank you. Next company. Thank you, sir. Yes, ma'am?

PAMELA LENDZION: I think my training as a captain applies here. And the reason I think that is because the safety of the crew and then the safety of the vessel. So whenever we're hiring, we need to consider the fact that we're out over the water. And the underserved population is -- always needs to be considered. But you've gotta be considering safety first. So I'd ask that you let -- see how I do first with -- with hiring in the community before you set any numbers, because safety has to be -- have to be the first and most important thing that we think of. And if people are not -- not able to conduct themselves in a safe manner, then, you know, we have to hire who we need to hire. But hopefully we've got a team that works and we aren't hiring -- we don't have to hire a tremendous number after we get our basic team put together.

CHAIR PRO TEM DAVIS: So the average marina operation usually contains about what, maybe 15 employees, etc.?

PAMELA LENDZION: Uh-huh. Yeah.

CHAIR PRO TEM DAVIS: Okay.

PAMELA LENDZION: Twelve, 15. I mean, for a marina this size.

CHAIR PRO TEM DAVIS: Yes.

PAMELA LENDZION: And then depending upon what people's work schedules are and if they're -- if they -- if we have part-time people or not.

CHAIR PRO TEM DAVIS: Okay. One last question. You -- you made a referencing to OJT program that you was familiar with?

PAMELA LENDZION: Uh-huh.

CHAIR PRO TEM DAVIS: Could you please explain how that plan come to fruition and how did you implement that plan?

PAMELA LENDZION: Well, there's -- there's -- the OJT program has both incumbent-worker training and entry -- or new-people training, so the unemployed, someone that's -- that's unemployed or underemployed. You can hire them and you can -- half of their salary is paid for the first 90 days and possibly beyond, depending upon how well they're growing. And then the incumbent-worker training is the same. It meets different -- different requirements. So if we have people on the job that -- that we want to up-skill --

CHAIR PRO TEM DAVIS: Uh-huh.

PAMELA LENDZION: -- there's -- there's a new grant available for up-skilling. And then there's also the apprenticeship program. This county applied for the apprenticeship grant.

CHAIR PRO TEM DAVIS: Uh-huh.

PAMELA LENDZION: That -- that hasn't been doled out yet so I don't know what they've gotten for that. But apprenticeship is a really good model for the underserved community or people that might have learning disabilities.

CHAIR PRO TEM DAVIS: Uh-huh.

PAMELA LENDZION: That sort of thing, because they're hands on. So an apprenticeship program is -- is the hands-on training on the job so that people can -- I -- they may be very smart but have a learning difference. So I think we -- in the marine industry we run into that a lot.

CHAIR PRO TEM DAVIS: So what you're saying is that program, that OJT program that you had, it -- that would be a structure that would train people to position people to be ready if others are not ready?

PAMELA LENDZION: Uh-huh.

CHAIR PRO TEM DAVIS: So back to the question I asked you before that. So you just really put a structure in place to address if we was to put in a percentage, correct?

PAMELA LENDZION: Pardon me?

CHAIR PRO TEM DAVIS: So back to the question I asked prior to about the percentage --

PAMELA LENDZION: Uh-huh.

CHAIR PRO TEM DAVIS: -- about how could we do it --

PAMELA LENDZION: Yeah.

CHAIR PRO TEM DAVIS: -- you just gave me the solution.

PAMELA LENDZION: Okay.

CHAIR PRO TEM DAVIS: Thank you. I appreciate it.

PAMELA LENDZION: That's why I said wait and see how I do.

CHAIR PRO TEM DAVIS: Well, you did a great job just now. So thank you so much.

PAMELA LENDZION: Okay.

CHAIR PRO TEM DAVIS: But -- that's it.

CHAIRPERSON PARDO: Okay.

COUNCILPERSON THOMAS: Madam Chair?

CHAIRPERSON PARDO: At this time we're going to go to public comment. Yeah. We're going to take public comment because we may be voting. Mr. Ward and then Bessie Brown.

GERALD WARD: Good evening. Gerald Ward.

CHAIRPERSON PARDO: Good evening.

GERALD WARD: 2135 Broadway. I want you to look at your agenda and the subject was a presentation tonight. And I don't see any action that you took at your last meeting. It wasn't even a vote other than some, We'll have a verbal presentation. So somewhere along the line I think you don't have the written materials. And I didn't bring up the book, which I did read before this process started. You had it on your Internet by the procurement folks purchasing. So it's available. This whole process tonight is one more reason why people don't like to develop in Riviera Beach. You spent 45 minutes talking about how. That's not something that should have even been on the table. It should have been written down as to a procedure if you had really agreed to it in writing at the last council meeting.

I suggest that you probably have, if you read the backup memo, which is a half a page, that says the ranking board or evaluators decided after they did the ranking and found that the process and procedure that was set forth in that thick RFP document said, We'll do it this way, and the Two Kings [sic] Loggerhead folks ended up 16 points different. The difference between second and third was 15 points on the written evaluation. When they did their verbals, it was a wash. Two-tenths of a point difference between the one and two. So you still have a ranking that says that the process and procedure ought to be followed with this. I don't see that you have this gum-flapping tonight making a big difference when there is a -- a substantial amount of material in that book. And I hope each of you took the time to read it, now. The action that you really need to take is under 5.4, page 29.

You don't need to make a decision tonight. You can have staff bring you back all of this, including the transcript in writing. And then you can decide to terminate the process. The first presenter gave you six items which would -- included marketing, communications, operations, financial and risk management. Five of those six the City does, has people established to do. Back in 1988, 1989, after we didn't do maintenance on the marina for -- for eight years, we ended up not doing this same process. When you selected the -- the master developer -- it's so interesting tonight. You finally had to flip a coin. That's how we got the master developer. Was a coin flip. So we need process and procedure first and you don't need to make a decision tonight.

CHAIRPERSON PARDO: Bessie Brown. Thank you, sir.

BESSIE BROWN: Good evening, Bessie Brown.

CHAIRPERSON PARDO: Good evening.

BESSIE BROWN: I -- I was -- I was a little -- there was no RFP in the backup. Therefore, we didn't -- we had no access to what you were going to be talking about. And I think that's a disservice because we can't -- some of us can't read and would like to have the information. But you have a book up there and we never saw anything on the Internet. I -- I went on line and it wasn't there. Also, I think you all need to learn how to protect your employees when you're going out for bids, because that's something, you know, you need to learn how to do, because it can be done. And if -- if you're going to hire a management company, he -- they seem to be owning almost, like. Owning, taking over the marina. So if that's the case, you won't need your marina director. You won't need him at all. And then some of those people that the CRA has just hired, you won't

need them, either. So you need to try to clean up these -- get these positions off and you can save some money, you know, so by the time you decide that you're going to hire -- hire these -- one of these companies. And if they're going to be doing marketing, I guess we can rid of the O'Donnell Company, also. This is from the CRA. We pay them almost \$200,000 a year. Well, the CRA and the City. And the -- and the Loggerhead -- and -- and -- and the other thing is while if you -- you could really read your backup about the employees, because if you read the backup about the employees, then you could have asked them direct questions. But they're not really planning on keeping the employees because they're changing salaries. I was, you know -- I saw -- you know, I was -- I was looking at that and then one -- one company said they may be employed. So these are the things that you really need to be sure of because I read that on the screen, on the presentation. And I -- you know, I just -- and I just wish that you all would be more courteous and kind to your employees that are -- have been working here and also -- and more courteous and kind to your citizens that are trying to be involved on what's going on in this city.

CHAIRPERSON PARDO: Thank you. Okay. So that's the end of public comment. So, Council, it is time for us to --

COUNCILPERSON THOMAS: Madam Chair?

CHAIRPERSON PARDO: -- deliberate. Yes, sir.

COUNCILPERSON THOMAS: Yeah. I -- I have a couple of questions.

CHAIRPERSON PARDO: Go right ahead.

COUNCILPERSON THOMAS: At what point, if we go this way, are we planning on bringing these -- this -- either of these management companies on? When? What point? What's the time frame?

CITY MANAGER JONES: We had always told them in -- in any of our discussions that we were looking for an October 1 start date to correspond with the -- the budget. However, if that decision cannot be reached in time enough to do that, we would always be able to accommodate that because you still have the individuals.

COUNCILPERSON THOMAS: Well --

CITY MANAGER JONES: They would need about a 60-day startup time.

COUNCILPERSON THOMAS: Okay. We're obviously lagging behind on the completion of some of the upland development. I know that they don't have much to do with that. Well, they really don't have anything to do with it other than helping them market it as they so said. I'm wondering if this is something that needs to be done immediately or not. The other thing that I would like to -- to know is, is there an absolute need for this? Absolute. Is there an absolute need for this? I know what the recommendation from the

Palm Beach consultant group said. But based on your professional opinion -- and that's all I'm asking for -- do you think that there's an absolute need for this?

CITY MANAGER JONES: Yes, sir.

COUNCILPERSON THOMAS: And why?

CITY MANAGER JONES: We have experienced at that marina difficulties that have far exceeded the monies that have been taken in there. And we have an opportunity to be able to expand the employees that are there that are covered under union, get the bump. They don't go out the door so it's not like they -- they lose a job because they're in the unions and they get the bump.

COUNCILPERSON THOMAS: Well, that was going to be my next question. But are -- are you -- are you telling me that everybody will be able to be absorbed on the City's side?

CITY MANAGER JONES: There's really only two. You've got -- you only have five full-time employees. Everyone else down there is part-time.

COUNCILPERSON THOMAS: Okay.

CITY MANAGER JONES: You only have five. Two of those five are in the unions.

COUNCILPERSON THOMAS: Uh-huh.

CITY MANAGER JONES: One is the director that is not covered in a union but would get the opportunity to prove themselves with either company if that's the direction that you choose to go. And so absorbing those two in the -- in the City. We've had HR looking at the policy, as well as what positions those two could potentially go into.

COUNCILPERSON THOMAS: Can they be absorbed without -- I know that they have bumping rights if they have the years or whatever. But can they be absorbed without somebody getting bumped to be without a job? Are there vacant --

CITY MANAGER JONES: In one case I know we've been trying to hold a vacancy in anticipation of, in knowing that this potentially could happen. And so we -- we've left a vacancy open. The other one is going to be a little difficult only because of the title. But if they're willing to step down a grade, vacancies are available.

COUNCILPERSON THOMAS: Okay.

CITY MANAGER JONES: Everyone else, the other 10, are part-time people.

COUNCILPERSON THOMAS: We have 10 part-time people there?

CITY MANAGER JONES: Your dock -- yes. Your dock attendants have been part-time for about two or three years.

COUNCILPERSON THOMAS: Okay. So basically you're saying that the two full-timers could possibly fall into a place where they're not very much adversely affected. And the actual department head will -- since he's not in a union, would be affected?

CHAIRPERSON PARDO: Not necessarily.

CITY MANAGER JONES: He would be affected as it relates to our payroll. Currently there is not something that that individual could step into. That does not mean that you can't create and look and see what the needs are, to see if that would be able to take place.

COUNCILPERSON THOMAS: Okay. This company's going to be dealing with the -- all of the financing that's coming through, all of the monies that come through?

CITY MANAGER JONES: Yes. They would collect the monies.

COUNCILPERSON THOMAS: And what -- what kind of controls are we going to have in place to make sure that we are able to get our money, to see it all before they net it all out? And how do we -- these people are obviously very wealthy. It's not like they need to come here to steal anything. But I don't know them and I'm trying to protect, you know, our city. What do we have in place that's going to say, Okay. The money that they say came in is actually what has come in? Because it could turn out to be the same issue that we're having now. So I mean, what -- what do we have in place to say -- what do we have in place to say that we're going to be able to --

CITY MANAGER JONES: I believe one of the good things is the fact that the opportunity to see the books on a regular basis and have access to that information.

COUNCILPERSON THOMAS: But we -- we've had that access with a lot of the contracts but we've never done it. We've never gone through the --

CITY MANAGER JONES: But that's -- but this one we will. 'Cause it's so important as - - 'cause this is a, you know -- an enterprise. I mean, you can't do it like you do the rest of the city. I mean, and so with anyone, there's got to be the continuous exchange of information and a way to go in and verify that that information is correct.

COUNCILPERSON THOMAS: Okay.

CITY MANAGER JONES: Yeah.

COUNCILPERSON THOMAS: Well, let me just say this to my colleagues. You know, just so you know how I feel and what I'm thinking, to me they're just two very different philosophies in my opinion. In my opinion, Seven Kings, Loggerhead, they have this

corporate brand, so to speak, and I think that they're going to take our marina and run it, which has obviously been successful in a successful manner, which I can live with. I can deal with that. The other company, the Consolidated Management, they seem to have a more, Let's take your marina and make it the way that you want it to be or what would be successful. The difficulty in it for me is just I think they're -- they're two different philosophies. Do we go with the company that's -- has 12 marinas and a couple of hundred employees and right here in town and, you know, give them a chance? Or do we go with the company that may not be as large and maybe not as local and, you know -- and -- and -- and give them a shot? I'm -- I'm just not -- I'm just not quite sure on which philosophy is -- is -- is the best at this point. On -- on -- on initial thought, it would probably be the company that is, you know -- that has demonstrated that they're right here. But I mean, they've represented tonight the -- a young lady from the Management -- the Consolidated Management, what I've gotten from her is she's basically saying, Hey, listen. We've got job training. We -- you know, the -- the thing that kind of made me pay more attention to what she was saying is she was saying, Well, instead of getting rid of employees, we actually will bring more on and, you know, it's -- it's so many other -- the things that have me really torn on, okay, which one do I want to get a shot? So I don't know what the actual years that we can do this -- is it something that we have to lock into a long-term thing? Can we say, you know, two year, you know, with the option of going back out? Oh, I know that we can get out of a -- you know, a -- or a deal. I don't want to put a company in and not give them enough time to prove themselves. But I -- I kind of want -- if I can combine them together it would be a perfect, you know, match to me. But I'm sure they're not interested in consolidating their companies. But I -- I -- I think that that's what we gotta look at. Do we -- do we want to get into the -- to the Ocean Mall, you know, model where they're not here, you know? It's not real contact -- contact other than through attorneys or -- or issues. Or do we want to, you know -- do we want somebody who we can put our hands on in terms of just being able to touch? I guess that's what we kind of really need to, you know, deliberate. As far as me, I could take either, you know -- either one. I'm -- either one. It's just based on what the rest of my colleagues want to do. So that's how I feel about it.

CHAIRPERSON PARDO: Okay. Well, I'll tell you how I feel about it. This marina has been a thorn in our side for far too long. And you know, what I'm going to say isn't anything new because when I came into office in 2008, the marina was my priority. And the marina was rundown for far too long, and we were able to bring a consultant in. And we went out and we found the money to rebuild the marina instead of using that \$5 million that the County gave us to put a Band-Aid on it. I can tell you -- and I would encourage all of you to go over to the marina and take a look at it. Down on the south dock there is an electrical box that was smashed in and it still hasn't been fixed. I can't tell you the last time the docks were pressure cleaned. There's a very large boat that is sitting out on a public dock. It shouldn't be sitting there and DEP was out there recently and took note of it. And it's just -- it's smashing up that dock. We've had problems in the past with people that came in and decided to live at the marina. And staff allowed them to come in and we all know what happened with that. There's been major personnel issues down at the marina.

CHAIR PRO TEM DAVIS: Uh-huh.

CHAIRPERSON PARDO: For a long time. And it's not, you know, issues that just started. These go back years and years and years. You know, some of us have complained many times on, you know, holiday weekends, that senior staff doesn't work at the marina. How can you attempt to run a marina and not have your senior staff there? I -- I don't get it. I don't get it. And I'll share this with you. When I first moved to Riviera Beach 21 years ago, we brought our boat. We had our boat in the Keys for years. But we moved here and we brought it up to the Riviera Beach Marina, and it stayed there for two months because they banged the boat around, and we took it up to PGA Marina and that's where it was for years after that. I -- I really think that at this point with us talking about having a first-class operation down at the marina, we should seriously consider going with a true company who has a reputation in the marine business. I think the Marine Management people, you guys -- you know, it -- it sounds like you do a great job. But I can tell you I am more comfortable being in this community with Loggerhead because I know what I'm getting with them. I see, you know -- I've been over to their operation over on Lake Shore Drive. And anyone can go over there and you can see what it's like. Down in Boynton Beach, there's a facility down there. And when you go to their facilities, they are first-class facilities. But my hope is our marina takes it up even a higher notch because remember, we are right across from the Palm Beach Inlet. All right? We've had discussions for years now about Rybovich. We were able to lure Rybovich back to Riviera Beach, and we fought hard with all of the agencies to get that permit to dredge the intercoastal. We know what's coming to Riviera Beach. All right? And someone had spoke about those big boats coming in. And it's -- it's time for us to reap those rewards. But we will only get those boats if we have a first-class marina. So for me, this is a no-brainer. An absolute no-brainer. Both companies said that they would keep the employees on. Loggerhead mentioned they will keep them on and they will review them. And they should be reviewed. You know, whatever company decides, you know -- that we decide to go with, I hope -- well, I think it's in the RFP that they have to take the employees. But remember, if the employees aren't doing their job, they shouldn't be over there to begin with. You know, so I think for this council we need to decide what we want. Do we want a first-class marina that we are all proud of, or do we want just status quo? Do we want just typical Riviera Beach Marina? And if you want it like that, then -- then that -- it's a no-brainer. Just stay with what you have and what you're used to.

Also remember that our marina, unlike marinas in, you know, some other cities -- our residents don't use the marina. The last time we checked, which was before we moved forward with the redevelopment of that marina, we had two residents that were over there. And that's it. Two Riviera Beach residents. And that's it. So we can, you know -- we can have our employees be -- our residents be trained and work over there. Okay? Or we can, you know, just keep it status quo and just go along and, you know, whatever happens over there happens over there. And when you try to get more grant money, the -- the agencies are going to say, No, I'm sorry. We're not giving it to you because it's just typical Riviera Beach. You just, you know -- just tore it into the ground like you did in prior years. So for me this is a no-brainer. I rated Loggerhead number one because of their experience. I like the fact that if we needed additional -- if we had a big event over

at the marina and we expected a lot of boats to come in, they could grab employees from other marinas to bring them in. And I don't -- someone had mentioned about competition, would we be competing with them. Again, I don't think that we would be competing with them because we are no longer in the dry-stack business. And his other marinas are not as close to the inlet. All right? We are right across the street -- right across the waterway from the inlet. And his other marinas, you have to go quite a way to get in there. So I would say -- I would hope that this council really decides to move forward and bring in a first-class operation to run the marina and keep that marina, you know, something that we can be proud of instead of just status quo. Thank you.

CHAIR PRO TEM DAVIS: Madam Chair?

CHAIRPERSON PARDO: Yes, Mr. Davis?

CHAIR PRO TEM DAVIS: With all due respect, well, we all would like to see something great happening at that marina. But we have staff, administration not doing their job currently and it's been going on for a very long time. My first question was why are they still down there and why haven't we been training them? And if they're not effective, they don't need to be there. I would like to congratulate both of y'all for coming. I think great competition is good for business and you all represent yourself very well tonight -- tonight. But my next question is as we focus on the process on how we -- if we're -- if we're going to make a decision tonight on how we vote, are we going to write our one or two down? Or are we going to state it?

CHAIRPERSON PARDO: Whatever you're comfortable with. If you want to write it down, you need to make sure your name is at the top because it is public record.

CHAIR PRO TEM DAVIS: One other question is Mr. Ward came up and made some references. Miss -- Miss Jones, did -- was this backup and this information listed online for the residents to -- to see what we were conducting tonight?

CITY MANAGER JONES: The information that was online may not have had the RFP. The RFP is on the purchasing website.

CHAIR PRO TEM DAVIS: Okay.

CITY MANAGER JONES: It is online 'cause the -- you know, but it's probably on the purchasing website.

CHAIR PRO TEM DAVIS: Oh, they have a separate website than -- than we do, the -- the general public? The -- the general city?

CITY MANAGER JONES: Well, each department has a website.

CHAIR PRO TEM DAVIS: Have their own -- oh, okay. Okay.

CITY MANAGER JONES: And it's on the department --

CHAIR PRO TEM DAVIS: They would -- they would have had to go to the purchasing website and view --

CITY MANAGER JONES: Purchasing. And they could have saw who all --

CHAIR PRO TEM DAVIS: -- but --

CITY MANAGER JONES: -- you know, submitted a solicitation and any of that.

CHAIR PRO TEM DAVIS: -- but just out -- just -- but just out of respect to the process -- and I want to stay consistent with that. I want to make sure that the -- that the public understand what we're going to do today. And I want to be very transparent with that, you know? If we have to make a -- another meeting just to vote, I'm -- I'm very comfortable with that because I want to stay very transparent and making sure that the residents understand which direction we're going and being great fiduciaries of the responsibility what we was elected to do. That's all.

CHAIRPERSON PARDO: All right. Anyone else?

COUNCILPERSON GUTYON: Madam Chair?

CHAIRPERSON PARDO: Yes, Mr. Guyton.

COUNCILPERSON GUTYON: One of the things that -- that has been in my craw for many years -- I served on this council over 20 years ago. I didn't have gray hair at the time. And -- but I've always had a vision. And one of the problems that I saw back then and I see now, we as a municipality need to understand, in my opinion, what our expertise is. It's providing a service to the residents, in my opinion, and that's what we're here for. It's my humble opinion that we should have never, ever tried to run a marina. Ever. I wouldn't care if they donated it to us with all new slips and the boats filled up. I wouldn't care. That's not our expertise. We can hire people with some background in that to try to keep us afloat. But I feel strongly that this is long, long overdue. Our residents deserve better. I feel that those who are in the industry can run it much better than we can. And it's my opinion that sooner rather than later we need to make a decision. We had two very good companies. I mean, very -- two good applicants here tonight. One merged. One has been there themselves. One thing that I'm known for and I'm proud of that is that when I make my decisions, it's based on data, documents and evidence. I try to set my emotions to the side. Look at what's in front of me as it relates to the data, documents and evidence. And in my humble opinion, I make a decision based on that. Sometime we get caught up in the emotions. We don't like this one; don't like that one. This one is associated with this one and that -- when it comes to our residents, that's doing our residents a disservice. We have an opportunity to be a regional destination point. If we do not take advantage of having someone with the expertise to run our marina, we are doing our residents a disservice. One thing about

these decisions, there is no perfect decision. There's always a downside and there's an upside. Sometimes we, as elected officials, want everything to be right. Everybody going to be hired. Everybody going to be kept for 20 years. Everybody just going to be - everybody gonna be happy. That's not reality. What we need to understand is that we need to provide opportunities to everybody down there. When they get that opportunity, preparation plus opportunity equals success. They need to perform. Bottom line. That's how America is. Performance. We are saying that whoever gets this contract, you need to take our employees and give them additional training to help them to get the tools, to have what they need to survive for a long period. It's going to be up to them then. This is the opportunity. It is the training and now you've got to apply yourself. That's America. It is my hope that my colleagues can see that we're doing a lot in the uplands. It's going to be a very fascinating place to come. The uplands without a good-run marina is going to be a catastrophe. There's no other way that I can explain it. Both have to be firing on all four cylinders to become a regional destination point. You can't have one good one upland and the marina is not run well and vice versa. You can't have the uplands really not doing their portion and the marina's run well. Both are going to have to be firing on all four cylinders. I am confident that we can do that. It takes difficult decisions, though. There are people not going to be happy. There are people going to be complaining and there are people that even may be surprised. But one thing that I would like for everyone to know, that the Riviera Beach of old is no longer. We are on the move. We have people coming in trying to invest in our community. Not just on the island. Not just on the marina. We have people meeting with me. I know meeting with others, wanting to invest on the west side. Riviera Beach is on the move. And we sometimes think that, well, we've got to make sure that everything is absolutely perfect. We must do our due diligence to make sure that we're making an informed decision. But it's long overdue for that marina to be run by somebody who's in the marina industry. They talk the lingo. They have the connections. They have the resources. That's who we need running our marina, somebody already there. I guess some are wondering, Well, Bruce, who are you going to select? I don't mix words. I don't bite my tongue. And whatever my position is, I say it publicly. I actually came in here kind of leaning toward one but ending up going with the other.

My selection tonight based on data, documents and evidence -- they both are good. Both are good. But I think that where we are now, Loggerhead would probably help carry us to the next level where we need to be. And I was wondering if they would bring a cookie-cutter approach and run our marina like they run all their others. One thing that I picked up on and it stood out with me, both of them said that our vision is going to be their direction. That's important to me. Another thing that I picked up on, both of them said that, We work for you. So you tell us what you're trying to accomplish, then both would go to work to try to accomplish that. I'm comfortable with that. I know that there are no guarantees in life. But what I try to do is base my decision on a track record. We've got a company who have 12 -- and -- and this is absolutely no disparagement to CMMT 'cause I -- I like your training program. And like my partner said, if we can merge them both, that would be my preference. But tonight I am definitely ready to move tonight. I don't think we should wait. It's been long, long overdue. I would be interested in knowing how long should the board decide, tonight or another night, to go to a third-party operator. How long would the initial contract be if we were to do that?

CHAIRPERSON PARDO: Miss Jones? Miss Jones?

COUNCILPERSON GUTYON: Or what would you be recommending? That's how I should say it, 'cause we'll decide.

CITY ATTORNEY RYAN: I think it's five? Three years? I don't know. Three years.

CHAIRPERSON PARDO: Five?

CITY ATTORNEY RYAN: With a two --

CITY MANAGER JONES: Let me look at the RFP 'cause I want to say the options are --

CHAIRPERSON PARDO: Is it five years?

CITY MANAGER JONES: -- in there.

UNIDENTIFIED SPEAKER: Three plus (inaudible).

COUNCILPERSON GUTYON: What is it?

CITY MANAGER JONES: What is it?

COUNCILPERSON THOMAS: Three plus one.

UNIDENTIFIED SPEAKER: Three years and two annual --

COUNCILPERSON GUTYON: Wait. Wait. Somebody needs to come to --

CHAIRPERSON PARDO: Wait, wait, wait. You need to come up to the mike.

CITY MANAGER JONES: Come on (inaudible). 9

DIRECTOR OF FINANCE & ADMINISTRATIVE SERVICES SHERMAN: Good evening.

It -- it was -- the first term would be three years and then be two one-year options that you could add on to that.

COUNCILPERSON GUTYON: Okay. Okay, fine. Okay. Well, that is my position. It's time to take our city to another level. That's just one component of it. We can't put -- our marina is not a panacea to all of our problems. So let's not think that the marina's going - - the marina's going to reduce the percentage of people that live under the poverty line. We have some serious systemic problems that we have to deal with. It can start giving some of our people some real jobs and it can contribute and help. And hopefully that would begin to then flourish throughout our city. We have developments on the island

going up. We have developments on the west side going up. We have developments north of Blue Heron Boulevard that's being considered. Riviera Beach is the place to be. When we make these type of decisions, there will be people that are not happy. There will be people that think we're not doing enough. There will be people that will never be satisfied. But I think that we're definitely on the right track. We have the evidence to support that we're on the right track. And it's my hope that at some point my colleagues will understand that that marina can be second to none in this region. And I think that Loggerhead has the resources and the expertise with our direction, giving them our vision, to help get us there. And that's all I have, Madam Chair.

CHAIRPERSON PARDO: Thank you. Anyone else? Miss Miller?

COUNCILPERSON MILLER: Yes. I -- to be quite honest, I -- you know, I sat here and I listened. But I -- my position on how we're doing this has not changed. But I can say based on the information that I heard and from what I've read, I do realize that Loggerhead has been around. They're here in the city. They've been around for a while. Our other company has done just as much work around in various areas. And I am going to lean quite heavily on what the recommendation was from our committee because we -- you know, we've spent maybe an hour and a half listening. But I'm sure there's way more to the presentation that they could have presented to us. I personally do not feel comfortable with voting on this tonight. But if we do, I would certainly go along with what I've been recommended by the committee and --

COUNCILPERSON GUTYON: Which is?

COUNCILPERSON MILLER: Excuse me? And so with that being said, I have, you know, quite a bit of information that I've noticed with Loggerhead -- and they are number one -- with the Marina Management being consolidated, they have information, as well. But I -- I probably would go ahead with Loggerhead because of the recommendation from the committee.

CHAIRPERSON PARDO: Okay. Mr. Davis, do you have anything?

CHAIR PRO TEM DAVIS: Well, I -- I guess the process has changed. I thought we was going to write down the one or the two. But I --

CHAIRPERSON PARDO: If you're not comfortable saying it, you can write it down. But it is public information.

CHAIR PRO TEM DAVIS: Oh, so we are going -- we are voting tonight definitely to move forward? That decision has definitely been -- been made?

CHAIRPERSON PARDO: Yes.

CITY MANAGER JONES: Uh-huh.

CHAIR PRO TEM DAVIS: Okay.

CHAIRPERSON PARDO: All right. So do you want to do that? Do you want to just write it down?

CHAIR PRO TEM DAVIS: I mean, it doesn't -- I mean, I gotta go ahead and --

CHAIRPERSON PARDO: And -- right. And then someone will make the motion and we'll --

CHAIR PRO TEM DAVIS: I mean, 'cause everybody's already stated on the record already.

CHAIRPERSON PARDO: -- see what happens with it.

CHAIR PRO TEM DAVIS: Yeah, 'cause I think it's something that we just need to call a vote on, with going what's recommended by staff like Councilwoman Miller has stated. You know, Loggerhead is ranked number one already. Let's stay consistent with staff recommendations.

COUNCILPERSON MILLER: Madam Chair?

CHAIRPERSON PARDO: Yes, ma'am?

COUNCILPERSON MILLER: Is it possible for us to make sure that Mr. Thomas is on the dais so he can vote with us?

CHAIRPERSON PARDO: Absolutely.

COUNCILPERSON MILLER: 'Cause I want to make sure that we all are a part of this.

CHAIRPERSON PARDO: Absolutely. Here he is.

COUNCILPERSON MILLER: All right. Thank you, Miss --

COUNCILPERSON THOMAS: (Inaudible).

COUNCILPERSON MILLER: Are we having lunch back there? Is that what you got?

CHAIRPERSON PARDO: Yeah, dinner time. Okay. So do we have a motion?

COUNCILPERSON THOMAS: So moved.

CHAIRPERSON PARDO: What is the motion?

COUNCILPERSON THOMAS: So go with staff's recommendation.

CHAIRPERSON PARDO: Is there a second?

COUNCILPERSON GUTYON: Second.

CHAIRPERSON PARDO: All right. Properly moved and second. Madam Clerk?

CITY CLERK ANTHONY: Councilperson Miller?

COUNCILPERSON MILLER: Yes.

CITY CLERK ANTHONY: Councilperson Guyton?

COUNCILPERSON GUTYON: Yes.

CITY CLERK ANTHONY: Councilperson Thomas?

COUNCILPERSON THOMAS: Yes.

CITY CLERK ANTHONY: Pro Tem Davis?

CHAIR PRO TEM DAVIS: Yes.

CITY CLERK ANTHONY: Chair Pardo?

CHAIRPERSON PARDO: Yes.

CITY CLERK ANTHONY: Unanimous vote.

CHAIRPERSON PARDO: Okay. Thank you. So now, Miss Jones, you will go and start negotiating --

CITY MANAGER JONES: Yes.

CHAIRPERSON PARDO: -- with --

CITY MANAGER JONES: We'll start the negotiations with them.

CHAIRPERSON PARDO: Okay. And you'll keep us abreast?

CITY MANAGER JONES: Oh, yes.

CHAIRPERSON PARDO: Okay. All right. I'd like to thank both parties. Thank you very much for submitting. We really appreciate it. And Seven Kings, we look forward to a prosperous partnership. Okay. So -- all right. So since -- all right. So since there is no more -- hey, can you guys keep it down? We're still running a meeting here. So if there's nothing else -- Miss Jones, do you have anything else?

CITY MANAGER JONES: No, ma'am.

ADJOURNMENT

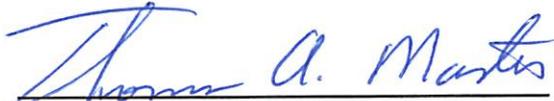
CHAIRPERSON PARDO: Okay. So we are going to adjourn this meeting. All right?
Motion --

COUNCILPERSON THOMAS: So moved.

CHAIRPERSON PARDO: All right. I am adjourning it. Well, we have a motion. Okay.
So this meeting is adjourned and can we go right into our next meeting?

There being no further business, the meeting was duly adjourned at 8:09 p.m.

APPROVED:



THOMAS A. MASTERS
MAYOR



DAWN S. PARDO
CHAIRPERSON

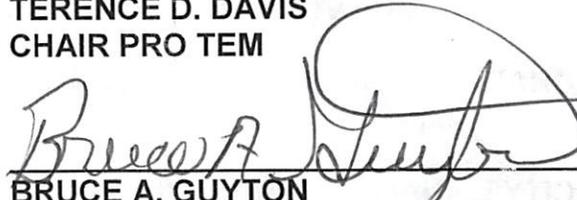
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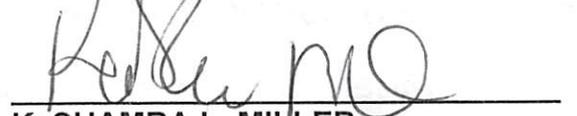
CLAUDENE L. ANTHONY
CERTIFIED MUNICIPAL CLERK
CITY CLERK



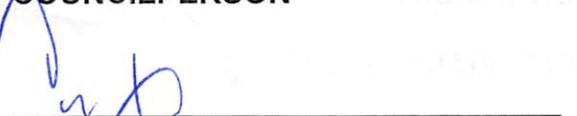
TERENCE D. DAVIS
CHAIR PRO TEM



BRUCE A. GUYTON
COUNCILPERSON



KaSHAMBA L. MILLER
COUNCILPERSON



CEDRICK A. THOMAS
COUNCILPERSON

MOTIONED BY: T. DAVIS

SECONDED BY: B. GUYTON

D. PARDO AYE

T. DAVIS AYE

B. GUYTON AYE

K. MILLER AYE

C. THOMAS AYE

DATE APPROVED: 08/19/15