

City of Pembroke Pines, FL

*City of Pembroke Pines
Charles F. Dodge City Center
601 City Center Way
Pembroke Pines, FL 33025*



Meeting Minutes - Draft

Tuesday, March 31, 2026

4:00 PM

Workshop - Operation and Management of the Building Department

Room A-101

City Commission

*Mayor Angelo Castillo
Vice Mayor Michael A. Hernandez
Commissioner Thomas Good Jr.
Commissioner Maria Rodriguez
Commissioner Jay D. Schwartz*

4:00 PM CITY COMMISSION WORKSHOP CALLED TO ORDER

ROLL CALL

Present 5 - Mayor Angelo Castillo, Vice Mayor Michael A. Hernandez, Commissioner Thomas Good Jr., Commissioner Maria Rodriguez, and Commissioner Jay D. Schwartz

Also present: City Manager Charles F. Dodge, City Attorney Samuel Goren, Assistant City Manager Jonathan Bonilla, Assistant City Manager Mark Gomes, Assistant City Manager Michael Stamm, and City Clerk Gabriel Fernandez.

WORKSHOP ITEM(S):

WS-1 WORKSHOP ITEM #1: REVIEW OF THE DRAFT REQUEST FOR PROPOSAL (RFP) FOR THE OPERATION AND MANAGEMENT OF THE BUILDING DEPARTMENT.

After the reading of the roll, City Manager Dodge explained that the discussion at this workshop would focus on the operation and management of the building department. The city manager shared that he wants the commission to be able to review, approve, and edit the bids before accepting bids for billing department services.

Assistant City Manager Mike Stamm stated that he would provide a brief overview of the package before the commission concerning the proposal for the operation and management of the city building department. Assistant City Manager Mike Stamm explained that his agenda included reviewing the building department contract history, describing building department operations so the commission could better understand the volume of work handled by the department, presenting the preliminary procurement timeline, outlining procurement highlights, and reserving time for commissioner questions.

Assistant City Manager Mike Stamm reported that the agreement with the current vendor began in July 2009 and has gone through twelve amendments, and that the agreement is scheduled to expire in June 2026. Assistant City Manager Mike Stamm noted that in April 2022, the city deployed Tyler Enterprise and Licensing software known as EnerGov and that the city took over all permitting software operations as part of the citywide ERP.

Assistant City Manager Mike Stamm stated that this software manages the plans and permitting processes for the city and that the current vendor participated in its deployment. Assistant City Manager Mike Stamm emphasized that one major change resulting from the software transition is that the city now collects all fees directly, whereas the vendor previously handled fee collection. Assistant City Manager Mike Stamm added that the software is also used by business tax, engineering, fire prevention, flood plain management, and zoning.

Assistant City Manager Mike Stamm continued by describing the volume of operations carried out by the building department and noted that although elected officials receive calls from residents, the actual number of activities being processed puts the workload into clearer perspective. Assistant City Manager Mike Stamm stated that three years of plan review data show that the department averages roughly 2000 plan reviews per month. Assistant City Manager Mike Stamm also described the 25-year building safety inspection program and explained that all commissioners have condo buildings subject to this requirement.

Assistant City Manager Mike Stamm stated that this program previously operated as a 40-year program and is now required at the 25 year mark. Assistant City Manager Mike Stamm noted that he has spoken extensively with Commissioner Good and the Vice Mayor about supporting Century Village and Hollybrook in their recertification processes. Assistant City Manager Mike Stamm reported that in 2023 the department processed 646 submissions, that in 2024 it processed 1,569 submissions, and that the program has received 158 compliance submissions and 26 compliance submissions so far this year. Assistant City Manager Mike Stamm clarified that this inspection program is significant but is separate from plan review and that it was mandated by the state following the Surfside tragedy.

Assistant City Manager Mike Stamm explained that the department averages 182 residential reroofs per month based on a three-year rolling average and that it processes an average of 176 window and door permits per month. Assistant City Manager Mike Stamm noted that the department also averages 67 residential fences, an unspecified number of residential patios, 24 residential AC changeouts, 24 commercial AC changeouts, and 24 commercial reroofs. Assistant City Manager Mike Stamm stated that these categories are important because they represent some of the highest volume applications the department receives. Assistant City Manager Mike Stamm emphasized that processing an average of 182 residential roofs each month represents a substantial workload and that roofing permits generally receive turnaround in under three days.

Assistant City Manager Mike Stamm then reviewed inspection data and reported that the department performed 49,952 inspections in 2023, approximately 43,000 inspections in 2024, and nearly 40,000 inspections in 2025. Assistant City Manager Mike Stamm explained that the reduction in numbers is due to streamlining processes, such as reducing inspection requirements for windows and doors, to assist both companies and homeowners. Assistant City Manager Mike Stamm clarified that the department consistently performs more than 3,000 inspections each month.

Assistant City Manager Mike Stamm transitioned to the procurement timeline and stated that the slide being presented reflects the preliminary timeline that was previously shared with the commission. Assistant City Manager Mike Stamm explained that after receiving feedback from the commission, the goal is to complete a final draft by April 23 so it can be placed on the May 6 agenda. Assistant City Manager Mike Stamm stated that the procurement would then be released on the city platform and bids would open in June 2026. Assistant City Manager Mike Stamm

noted that the current 180-day extension granted by the manager expires in June and emphasized that the city will need to take action to extend the contract while the procurement process is completed. Assistant City Manager Mike Stamm reported that an evaluation committee will meet in July and that its recommendation will return to the commission in August. Assistant City Manager Mike Stamm explained that meetings with firms and negotiations will begin in August and will be completed by September.

Assistant City Manager Mike Stamm stated that the commission should expect an agenda item on October 7 to approve a new contract with a selected vendor. Assistant City Manager Mike Stamm added that this timeline matches what was previously presented but has been refined with updated dates.

Assistant City Manager Mike Stamm then directed attention to the backup document provided to the commission and stated that he wished to highlight major changes and clarifications to scope, duties, and responsibilities. Assistant City Manager Mike Stamm emphasized that plan review timelines represent the most significant updates. Assistant City Manager Mike Stamm explained that documents from 2009 differ considerably from modern requirements because the city did not yet have online permitting and relied entirely on paper submissions. Assistant City Manager Mike Stamm noted that permits can now be submitted online at any hour and that new obligations, such as the 25-year building safety program, various state mandates, and state-required review timelines, now apply. Assistant City Manager Mike Stamm added that private providers have become more common and that the department now operates in a post-COVID environment.

Assistant City Manager Mike Stamm communicated that during COVID, unpermitted work rose significantly because residents used available funds to complete projects such as patios and window installations without permits. Assistant City Manager Mike Stamm explained that he previously informed Commissioner Rodriguez that in Spring Valley, he processes about 120 variances to address unpermitted work. Assistant City Manager Mike Stamm noted that the new procurement document includes procedures for after-the-fact permits and owner-builder permits. Assistant City Manager Mike Stamm stated that the proposed plan review timelines include three days for minor applications, six days for medium applications, ten days for major applications, and ten business days for the 25-year inspection program, which primarily involves monitoring.

Assistant City Manager Mike Stamm explained that an additional day is

included for owner-builder permits, and another additional day is included for after-the-fact permits. Assistant City Manager Mike Stamm emphasized that this is important because homeowners acting as owner-builders may require extra assistance even though the code states that applicants are expected to understand the permitting process.

Assistant City Manager Mike Stamm stated that whoever the city vendor is should not be penalized for spending extra time assisting a client, customer, or homeowner as they work through the permitting process. Assistant City Manager Mike Stamm explained that this same principle applies to after-the-fact permits and noted that after-the-fact permits involve work completed without a permit. Assistant City Manager Mike Stamm stated that the city adopted a policy in 2023 requiring that work performed without a permit must be corrected by a licensed contractor rather than an owner/builder.

Assistant City Manager Mike Stamm explained that this policy was implemented because owner/builder after-the-fact permits took an average of one hundred twenty days to complete, since homeowners did not understand the process. Assistant City Manager Mike Stamm reported that after the policy was adopted, the average timeline decreased to seventy days. Assistant City Manager Mike Stamm emphasized that after-the-fact work requires a contractor or engineer to sign off on work that was performed without proper authorization, which requires a degree of trust and accountability. Assistant City Manager Mike Stamm stated that the procurement includes an additional day for these types of applications.

Assistant City Manager Mike Stamm noted that assistant city managers and his team collectively conducted research by examining timelines used by other cities and found that most cities grant ten days for plan review. Assistant City Manager Mike Stamm stated that many cities do not categorize applications the way Pembroke Pines does and that some cities simply follow state statute, which allows for even longer review times. Assistant City Manager Mike Stamm emphasized that Pembroke Pines maintains more restrictive standards and demands higher performance. Assistant City Manager Mike Stamm referenced section 4.5 of the document and explained that minor applications include residential AC changeouts, residential fences, residential reroofs, and residential windows and doors.

Assistant City Manager Mike Stamm stated that minor applications must be completed within three days and clarified that three days refers to three business days beginning when the permit technician first reviews

the submission, rather than the moment it is uploaded online. Assistant City Manager Mike Stamm described scenarios where submissions occur at midnight by contractors preparing documentation and explained that the three-day review clock effectively starts the following morning.

Assistant City Manager Mike Stamm explained that medium applications are assigned a six-day timeframe and that almost all applications that are not minor or new construction fall into this category. Assistant City Manager Mike Stamm referenced Exhibit A in the backup document, which lists all application types, and explained that historically, the city did not categorize applications in this structured manner. Assistant City Manager Mike Stamm stated that an audit previously identified this issue and that the department now clearly categorizes applications into minor, medium, and major groups.

Assistant City Manager Mike Stamm reported that approximately 45 percent of permits fall into the minor category, another 45 percent fall into the medium category, and 10 percent fall into the major category. Assistant City Manager Mike Stamm stated that, based on the proposal, 45 percent of permits will be completed in three days or less, the majority of the remainder will be completed in six days or less, and only 10 percent will require more time, which still aligns with standards used by other jurisdictions.

Assistant City Manager Mike Stamm stated that inspection timeframes were also clarified following the audit and explained that all inspections must be performed within one business day of the scheduled date. Assistant City Manager Mike Stamm clarified that a customer may request an inspection for a future date and that this flexibility was not properly captured in previous documents. Assistant City Manager Mike Stamm explained that the updated procurement document outlines how inspection requests may be submitted and ensures that expectations are clear. Assistant City Manager Mike Stamm stated that the document also clarifies required staffing positions and referenced section 4.6, which outlines the chief building official, assistant building official, trade chiefs for structural, mechanical, electrical, and plumbing, plans examiners, field inspectors, and the building department operations manager. Assistant City Manager Mike Stamm emphasized that the operations manager is essential to keeping the department functioning efficiently and that this position was not included in previous contracts but is now recognized as vital.

Assistant City Manager Mike Stamm explained that dual roles are prohibited except for the assistant building official. Assistant City Manager Mike Stamm stated that the chief building official cannot

simultaneously serve as a trade chief and must remain focused on his responsibilities, including issuing certificates of occupancy and making high-level decisions. Assistant City Manager Mike Stamm noted that dual roles may occur temporarily for vacation coverage or occasional assistance, but cannot occur as part of regular staffing. Assistant City Manager Mike Stamm stated that the procurement requires adequate staffing to ensure that permits and inspections are processed promptly and that residents and businesses receive necessary support. Assistant City Manager Mike Stamm emphasized that, as contract manager, he must ensure staffing levels are adequate to maintain performance and prevent delays that could lead to complaints reaching commissioners.

Assistant City Manager Mike Stamm stated that liquidated damages have been added to the contract for dedicated staffing and explained that if a vendor fails to staff required positions within a specified period, the vendor will incur financial penalties because lack of staffing harms city performance. Assistant City Manager Mike Stamm explained that supervisory staff, permit technicians, customer service agents, and a certificate of occupancy clerk are also required positions under the proposal. Assistant City Manager Mike Stamm stated that the document clearly outlines the prohibition on dual roles and explains what constitutes a dual role and what exceptions are allowed. Assistant City Manager Mike Stamm clarified that the intention is not to prevent occasional field assistance by leadership but to ensure that leadership is not performing inspector-level tasks daily at the expense of higher-level duties.

Assistant City Manager Mike Stamm stated that adequate staffing is necessary to process permits throughout all stages and that sufficient permit technicians and support staff are required to assist residents and businesses both in person and online. Assistant City Manager Mike Stamm explained that communications concerns raised by commissioners prompted the addition of new language addressing website maintenance requirements for the building department website. Assistant City Manager Mike Stamm explained that the website had previously been identified as disorganized and that the contract now specifies update responsibilities and expectations. Assistant City Manager Mike Stamm stated that community outreach is also emphasized in the proposal because the 25-year building safety inspection program is complex. Assistant City Manager Mike Stamm explained that some property managers in Century Village have not provided accurate information to residents, which has resulted in unnecessary costs. Assistant City Manager Mike Stamm stated that outreach events must be conducted by the building department vendor and that this requirement is now explicitly defined.

Assistant City Manager Mike Stamm explained that the building department has already conducted outreach at Hollybrook and Century Village, but these expectations must be clearly outlined for any future vendor. Assistant City Manager Mike Stamm stated that the vendor must be capable of conducting education and engagement with residents, real estate professionals, and developers regarding the permitting process. Assistant City Manager Mike Stamm stated that the proposal requires the vendor to provide a monthly performance scorecard and explained that he currently uses such scorecards as contract manager, but that the new contract makes them mandatory.

Assistant City Manager Mike Stamm stated that he monitors performance regularly and uses scorecard data to identify issues. Assistant City Manager Mike Stamm also proposed adding a quarterly customer service survey requirement and stated that other building departments were consulted regarding their processes. Assistant City Manager Mike Stamm emphasized that survey results will impact not only the building department but also zoning, engineering, LBTR, and fire prevention because they all interact with the development services workflow, and the vendor will be responsible for collecting this data.

Assistant City Manager Mike Stamm explained that the procurement also includes clarification on contractor vehicle identification because homeowner associations want to verify that individuals entering communities are performing legitimate city-related work. Assistant City Manager Mike Stamm stated that contractor vehicles must be properly identified as working on behalf of the city rather than presenting as personal, unmarked vehicles.

Assistant City Manager Mike Stamm explained that contractor vehicles must look as though they belong on site and stated that similar requirements are included in other city contracts. Assistant City Manager Mike Stamm noted that this language was added for clarity. Assistant City Manager Mike Stamm stated that the document also clarifies obligations related to state legislation and explained that he previously spoke with commissioners about various bills advancing through the legislature. Assistant City Manager Mike Stamm shared that the legislature has reduced home rule authority and created potential unfunded mandates, along with new requirements that cities must comply with.

Assistant City Manager Mike Stamm emphasized that the procurement document now clearly outlines that the vendor must comply with changing state laws. Assistant City Manager Mike Stamm referenced last year's Senate Bill 180, which he described as a hurricane-related bill and

explained that it required cities to create a mobile building department within a certain timeframe. Assistant City Manager Mike Stamm stated that this requirement had never been addressed in the existing contract, and the new procurement document now includes language directing how the vendor must operate during emergency conditions in compliance with evolving legislation.

Assistant City Manager Mike Stamm noted that a Senate bill and a similar House bill currently on the governor's desk would significantly alter private provider regulations and requirements for permits under a value of seven thousand five hundred dollars. Assistant City Manager Mike Stamm stated that he has discussed these potential changes individually with some commissioners and explained that he is awaiting clarity on how these changes may affect building department operations. Assistant City Manager Mike Stamm expressed concern as both a contract manager and someone who works closely with development, particularly regarding portions of the bill that may limit a building official's ability to visit a property serviced by a private provider. Assistant City Manager Mike Stamm stated that he does not know whether the bill will be fully adopted, but noted that changes continue to be introduced into the legislation. Assistant City Manager Mike Stamm emphasized that the procurement document has been written to reference and incorporate legislative changes as they occur and to ensure the building department remains responsive to future legal requirements.

Assistant City Manager Mike Stamm explained that one issue raised in prior discussions involved transition planning in the event the city selects a new vendor. Assistant City Manager Mike Stamm stated that he has spoken with colleagues in other cities that use privatized building departments and that those cities have experienced challenges related to staffing changes, operational adjustments, and transitions involving permitting software. Assistant City Manager Mike Stamm emphasized that he intends for the procurement document to provide the city with adequate protection to ensure a smooth transition should a new vendor assume building department duties.

Assistant City Manager Mike Stamm stated that the question-and-answer section included in the back of the procurement document provides sufficient flexibility for vendors to address transition plans. Assistant City Manager Mike Stamm explained that the city is also requesting additional language regarding vendors' past performance, staffing levels, operations, and performance in other jurisdictions. Assistant City Manager Mike Stamm stated that Pembroke Pines is a very large city with approximately one hundred seventy-one thousand residents and five thousand businesses, and he wants to understand

how a vendor has performed in cities of comparable size.

Assistant City Manager Mike Stamm stated that the proposed contract term consists of five years with a five-year renewal option, which aligns with prior commission consensus regarding this type of contract. Assistant City Manager Mike Stamm concluded his presentation by opening the floor for commissioner questions and stating that he would do his best to respond.

Mayor Castillo asked when the review timeframes begin, given that applications are often submitted incompletely and require follow-up with applicants. The mayor questioned whether the timeframe begins at submission or at the receipt of a complete application.

Assistant City Manager Mike Stamm replied that the timeframe begins once the permit technician has transmitted a complete application to the plans reviewer and confirmed that the timelines apply only to complete applications as specified in the requirements.

Vice Mayor Hernandez commented on the city's population and traffic conditions and expressed appreciation to the Assistant City Manager Stamm and his team, and noted that he had reviewed the procurement materials. The vice mayor thanked Assistant City Manager Stamm for his work with property managers in Century Village and stated that he meets with the building department leadership frequently to address recurring issues in that community.

Vice Mayor Hernandez explained his concerns involving the 25-year recertification process and inaccurate information being circulated by property management firms. Vice Mayor Hernandez acknowledged ongoing issues with unpermitted work in the community and noted that this reinforces the importance of communication. Vice Mayor Hernandez recognized that both Commissioner Rodriguez and he have emphasized the need for strong communication strategies and confirmed that the procurement includes language addressing website maintenance and community engagement.

Vice Mayor Hernandez shared that outreach is especially important in communities with diverse property management companies and recognized that Century Village may soon have an additional management firm involved. Vice Mayor Hernandez communicated that seniors and long-time residents rely heavily on platforms such as WhatsApp and Facebook and acknowledged that technology use among older residents has evolved, making digital communication strategies essential for effective outreach.

Vice Mayor Hernandez acknowledged the circumstances regarding surveys and explained that surveys will continue to be an important tool for evaluating performance. Vice Mayor Hernandez suggested that there should also be more informal meetings with major landowners and business owners who frequently interact with the building department and stated that such meetings would supplement survey feedback. Vice Mayor Hernandez shared his concerns about state preemption and legislative unpredictability and explained that he has complained about these issues previously.

Vice Mayor Hernandez expressed his frustration that legislation is often passed before details are fully understood and later revised in subsequent sessions. Vice Mayor Hernandez explained that the unpredictability of legislative timelines, particularly with sessions varying between January and March start dates, may extend issues over longer periods. Vice Mayor Hernandez explained that with a new governor taking office in January, there may be additional uncertainty. Vice Mayor Hernandez confirmed that he did not want to delay procurement despite these concerns and emphasized that increased education and communication will be necessary moving forward, beyond what has been done previously, such as YouTube videos.

Vice Mayor Hernandez referenced the Surfside legislation and questions being raised by condo presidents about recently approved state laws that allow financing of certain maintenance costs. Vice Mayor Hernandez shared that it remains unclear how such changes may impact operations and acknowledged that a very aggressive and direct communications effort will be necessary for the building department vendor. Vice Mayor Hernandez agreed that the vendor will need to work closely with the city's communications team to ensure accurate public outreach. Vice Mayor Hernandez expressed that instructional YouTube videos and communication through videos can be helpful.

Vice Mayor Hernandez communicated that boosting posts could increase public engagement. The vice mayor shared that transparency is essential during the procurement process and emphasized that even when the city believes it is being overly transparent, it should continue to be so. Vice Mayor Hernandez conveyed his confidence in the city manager and stated that maintaining transparency is crucial for public trust, especially for a city as large as Pembroke Pines.

Vice Mayor Hernandez raised concerns about unpermitted work in Century Village and emphasized that such issues can pose life safety risks. Vice Mayor Hernandez described how some residents in that

community have removed load-bearing walls and claimed they possess construction expertise based on past professional experience. Vice Mayor Hernandez explained that he understood that the city cannot control internal policies of private communities; however, the city must remain vigilant in addressing any dangerous conditions brought to its attention.

Vice Mayor Hernandez shared that both he and the mayor visit Century Village frequently and stated that if direct messaging to condo presidents is necessary, the building department will provide it. Vice Mayor Hernandez explained that he is highly concerned about residents performing work without proper permits and inspections and stated that preventing a potential accident is a priority for whoever is selected as the next vendor.

Assistant City Manager Mike Stamm explained that the procurement document includes language requiring coordination between the building department and code compliance. Assistant City Manager Mike Stamm clarified that the building department has limited authority to enter private units unless unpermitted work is observed in progress. Assistant City Manager Mike Stamm stated that if work is observed being performed illegally, then citations can be issued, and the work can begin after the permit process. Assistant City Manager Mike Stamm referenced the policy implemented several years ago mandating requirements for licensed contractors and stating that this ensures work is done correctly and in a timely manner.

Assistant City Manager Mike Stamm stated that educational campaigns have been attempted in the past and will continue to be used as part of the city's strategy. Assistant City Manager Mike Stamm described previous outreach efforts, including meetings with Century Village leadership before COVID. Assistant City Manager Mike Stamm explained that during COVID, many residents incorrectly believed the building department was closed, even though staff continued to process permits and conduct work inside city facilities. Assistant City Manager Mike Stamm stated that the city is now seeing the consequences of unpermitted COVID-era construction during real estate transactions and when noise complaints reveal improperly installed flooring. Assistant City Manager Mike Stamm stated that the department is working diligently but that the issue remains challenging and was addressed in the procurement document to ensure the vendor emphasizes education and enforcement.

Commissioner Good expressed his appreciation for the work that has been done and noted the significant updates in the new bid documents

compared to those from 2009. Commissioner Good shared that the improvements reflect efforts to address operational needs and modernize building department procedures. Commissioner Good agreed that the project timeline should not overshadow the importance of completing the procurement correctly. Commissioner Good noted that although the contract expires on June 30, extensions may be executed in 30-day increments as needed to ensure accuracy and completeness. Commissioner Good emphasized that the goal is to deliver a well-structured procurement process rather than rushing to meet arbitrary dates. Commissioner Good described the complexity of the subject matter and acknowledged that a large volume of information is included in the procurement.

Commissioner Good summarized his notes and discussed the project timeline as written in the bid document. Commissioner Good made note of industry best practices, which typically require solicitation periods exceeding thirty days to ensure fairness, transparency, competitiveness, and defensibility against bid protests. Commissioner Good shared that he did not understand why the current timeline was set at under thirty days and recommended extending the solicitation period to at least thirty days and possibly up to forty-five days. Commissioner Good expressed his concerns regarding the absence of a mandatory pre-bid meeting and stated that such meetings allow vendors to collaborate, ask questions, and reduce the number of written inquiries. Commissioner Good explained that, given the complexity of the project, a mandatory pre-bid may be appropriate and stated that the comment would be taken under advisement as part of refining the procurement timeline.

Commissioner Good addressed an item on page ten, item M, which referenced FEMA, and expressed concern that FEMA is currently undergoing significant challenges. Commissioner Good questioned whether, if FEMA were replaced or restructured, the contract language should still require the vendor to comply with whatever emergency management guidelines are in effect at that time.

Commissioner Good referenced the mayor's earlier comments regarding confusion about who handles specific issues. Commissioner Good shared that situations often arise where it is unclear whether the contractor, the city, or another reviewing department should resolve a problem. Commissioner Good detailed that the contract does not currently specify a clear point of contact for resolving ambiguity when applicants experience difficulties.

Commissioner Good expressed that some applicants encounter issues when the electronic permitting system cannot address a particular

question and that applicants may not know where to turn after attempting online submission. Commissioner Good suggested establishing a help desk component to reduce strain on plan examiners and technical staff while ensuring residents receive timely assistance. Commissioner Good described his account of personally visiting the building department to experience the process as a resident and highlighted the need for an accessible point of assistance beyond permit reviewers. Commissioner Good shared that adding a help desk requirement to the procurement could be considered to improve customer support and operational efficiency.

Commissioner Good questioned that, given expected turnaround times, how projects will be prioritized when multiple applications arrive simultaneously.

Assistant City Manager Mike Stamm explained that prioritization is primarily determined by the vendor because applications are submitted electronically at all hours and reviewers process them as they arrive. Assistant City Manager Mike Stamm stated that staff often receive calls from residents expressing urgency due to insurance deadlines for roof replacements, but they are generally unaware of these circumstances unless contacted directly.

Assistant City Manager Mike Stamm emphasized that prioritization largely depends on vendor staffing levels and operational structure and that vendors must describe how they will manage prioritization in their procurement submissions. Assistant City Manager Mike Stamm stated that the only prioritization specifically required in the contract is for affordable housing projects due to their public importance. Assistant City Manager Mike Stamm noted that the city previously offered expedited permitting but discontinued it because when everyone pays for expedited service, no tier remains for regular service, resulting in inefficiency. Assistant City Manager Mike Stamm emphasized that vendors may use remote and on-site staffing to maintain service levels and that their approach to prioritization should be discussed in their proposals.

Commissioner Good raised concerns regarding the possibility of favoritism in prioritization and stated that while there is no indication this occurs, human behavior can create perceptions of inequity. Commissioner Good questioned under the contract who the contract manager would be.

Assistant City Manager Mike Stamm then responded to Commissioner Good's question and noted that he is the designated contract manager for the building department contract.

City Manager Dodge shared that in past years the responsibility shifted between individuals, but confirmed that it has been formally assigned to him for the last twenty-six months. The city manager explained that the building department is closely tied to planning, zoning, fire, and related operations, making his role appropriate for managing the contract.

Commissioner Good questioned timelines and clarified that the review clock begins only after an application is complete, consistent with the earlier discussion. Commissioner Good asked how applicants are notified regarding the status of their applications.

Assistant City Manager Mike Stamm clarified that applicants receive direct email communication from the building department when an application is incomplete, and the notification is sent to the individual listed on the application. Assistant City Manager Mike Stamm emphasized that this ensures applicants are made aware of missing documents or required corrections so that the application can be completed and transmitted to a plans reviewer, at which point the official review period begins.

Assistant City Manager Mike Stamm explained that notification emails regarding incomplete applications are sent automatically to the individual listed as the applicant and that if a contractor uploads the documents on behalf of a homeowner, the contractor's contact information may be the one receiving the notifications. Assistant City Manager Mike Stamm stated that this issue has been influenced by ongoing state revisions to uniform applications and applicant information requirements and that the responsibility for receiving communication depends entirely on who submits and uploads the application.

Assistant City Manager Mike Stamm noted that he often receives complaints from residents stating that they were never contacted, and upon review of the application, he discovers that the resident's name was never listed as the applicant. Assistant City Manager Mike Stamm stated that this confusion is a product of the permitting system's structure and not a vendor-related issue and clarified that whoever uploads the application and enters their information becomes the primary contact for all system notifications.

Commissioner Good shared his concern that many residents may miss important emails because they receive large volumes of messages and may not see the communication notifying them of an incomplete application. Commissioner Good explained that this lack of awareness contributes to complaints sent to the commission after delays arise. Commissioner Good reiterated that a help desk component could address these communication gaps by providing residents with a place to call for clarification. Commissioner Good reiterated that even though educational outreach can help, many first-time permit applicants are unfamiliar with the system and assume their application is complete once submitted, not realizing they may have overlooked required documents such as surveys.

Commissioner Good asked questions regarding inspection scheduling and explained that the terminology in the document may be confusing.

Assistant City Manager Mike Stamm clarified that when a resident calls

before 3:00 p.m. to request an inspection for the next day, the scheduled date refers to the next business day. Assistant City Manager Mike Stamm explained that if the call occurs after 3:00 p.m., the scheduled date becomes the following business day unless the resident selects a later date. Assistant City Manager Mike Stamm confirmed that inspections must occur on the scheduled date and not the day after, and he acknowledged that clarifying this language in the document may prevent future misunderstandings.

Assistant City Manager Mike Stamm addressed the commissioner's questions regarding section 4.6 D about dedicated personnel. Assistant City Manager Mike Stamm confirmed that the intent behind the no dual roles language is to prevent circumstances where one individual holds two chief-level positions simultaneously, such as serving as both chief structural and building official. Assistant City Manager Mike Stamm stated that each discipline must have its own chief because the volume and complexity of work in the city requires full attention from each role. Assistant City Manager Mike Stamm explained that in a large city with thirty-four square miles and over eight million square feet of commercial space, it is critical that each chief-level staff member can fulfill their duties fully and also be available for field support or educational responsibilities.

Commissioner Good shared that he does not disagree with the Assistant City Manager, but has concerns with the way that they are written and questioned why one discipline chief cannot fill the role of another who is out on a temporary basis. Commissioner Good shared that he is concerned with the absoluteness of the language in the contract and noted that it does not offer any flexibility. Commissioner Good expressed the need for there to be more flexibility in the contract language, but clarified that he supports the idea of dedicated staffing.

Commissioner Good described concerns about situations where reviewer A issues a set of comments and then reviewer B later reviews the resubmittal and issues an entirely different set of comments, creating frustration for applicants who expect consistency. Commissioner Good questioned the logistics of dedicated reviewers and asked how such consistency would be monitored.

Assistant City Manager Mike Stamm responded that monitoring reviewer consistency would fall under his responsibility as the contract manager and stated that although he is not present every minute of every day, he is physically in the building department five days a week and is heavily involved in daily operations. Assistant City Manager Mike Stamm stated that he regularly monitors performance through system reports

that detail who is performing reviews and how they are progressing, and emphasized that he holds both vendor staff and city staff accountable to the same standard.

Commissioner Good asked questions regarding section 4.5, which outlines plan review timeframes for minor, medium, and major applications.

Assistant City Manager Mike Stamm clarified that those timelines apply solely to plan review and do not include the time between the completion of review and the issuance of the permit. Assistant City Manager Mike Stamm explained that the time required to issue a permit varies significantly and often depends on the contractor. Assistant City Manager Mike Stamm stated that once the plan review is complete, staff confirm that all required documents are current and in order, and noted that many applicants have expired insurance or are missing documents by the time they reach the issuance stage.

Assistant City Manager Mike Stamm explained that applicants receive communication notifying them that their permit is ready for issuance and that outstanding fees or additional requirements may still need to be satisfied. Assistant City Manager Mike Stamm emphasized that issuance times can range from next-day completion to several weeks, depending on applicant action, and that the building department monitors inactive or stalled permits as part of its responsibilities.

Commissioner Good questioned what happens in the case of inactivity.

Assistant City Manager Mike Stamm stated that in cases where a permit becomes inactive, the outcome depends on the length of inactivity. Assistant City Manager Mike Stamm explained that if an applicant fails to pick up or finalize a permit, it may expire and need to be reinstated. Assistant City Manager Mike Stamm noted that such cases often come to commissioners, who then contact him regarding a resident whose contractor abandoned the job. Assistant City Manager Mike Stamm stated that he can work with the building operations manager to reactivate the permit if appropriate and guide the resident through a change of contractor process. Assistant City Manager Mike Stamm explained that many inactive permits stem from situations where a contractor began work without obtaining the permit, leaving the homeowner unaware that no permit had ever been issued.

Assistant City Manager Mike Stamm stated that such cases are common and that code enforcement may be sent to verify whether unpermitted work exists, triggering further action. Assistant City Manager

Mike Stamm explained that while extreme circumstances involve complications, the typical process for inactive permits depends on how long the permit has been inactive and what stage the work is in, and that requirements are based on the building code and state statute.

Commissioner Good questioned where the policy that specifies this process, as well as any associated fees, can be located.

Steve Pizzillo, Building Official clarified that it depends on how far into the process it is, as well as if it is a final inspection or if there haven't been any inspections. Mr. Pizzillo clarified that ultimate authority lies with himself, as the authority having jurisdiction, specifying that he determines the appropriate process for reactivation.

Commissioner Good clarified that the contractor would provide information on how to reactivate permits that someone forgot to pay for or interact with.

Commissioner Good questioned the timeline for re-reviews, as it is not specified in the contract.

Assistant City Manager Stamm confirmed that a resubmittal must be reviewed within the same timeframe as the original review. Assistant City Manager Mike Stamm acknowledged that the procurement document does not explicitly state this and agreed that language should be added to clarify that re reviews follow identical timelines to initial reviews.

Commissioner Good discussed the evaluation scoring matrix on page sixty-two, confirming that the scoring categories shown are those used by the evaluation team. Commissioner Good noted that project cost is weighted at fifteen percent, experience and capabilities at twenty-five percent, understanding at twenty percent, previous references at twenty-five percent, financial sustainability at ten percent, and local vendor consideration at five percent. Commissioner Good stated that the fifteen percent cost weight is the lowest he has ever seen in a competitive procurement of this type.

Commissioner Good explained that typical procurement weightings for cost range between twenty and forty percent and that this procurement places a heavier emphasis on quality, capability, and experience. Commissioner Good referenced Hallandale Beach's procurement process, which used twenty percent cost weighting, and acknowledged that different cities structure their evaluations based on their priorities and the nature of the service being procured.

Commissioner Good explained that additional research into other jurisdictions showed cost weightings of twenty-five percent in cities such as Dania Beach, Homestead, and Okeechobee County, and that no examples were found where cost was weighted as low as fifteen percent for comparable outsourced building services contracts. Commissioner Good shared that deeper research might reveal additional examples, sharing that the pattern observed suggests that a higher weighting for cost is common in similar procurements. Commissioner Good recommended increasing the cost weighting from fifteen percent to twenty-five percent on page sixty-two.

Commissioner Schwartz suggested reviewing outsourced building department procurements in Broward County over the last five years before making changes.

Commissioner Good noted that he felt confident in his research.

Mayor Castillo reiterated that the workshop's purpose is to provide direction so staff can return with revisions.

City Manager Dodge shared that if the weight for cost increases, corresponding adjustments must be made to other evaluation categories.

Commissioner Good proposed offsetting the increase by deducting five percent from experience and capabilities and five percent from previous experience and references, leaving both categories at twenty percent each while maintaining a strong emphasis on qualification.

Mayor Castillo asked whether local preference remains permissible, and the city attorney confirmed that it is allowed under current policy.

Mayor Castillo noted uncertainty about whether any local firms would bid on an outsourced building services contract of this size.

Commissioner Rodriguez and Vice Mayor Hernandez expressed support for reexamining the scoring weights and acknowledged the procurement experience of the commissioner in making the recommendation.

Commissioner Rodriguez agreed that increasing the cost weight could incentivize more competitive pricing from vendors.

City Manager Dodge cautioned that, as pricing becomes a more heavily

weighted factor, vendors must still demonstrate the ability to staff adequately to meet all service and performance requirements.

Mayor Castillo explained that elements such as help desks and customer service enhancements contribute to cost and must be considered when evaluating pricing proposals.

Mayor Castillo reiterated that prioritizing cost does not eliminate the need to ensure that the vendor can deliver required services effectively and stated that sometimes a higher cost is justified by improved service quality.

Vice Mayor Hernandez referenced a Senate bill, potentially on the governor's desk, which includes a provision requiring a fifty percent reduction in permit fees when private providers are used for both inspection and plan review services. The vice mayor explained that such legislation may affect revenue streams for municipalities and influence the operational and financial structure of outsourced building departments.

Commissioner Good clarified that this potential revenue impact relates to future budgeting and not to evaluation scoring.

The mayor clarified that Commissioner Good is simply recommending that more emphasis be placed on costs than the current structure suggests.

Assistant City Manager Mike Stamm identified Senate Bill 803 as the bill number referenced earlier.

Commissioner Good raised a question regarding page sixty-one, section D, regarding contract negotiation failure. Commissioner Good questioned why the city would fail a negotiation and be required to go to the next lowest bidder. Commissioner Good noted that the city includes such language in all solicitations because vendors may submit proposals without agreeing to certain terms, making negotiation impossible.

Assistant City Manager Gomes clarified that the city does not present contracts for award unless the vendor agrees to the terms, but that the clause remains as a safeguard to move to the next-ranked vendor if negotiations fail. The assistant city manager acknowledged that additional discussion may be needed regarding how this language functions within an RFP framework. The assistant city manager shared that after the evaluation committee does a ranking process, they figure out which firm is the highest ranked, and then present that to the city

commission for an award. The assistant city manager specified that the commission must first award that contract before they could actually negotiate with them.

Commissioner Good then reviewed page sixty-two, item number three, which concerns the firm's understanding and approach to the work. Commissioner Good referred to section four on page thirty-four, which explains the factors considered under the understanding and approach category, including transition planning.

Assistant City Manager Gomes explained that transition planning is essential in the event that a new vendor takes over operations or the current vendor transitions into a new contract term. Assistant City Manager Gomes clarified that all vendors, including the incumbent, must submit transition plans because a transition will always occur at each contract renewal or expiration.

Commissioner Good reiterated concern that evaluating transition plans may appear uneven when an incumbent vendor has no true transition from themselves to themselves, unlike a new vendor that must propose a full transition strategy.

Assistant City Manager Gomes responded that transitions occur not only when switching vendors but also when an incumbent moves from an old contract into a newly structured contract, and that both scenarios require planning. Assistant City Manager Gomes noted that section 4.2 addresses transition planning but emphasized that the section spans through 4.27 and includes numerous additional requirements beyond transition language.

Commissioner Good moved to the topic of performance indicators and stated that the commissioner did not see enough emphasis on key metrics within the document.

Assistant City Manager Mike Stamm clarified that performance indicators are included within the reporting and scorecard requirements and that he currently monitors metrics such as plan review times, inspection completion rates, and customer responsiveness.

Assistant City Manager Mike Stamm stated that today's metrics already show that approximately ninety-eight percent of inspections are completed within one business day and that such metrics are included in the scorecards provided to the commission. Assistant City Manager Mike Stamm acknowledged the commissioner's request to further incorporate clear performance indicators into the procurement document

and stated that he understood the importance of visibility into performance data.

Commissioner Good noted that he is just sharing his concern and recognizes that the actual contract will likely be more refined in the field of performance indicators. Commissioner Good referenced Hallandale Beach's scoring model, which weighted performance measures at twenty percent of the total evaluation, and agreed that performance measures are widely recommended best practices in procurement processes.

Commissioner Good addressed section 4.13, sharing that a complaint log should be created. Commissioner Good acknowledged that neither the city nor commissioners currently have a centralized way to track the frequency, nature, or volume of complaints received, and stated that including a complaint log requirement could provide useful information to identify systemic issues or emerging trends.

Commissioner Good transitioned to section six and expressed appreciation for the expanded requirements under experience and capabilities, but stated concern that the document appeared to require an unnecessarily deep level of personnel detail. Commissioner Good explained that typical industry practice requires resumes or qualifications only for key personnel, such as the building official, department managers, or trade chiefs, rather than detailed resumes for every inspector or field employee.

Assistant City Manager Stamm explained that the city requires a minimum number of inspectors and noted that identifying staff names, titles, and reporting relationships provides clarity about how the vendor intends to staff the contract.

Commissioner's concern that requiring detailed resumes for lower-level positions might be impractical for vendors that do not yet employ the specific individuals who would be assigned to the city.

Mayor Castillo expressed his belief that when names are not available, vendors may provide job descriptions to demonstrate expected qualifications and responsibilities.

Commissioner Good expanded on an earlier comment, stating that the city should begin considering the hiring of a building official directly employed by the city who would oversee the vendor and safeguard municipal control. Commissioner Good explained that while outsourcing offers cost savings, staffing flexibility, and broader technical expertise,

long-term outsourcing also introduces less obvious problems. Commissioner Good explained that maintaining municipal oversight through a city-employed building official could strengthen accountability and reinforce local control while still allowing the city to benefit from the efficiencies of outsourced technical operations.

Commissioner Good continued explaining the drawbacks that can arise after long-term outsourcing and stated that many of these challenges relate to governance, institutional knowledge, and increasing dependence on the vendor. Commissioner Good expressed concern that when a contractor controls the permitting process for many years, the city gradually loses internal expertise needed to independently oversee the building department. Commissioner Good noted that because city staff currently do not hold key technical certifications, they cannot independently interpret building codes, which increases reliance on the vendor for critical regulatory decisions. Commissioner Good stated that inconsistent enforcement, multiple re reviews, or missed issues can result from turnover or lack of institutional history, and that internal staff familiarity with past construction issues and problematic contractors is essential to maintaining consistent code enforcement.

Commissioner Good explained that performance tends to be strong during the first year of a contract, but over time, service levels may decline as senior staff are reassigned, turnover increases, or vendors replace highly qualified personnel with less expensive staff as part of their business model. Commissioner Good shared his concern that compensation structures based on a percentage of permit revenue can create incentives that do not always align with the city's policy priorities. Commissioner Good communicated that although the city retains formal authority, day-to-day decisions increasingly shift to the contractor, and code interpretations may drift over time. Commissioner Good shared that customer service quality may begin to reflect the contractor's priorities rather than the city's expectations.

Commissioner Good explained that accountability becomes complicated when residents and developers complain about delayed inspections, strict code interpretation, or inconsistent reviews because responsibility may shift between city staff and the vendor, making it difficult for elected officials to obtain immediate answers. Commissioner Good agreed that building departments regulate life safety and development standards and that these are highly sensitive regulatory functions. Commissioner Good acknowledged the previous observation that when private employees enforce codes, residents and developers may feel uncomfortable and express that discomfort to elected officials.

Commissioner Good shared his belief that the most successful municipal models use a hybrid structure in which the building official is a city employee while the contractor provides inspectors, plans examiners, and other support staff. Commissioner Good argued that a hybrid model restores municipal control, preserves institutional knowledge, and maintains the city's authority to interpret and enforce codes while still benefiting from the cost efficiencies of outsourcing. Commissioner Good strongly encouraged the commission to support a hybrid model with a city-employed building official overseeing the outsourced vendor.

Mayor Castillo requested that the city manager study the hybrid structure and return with a recommendation.

Commissioner Good clarified that the proposal pertains only to a city-employed building official and not additional positions.

Commissioner Schwartz shared that he has extensive experience in construction, home improvement, and inspection spanning more than twenty years. Commissioner Schwartz explained his background as a Chapter 4608 contractor and his past role as chair of the Central Examining Board for Broward County, where he addressed risks associated with unlicensed contractors and unsafe work practices. Commissioner Schwartz shared his personal experiences with electrical hazards and inspections as further evidence of why strong code oversight is necessary.

Commissioner Schwartz described firsthand observations in Century Village involving hazardous conditions, such as improperly installed electrical components, and stated that insurance carriers may deny claims when unpermitted work causes damage. Commissioner Schwartz shared that private providers present risks to the longstanding system that relies on credentialed building officials and inspectors who act solely in the interest of public safety. Commissioner Schwartz shared his opinion that private provider inspections can prioritize profit and expediency over safety, and that the commissioner refuses to participate in photo-based inspections being marketed within the industry.

Commissioner Schwartz explained that the depth of the bid specifications reflects years of public input and data collection and acknowledged that the requirements are intended to ensure improvements and prepare the city for transition. Commissioner Schwartz shared that the city's aging infrastructure, recurring inspections, and variations in construction across developments make detailed bid specifications necessary. Commissioner Schwartz noted that the metal roofs have begun appearing in Century Village, which historically has

used concrete tile roofs, explaining that differences in roofing systems require different technical review and installation standards. Commissioner Schwartz emphasized that the city must get the contract and the timeline right.

Commissioner Schwartz addressed Commissioner Good's comments about employing a city building official, noting that they had discussed the issue more than a year ago. Commissioner Schwartz explained that employing a building official directly may require addressing salary and compensation competitiveness, and that once a building official becomes a city employee, changes in administration could affect long-term stability. Commissioner Schwartz shared that he believes municipal employment provides better institutional control, but noted that city employment alone does not guarantee continuity if leadership changes.

Commissioner Schwartz expressed his desire to carefully evaluate whether it is the right fit for the city and what guarantees of retention the city could realistically expect. Commissioner Schwartz shared his concern that private providers actively recruit credentialed public employees with higher salaries and incentives and noted that this could make it difficult for the city to hire and retain a chief building official over time. Commissioner Schwartz explained that Assistant City Manager Mike Stamm and the city already experience turnover in development-related departments due to private sector competition and that this reality must be evaluated before making structural changes.

Commissioner Schwartz raised an operational concern regarding dumpster requirements associated with certain permits. Commissioner Schwartz noted that the city currently has no enforcement mechanism to ensure that homeowners or contractors use the city's contracted waste vendor and expressed his wish for legal review on how such enforcement might be incorporated into permit conditions. Commissioner Schwartz discussed the importance of maintaining a clear and transparent permit fee schedule. Commissioner Schwartz shared that many years ago, the city reduced the fee schedule from twenty-five pages to four pages to improve transparency and stated that contractors sometimes misrepresent city fees to homeowners by inflating costs and claiming they are permit fees. Commissioner Schwartz explained that the city must continue improving communication, so residents understand actual permit costs.

Commissioner Schwartz expressed his interest in clarifying what information can legally be printed on a permit card, noting that state requirements increasingly restrict what cities may display.

City Manager Dodge indicated that the permit fee schedule is posted on the website and is very clear.

Commissioner Schwartz described his own experience as a homeowner and builder, and praised the consistent professionalism of city staff over the years. Commissioner Schwartz explained that after major weather events, such as hurricanes, he has historically worked directly with building department leadership to coordinate the efficient processing of large volumes of roof permits for affected homeowner associations. Commissioner Schwartz shared that similar coordination is currently underway in Century Village due to significant recertification and repair activity.

Commissioner Schwartz communicated that the bid document is strong and that improvements can be made, but the process should not be delayed unnecessarily. Commissioner Schwartz emphasized delivering a fair and balanced procurement document and avoiding bid protests or technical errors that could undermine the process. Commissioner Schwartz thanked Assistant City Manager Stamm and staff for their assistance.

Commissioner Rodriguez stated that the timeline for the bid should be at least thirty days and potentially six weeks, particularly if a pre-bid conference is included. Commissioner Rodriguez explained that a pre-bid conference could streamline the question and answer process and reduce ambiguity for vendors, given the size and complexity of the project. Commissioner Rodriguez shared her support for the concept of a help desk or similar customer support feature and noted that although the city already has an in-person service window, more direct and clearly communicated assistance may improve resident experience.

Commissioner Rodriguez explained that other cities have same-day or accelerated permit programs, such as Plantation's same-day permit initiative and Miramar's scheduled turnaround program. Commissioner Rodriguez shared that with Plantation, when individuals turn in everything correctly, they get their permit back the same day. Commissioner Rodriguez shared that the City of Pembroke Pines' schedule is very tight, noting that it is three days for minor permits. Commissioner Rodriguez questioned whether the city could do a project similar to

Plantation's. Commissioner Rodriguez noted Miramar's permit program, sharing that individuals who come in on Tuesday would have their permit ready by Monday.

Assistant City Manager Mike Stamm stated that such programs are generally limited to narrow permit types that require only one reviewer and that staff had previously examined similar models.

Commissioner Rodriguez noted that she understands that there would be limits, but stressed that with proper communication of program options, the city could accomplish something similar to Miramar and Plantation. Commissioner Rodriguez acknowledged that setting dedicated times for certain permit types may help with accessibility and that evaluating whether such an approach could be adapted for the city may be worthwhile. Commissioner Rodriguez noted that while walk-through style reviews can work for limited scopes, any broader program would require defined limits and careful communication.

Commissioner Rodriguez expressed her support for having an internal chief building official. Commissioner Rodriguez shared her belief that having the position employed directly by the city would improve continuity during transitions, particularly since the city typically procures building services contracts in five to ten-year cycles. Commissioner Rodriguez agreed that institutional knowledge should remain with the city rather than being tied to any vendor and acknowledged the view that relying solely on vendor-employed building officials gives the vendor disproportionate influence in interpreting and applying local codes and practices.

Commissioner Rodriguez stated that having the contract manager participate alongside a city-employed building official could strengthen oversight and ensure that the vendor receives clear direction from the city about correct and incorrect practices. Commissioner Rodriguez suggested that establishing a city-employed building official now could set a long-term precedent that continues through future procurements and contract cycles, potentially shaping how the city structures its building services for decades.

Commissioner Schwartz questioned whether the contract manager should be a Chapter 468-certified individual, effectively a building official, in order to oversee operations from a technical standpoint rather than to direct operations.

City Manager Dodge clarified that if the city employed a building official, the contract manager role would still exist separately and that he would continue to serve as contract manager regardless of whether the building

official is city-employed.

Commissioner Rodriguez questioned dedicated personnel requirements on page sixteen and explained that the intent is to ensure the appropriate level of professional staff assigned exclusively to the city. Commissioner Rodriguez questioned whether it applies to all employees, including the clerks, or just those who are working on the issue.

Assistant City Manager Mike Stamm clarified that the requirement is directed toward professional staff, such as trade chiefs, inspectors, and plan reviewers, rather than clerical positions. Assistant City Manager Mike Stamm explained that his concern is that a vendor might assign professional staff to multiple municipalities, creating situations where essential personnel are unavailable when needed. Assistant City Manager Mike Stamm stated that clerical staffing needs were not restricted in the same manner because clerical needs may fluctuate and can be supplemented as necessary.

Commissioner Rodriguez shared her concerns about minimum staffing requirements potentially restricting future efficiencies, especially as technology, automation, and AI evolve rapidly. Commissioner Rodriguez explained that a vendor with advanced workflow systems or particularly efficient employees should not be penalized if they can perform work with fewer staff.

Assistant City Manager Mike Stamm responded by explaining that while AI advances quickly, current AI and automated permitting systems are not yet capable of reliably replacing human review for the building department's complex and diverse workload. Assistant City Manager Mike Stamm provided examples from frequent presentations by AI vendors who demonstrate systems used for simple single-family residential permits in other states but cannot yet support the complex commercial and multifamily projects processed in Pembroke Pines. Assistant City Manager Mike Stamm stated that while such technology will likely be valuable in future years, it is not yet proven for the city's needs.

Commissioner Rodriguez acknowledged Assistant City Manager Stamm's statement and affirmed that she understands the current limitations of AI. Commissioner Rodriguez shared that she was concerned about stifling business efficiency and growth, whether that efficiency be powered by AI or human effort.

Assistant City Manager Mike Stamm clarified that staffing minimums in the procurement document reflect actual workload requirements derived

from three years of permitting and inspection data. Assistant City Manager Mike Stamm explained that the minimum staffing levels ensure that essential performance benchmarks, such as completing more than three thousand monthly inspections and maintaining plan review timelines, are consistently met. Assistant City Manager Mike Stamm emphasized that vendors are free to exceed those minimums, especially during periods of increased volume. Assistant City Manager Mike Stamm explained that the minimum staffing levels are based on the city's experience and represent the lowest staffing levels capable of meeting existing demand without negatively affecting residents and businesses.

Commissioner Rodriguez expressed concern that the organizational chart requirement might penalize vendors who propose streamlined staffing models and explained that proposals suggesting significantly fewer staff would be carefully reviewed for credibility.

Assistant City Manager Mike Stamm stated that if a vendor claimed they could complete two thousand monthly inspections with only two inspectors, he would question whether their proposal could meet service requirements. Assistant City Manager Mike Stamm explained that inspection times vary based on job type, location, and complexity, and that the city's three-year data shows clear patterns in how long different inspections take. Assistant City Manager Mike Stamm reiterated that minimum staffing ensures baseline service levels and that proposals falling below those levels would raise concerns about performance reliability.

Commissioner Rodriguez shared that her example may have been extreme, but stated that the principle remains applicable.

Assistant City Manager Mike Stamm emphasized that without minimum staffing requirements, the city risks receiving lower quality service, longer delays, and more complaints due to understaffing. Assistant City Manager Mike Stamm explained that the city has previously experienced delays when systems or workflows were not adequately prepared and does not want to repeat those issues. Assistant City Manager Mike Stamm reiterated that minimum staffing requirements are informed by data, not arbitrary expectations, and are intended to maintain the level of service residents expect. Assistant City Manager Mike Stamm acknowledged the commissioner's growing familiarity with the complexity of the building department's workload and stated that the concerns raised reflect valid considerations in balancing efficiency, technology, and reliability.

Assistant City Manager Mike Stamm explained that they have three

years of data that do not vary by much and that they can typically see how long a permit review takes. Assistant City Manager Mike Stamm communicated that if they are processing one hundred and eighty-two roofs a month and the average roof takes two days to complete, then minimum staffing levels can be inferred. Assistant City Manager Mike Stamm emphasized that the figures presented are minimums and not maximums and that the city covers thirty-four square miles for inspections. Assistant City Manager Mike Stamm noted that on any given day, there could be thirty or forty inspections and acknowledged that an earlier example may have been a little extreme.

Commissioner Rodriguez asked whether a vendor would be penalized if they are missing staffing by one person only because they have a super-efficient worker who allows them to perform more with fewer people.

Assistant City Manager Mike Stamm acknowledged the comment and asserted that the time it takes to do some of these jobs is fairly standard. Assistant City Manager Mike Stamm explained that a roof inspection will take a specific amount of time and that windows and doors in Chapel Trail versus windows and doors in Sunswept have different timelines.

Assistant City Manager Mike Stamm elaborated that they could have thirty windows in Chapel Trail and eight windows in Sunswept, and that time scales with the scope. Assistant City Manager Mike Stamm clarified that while that part was not discussed earlier, the point remains that these time requirements are baked in. Assistant City Manager Mike Stamm stated that they know these things based on current operations and historical volume.

Assistant City Manager Mike Stamm explained that the numbers were developed from historical volume and current workload and reiterated that their concern is that if a vendor does not meet the minimums, then they will face more non-responsiveness complaints. Assistant City Manager Mike Stamm stated that non-responsiveness includes not getting an inspection in twenty-four hours or not getting a plan review on time, and that is what the minimums are designed to address. Assistant City Manager Mike Stamm stressed that the minimums are what is needed to make the service work based on today's volume.

Commissioner Good acknowledged that colleagues may see things differently and that he is still learning more. Commissioner Good affirmed that the colleague is on a solid point that disruptive technology is happening at an exponential rate and that there is a potential for tools to displace personnel. Commissioner Good noted that they are in that

fight right now because that is what tools can do.

Commissioner Good asked whether, given that this is a five-year, possibly ten-year contract, there could be negotiable language in the bid or the contract to allow vendors to present staffing reductions if new technology enables it. Commissioner Good cautioned that it would be incumbent upon the city to recognize how such changes impact profit margins.

Commissioner Rodriguez observed that while the city does not yet know who will bid, there may be vendors with experience in places like California who have found ways to reduce workforce while maintaining performance. Commissioner Rodriguez requested that vendors be able to justify coming in with a different organizational chart if they have proven methods to meet standards with fewer staff.

Commissioner Schwartz stated that they would be open to technology improvements at the renewal period and not in the first five years.

Mayor Castillo remarked that this is a good way to invite further discussion and stated to Commissioner Rodriguez that the concerns have been laid out.

Vice Mayor Hernandez recommended that if this topic is tackled, it should be addressed in the contract language and that any change would require justification.

Commissioner Rodriguez returned to the project-specific organizational chart in section three point eight and expressed concern about asking any vendor for a full resume and names before award. Commissioner Rodriguez explained that her father works in exterior painting, typically doing residential work and if he were to unexpectedly win a big project, that is when staffing decisions and workflow reorganization would occur. Commissioner Rodriguez emphasized that this would only occur after award certainty. Commissioner Rodriguez explained that requiring named staff up front is a lot of back-end work for the vendor, who may need to hire subcontractors or bring in and train new people before knowing they have the contract.

Commissioner Rodriguez concluded that it is unfair to ask for a vendor before award.

Assistant City Manager Stamm noted that the city is asking for ten years of experience and that if a vendor has worked in this field, they know the field and what resources they can bring, and whether they can meet

performance standards.

Commissioner Rodriguez asked whether a vendor must have named staff.

Assistant City Manager Stamm responded that having named staff is not necessary, as positions and job descriptions would suffice, as the mayor had alluded. Assistant City Manager Stamm expressed a major fear that a vendor claims they can perform but cannot fill the jobs, and then the community is not serviced. Assistant City Manager Stamm added that this risk also impacts the transition period if the city changes vendors or if the current vendor must stay on, creating a scenario of two vendors during the transition.

Assistant City Manager Stamm stated that, based on conversations with many cities that have gone through transitions, the project-specific staffing item has been one of the most impactful and challenging aspects.

Commissioner Rodriguez agreed that there should be justification tied to job titles and descriptions and that a vendor should demonstrate access to the required workers, even if those workers are not currently employed by the vendor at the time of proposal.

Commissioner Rodriguez shifted to vehicles and branding and stated that just as the Jacobs contract has the city logo of Pembroke Pines next to it, the same branding requirement should be included in this contract. Commissioner Rodriguez referenced the broader topic of property taxes and fees and noted that property taxes partially pay for the building department, even though the department is self-sustaining. Commissioner Rodriguez asserted that even if it is an outside vendor, they should be tagged in some way with city branding to educate residents that the service is affiliated with the city.

Commissioner Rodriguez asked whether the current vendor has built out the transition plan and recalled that this had been discussed in prior conversations.

Assistant City Manager Stamm explained that, as alluded to in the timeline, staff will need to bring an extension to the commission because the contract will expire on June thirty. Assistant City Manager Stamm stated that the extension is inevitable and that additional transition language will be brought forward with the extension.

Commissioner Rodriguez stated that Commissioner Good mentioned

establishing a formal complaint system, such as an inbox, and that reports from it could be circulated to the commission. Commissioner Rodriguez explained that, anecdotally, at events like ribbon cuttings, residents say permits took longer than expected, and that such feedback should be quantified and later used to evaluate the vendor.

Assistant City Manager Stamm responded that they understand the idea of a complaint log and stated candidly that many commissioners have asked why a permit was delayed and that ninety-five percent of such complaints fall on the contractor or on miscommunication between the contractor and the homeowner.

Mayor Castillo shared that it would be good to have metrics on that.

Assistant City Manager Stamm expressed concern about how these statistics would be measured.

Mayor Castillo provided examples that some complaints arise because the contractor never applied for the permit, and therefore, there is no permit, and that other complaints arise because the permit application remains incomplete.

Commissioner Rodriguez cautioned that when evaluating vendor efficiency, it may appear that there are few complaints if only one complaint reaches one commissioner, while colleagues may receive more complaints. Commissioner Rodriguez proposed that there be a central place, whether internal or public, such as a button, where residents can report that the system is failing them at a specific step. Commissioner Rodriguez suggested adding a caveat that staff can investigate and explain whether delays are due to applicant issues, similar to how complaints are worked and brought to staff for resolution.

Mayor Castillo acknowledged that such a system is not complicated to implement, like a review platform.

Assistant City Manager Stamm stated that they have no problem with the idea of a central complaint system, but advised that the weight it carries must be considered and that metrics must be further analyzed.

Commissioner Rodriguez questioned whether there were metrics for evaluation included in the proposal.

Assistant City Manager Stamm reiterated that vendor performance standards for plan review timelines and inspection timelines are already defined and that this is consistent with what the auditor reviewed about

eight months ago.

Commissioner Rodriguez added two more points and agreed on increasing the percentage of project costs to twenty or twenty-five percent to make the bid more competitive.

Commissioner Rodriguez shared that the internal permitting system is not the most efficient or user-friendly for residents. Commissioner Rodriguez explained that with the current vendor, they conducted a trial run online and observed glitches and a lack of user friendliness. Commissioner Rodriguez acknowledged that the system is tied to the government side and connected to the city's finances. Commissioner Rodriguez requested flexibility in the contract to allow that if a vendor brings software that integrates correctly with the city's systems, then that option could be considered in the future.

Assistant City Manager Stamm responded that the contract states the city provides the software and questioned how the city would move away from that without another conversion.

Mayor Castillo cautioned that the city has undergone that conversion already.

Assistant City Manager Stamm acknowledged the mayor's statement and expressed concern about repeating it. Assistant City Manager Stamm noted that staff are constantly trying to improve the system.

Assistant City Manager Stamm stated that with EnerGov, the city controls the system right now and that once an applicant is in the system, it is not an issue.

City Manager Dodge emphasized that the same system controls the finance side, which is where the dual system arises from.

Commissioner Rodriguez argued that while it may be challenging, it is not impossible that software from a vendor could integrate better with EnerGov than the current internal interface if engineered well.

City Manager Dodge raised concerns about the city not having control of that software, stressing that the city must capture every dollar amount and that financial integrity is paramount.

Assistant City Manager Stamm clarified that EnerGov and Tyler are essentially one and the same system for the city. Assistant City Manager Stamm explained that on the development side, EnerGov shows every

plan application and code violations, and that the modules talk to each other. Assistant City Manager Stamm stated that on the financial side, permit fees transition directly into the banking system and that the overall system is built as a unified frame for the entire community and the entire city.

Commissioner Rodriguez asked whether the interface residents use to upload documents could be integrated as a data feed into the existing system.

Mayor Castillo and Commissioner Rodriguez urged that staff look for plugins within the current system that might enable that.

Commissioner Rodriguez added that modules and components the city uses are constantly changing and reported a recent meeting about website modules from a different company that offers improved integration options. Commissioner Rodriguez suggested the permitting system may evolve similarly and that technology continues to evolve, which could create possibilities for integration software.

Assistant City Manager Stamm stated that Tyler, which runs EnerGov is constantly acquiring companies that provide different plugins and interfaces for the service. Assistant City Manager Stamm explained that what is being proposed does happen, but it happens within the parent company, and cited different plan review software interfaces used by the building department. Assistant City Manager Stamm noted that as Tyler purchases companies, the city can evaluate costs and capabilities to see if service can be improved and reiterated that solutions would still fall within the Tyler family.

Commissioner Rodriguez stressed that there needs to be flexibility either in this contract or at the five-year renewal so that software elements a vendor uses could be adopted into the city's system because the current interface is not the most user-friendly.

Mayor Castillo agreed to take a thorough look at this issue and committed to reporting back to all that he, the staff, and administration find. The mayor characterized the point as a healthy and worthwhile discussion to raise.

Mayor Castillo concluded by thanking staff for a great job in putting the document together and expressed hope that the input provided would help improve the document even more. The mayor thanked the building department staff for their hard work in making buildings safer and better places and expressed appreciation for their efforts.

City Manager Dodge stated that staff will collect and contain all of the comments and will bring the document back to the commission. The city manager offered the option of holding another workshop to make sure everything was captured, or alternatively, to provide the document for a vote once the commissioners review it.

City Manager Dodge stated that staff will try to take every item and address it, and that the document would return in a red line format, indicating suggestions such as those made by Commissioner Rodriguez and others. The city manager explained that the commission would go through each page and vote on whether to agree with the changes or leave the language as the staff proposed.

Mayor Castillo thanked everyone and noted the meeting time milestones and wished everyone an enjoyable evening.

ADJOURN - 6:15 P.M.

CITY OF PEMBROKE PINES

Gabriel Fernandez
City Clerk