·----

SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

AUDIT COMMITTEE MEETING

THURSDAY, MARCH 11, 2021 11:41 P.M. - 2:11 P.M.

KATHLEEN C. WRIGHT ADMINISTRATION CENTER
600 SOUTHEAST THIRD AVENUE
BOARD ROOM - FIRST FLOOR
FORT LAUDERDALE, FL 33301

Reported by:
Toni Freeman Greene
Bass Reporting Service, Inc.
633 S.E. Third Avenue, Suite 200
Fort Lauderdale, FL 33301
954-525-2221

United Reporting, Inc. (954) 525-2221

Page 2 1 COMMITTEE MEMBERS IN ATTENDANCE: Robert Mayersohn, Chair 2 Andrew Medvin, Vice Chair Moses Barnes 3 Rebecca Dahl (Telephonically) Anthony De Meo 4 Mary Fertig Dr. Nathalie Lynch-Walsh 5 Connie Pou Phyllis Shaw OFFICE OF THE CHIEF AUDITOR STAFF: 7 Joris Jabouin, Chief Auditor, Office of the Chief Auditor (OCA) 8 Ali Arcese, Manager, Property and Inventory Audits, OCA Ann Conway, Manager, Internal Funds Audits, OCA Jennifer Harpalani, Manager, IT Audits, OCA 10 Eric Seifer, Auditor III, OCA Raysa Lugo, Auditor III, OCA 11 Michele Marquardt, Executive Secretary, OCA Ashley Acevedo, Inventory Audit Specialist, OCA 12 DISTRICT STAFF: 13 Judith Marte, Chief Financial Officer, Office of the Chief Financial Officer 14 Maurice Woods, Chief Strategy & Operations Officer, Office of the Chief Strategy Operations 15 Officer Dr. Valerie Wanza, Chief School Performance & 16 Accountability Officer, Office of School Performance & Accountability 17 Mary Coker, Director Procurement & Warehousing Services (Telephonically) 18 Maximo Rosario, Director, Network Integration Mary Mulder, Director, Food & Nutrition Services 19 (FNS) Deryck Clarke, Specialist, FNS Equipment & 20 Supplies, FNS Jane Landi, Coordinator, Food & Nutrition 21 Services, FNS Arif Ali, Technical Services Supervisor, FNS 22 Lynne Wells, Purchasing Agent, Food Service Equipment & Supplies, FNS 23 INVITED GUESTS:

United Reporting, Inc. (954) 525-2221

Toni Freeman, Court Reporter, United Reporting

24 Roderick Harvey, CPA

25

PROCEEDINGS

CHAIR MAYERSOHN: We will start our Audit Committee meeting. We do have a quorum, although not here physically present. There are some that have just stepped out, but I want to get going, in essence, to try to get through all these items today.

So, if we can rise for The Pledge.

(The Pledge of Allegiance was recited.)

CHAIR MAYERSOHN: All right.

MR. JABOUIN:

announce later.

Dr. Walsh is the only one who's not here, right? So, let's go -- before we go to roll call, let's go to the Chief Auditor Administrative Matters.

Thank you,

Mr. Mayersohn. I'm Joris Jabouin, the Chief Auditor. And I do want to thank, again, the Committee for coming in to have this in-person meeting. I want to thank the people on the phone that we're going to

I'm always grateful to the Committee for your time, your knowledge of schools,

United Reporting, Inc.

government, accounting, your experience in a variety of different skills that helps me put together a very good audit program.

So, thank you very much in advance.

With respect to some of our COVID processes, the room was EMisted last night as the room is EMisted every Wednesday night. We do have the spaces for you that have been wiped down. We do require the masks all of the time. The guest places, when they come in we are going to be wiping them down, as well.

With respect to the timeframes, I provided the agenda to people on District Staff who will be in and out. We do want to manage the space in the room. And so, if we can try to stick to the agenda as much as possible, even though we're just a few minutes behind.

We do have the court reporter here, her name is Toni Freeman. She's not familiar with some of the members. If you can please state your name, as I did when I started speaking, as well, that will assist her throughout this process.

And then, I also wanted to let the Committee members know that we do have Form 8B, Memorandum of Voting Conflict for Community, Municipal and Other Local Public Officers, available if it's needed in case there is a voting conflict.

I am tending two of the Acknowledgment of School Board Advisory Committee Member Responsibilities forms. Those happen to be two members who have not been able to make these committee meetings, but one of them may come today, so I will try to get that form from her.

Also, we did get an email from

Ms. Disch asking for an addition to the

agenda regarding the structural failure that

happened at Rickards. We did get that email

after the agenda had already been mailed

out.

I did want to mention to the Committee members that, as far as adding things to the agenda, that was discussed awhile ago. It's reaching out to me before the meeting and I would evaluate the subject with the Chair for putting into the agenda.

But then, the person can always come in and speak in the Audit Committee Member section where, if there's consensus, it could be put on the following agenda.

But, regarding to the point to

Ms. Disch's email, I wanted to mention that,
with respect to that situation at Rickards,
the District will be performing multiple
reviews of the situation. The
Superintendent mentioned this at the Board
meeting yesterday.

There's going to be a review done by the architect of record, also from the insurance carrier, as well, and then the District is going to be hiring an engineering firm. The Superintendent will report on this to the Board when everything is complete.

We are not -- my office is not leading this review, but I will be part of the various key meetings and I'll know the concerns so that I can modify the plan that we have with RSM to audit the bond, as well as different areas that we may so choose.

So, I will be in the know with respect

to how everything is proceeding, but the communications on that will come from the Superintendent when everything is complete.

That concludes my administrative matters, Mr. Chair.

CHAIR MAYERSOHN: Okay. Thank you.

All right. Now I think we have a quorum, so can we have a roll call?

MR. JABOUIN: Mr. Moses Barnes?

MR. BARNES: Here.

4

5

6

7

8

9

10

11

12

13

14

15

18

20

21

22

23

25

MR. JABOUIN: Ms. Rebecca Dahl?

CHAIR MAYERSOHN: Is she on the phone?

MS. DAHL: I'm sorry. Here.

MR. JABOUIN: Mr. Anthony De Meo?

MR. DE MEO: Here.

16 MR. JABOUIN: Ms. Hagen Disch?

17 Ms. Mary Fertig? Mr. Michael Gauci? Is not

expected. Dr. Natalie Lynch-Walsh?

19 DR. LYNCH-WALSH: Here.

MR. JABOUIN: Mr. Robert Mayersohn?

CHAIR MAYERSOHN: Here.

MR. JABOUIN: Mr. Andrew Medvin?

MR. MEDVIN: Here.

MR. JABOUIN: Ms. Connie Pou?

MS. POU: Here.

1	MR. JABOUIN: And Ms. Phyllis Shaw?
2	MS. SHAW: Here.
3	MR. JABOUIN: And Ms. Stephanie Shim
4	is excused, as well as Mr. Michael Gauci.
5	If we can please have the remaining
6	persons in the room please announce
7	themselves, starting in the back, please.
8	MS. CONWAY: Ann Conway, Audit
9	Department.
10	MS. ARCESE: Ali Arcese, Audit
11	Department.
12	MS. MARQUARDT: Michele Marquardt,
13	Audit Department.
14	MS. MARTE: Judith Marte, Chief
15	Financial Officer.
16	MS. FREEMAN: Toni Freeman, Court
17	Reporter.
18	DR. WANZA: Valerie Wanza, Chief
19	School Performance and Accountability
20	Officer.
21	MR. JABOUIN: Joris Jabouin, Chief
22	Auditor.
23	CHAIR MAYERSOHN: Okay. So, we do
24	have a quorum. Do I have a approval of the
25	agenda?

United Reporting, Inc. (954) 525-2221

or obligation regarding public comments,

25

whether we are going to allow people to email in comments, as the School Board allows, or whether we just take -- in other words, if you're here, you're here; if you're not, there's no opportunity for public comments. I want to be fair and reasonable, so.

MR. JABOUIN: Sure. I just wanted to point out that both the Bond Oversight Committee and the Audit Committee are operating properly.

And just like the committees were operating before the pandemic, we do allow for public speakers to attend the meetings, as attended here at this committee on November 19th, and make comments.

If this is something that -- we would consider this would have to be something that is done consistently with the Bond Oversight, so this would be something that we'd have to discuss internally and put that into the process.

CHAIR MAYERSOHN: Is there any -- Dr. Walsh?

DR. LYNCH-WALSH: Yes. Okay. I have

heard numerous times in here the Chief
Auditor say that they follow how the School
Board operates.

So, if the School Board is allowing people to email in comments, because people cannot make an 11:30 a.m. meeting in the middle of the week, then we should have had to ask about this.

But I did ask, come to think of it, and I don't recall getting a response. So, thank you for asking, Mr. Mayersohn.

But, I distinctly remember it being said multiple times that we're following how the School Board, not the Bond Oversight Committee -- there's no policy that dictates the two operate in tandem, it was how the School Board operates.

MR. JABOUIN: Thank you, Dr. Lynch-Walsh for your email and your comments. As I mentioned, I will discuss this internally and the District will go one way or another with that. That's the response --

DR. LYNCH-WALSH: I think it might be up to the Committee where, just like when I had the runaround over getting audio

recordings and then we now have recordings, which I hope are up to date on the website. And that was decided by the Committee.

MR. JABOUIN: No, Dr. Lynch-Walsh.

Just to -- I'll mention two things. I'll still give you the same response I gave you before. I'll discuss that internally within the District and we'll let you know what we do.

With respect to the recordings, we now have a court reporter. This item is not on the agenda. And that's what we're utilizing and that's what's getting posted on there.

That what was decided by -- at the meetings.

DR. LYNCH-WALSH: We decided as a group that instead of having the recordings we would just have the transcript?

MR. JABOUIN: The transcripts are all. I think you wanted to have access to the Teams meetings and we provided that so you can easily access it. So, the transcript --

DR. LYNCH-WALSH: We're not doing
Teams meetings. What I'm asking is whether
we decided as a group to only have the

transcripts and forgo having the recordings now. I don't recall that. Does anyone else?

MR. JABOUIN: I believe it's just the transcripts that are being put --

DR. LYNCH-WALSH: Did -- I'm going to say it again. Did we vote as a group? I don't remember. Maybe --

CHAIR MAYERSOHN: I think -- I think the transcripts were in lieu of, because we talked about minutes.

DR. LYNCH-WALSH: We talked about it, but the recording is still being made or is it not being made anymore?

MR. JABOUIN: Yes. We discussed having just the transcripts and all you requested was having access to the Teams meeting so you can easily access it, and that was provided to you.

CHAIR MAYERSOHN: Ms. Shaw?

MS. SHAW: Mr. Chair, while I -- this is so wonderful and fun to listen to, we have an agenda, and what we're discussing was audit -- public comments. So, if there are no public comments or issues, could we

move on to the agenda? I do have to leave at 1:00 o'clock.

DR. LYNCH-WALSH: I appreciate that,
Ms. Shaw, but the problem is that
Mr. Jabouin does not respond to any of my
emails, because he makes up different rules
for me. So, the only option I have to get a
question answered is to do it on the spot
here.

MR. JABOUIN: So, this is not on the agenda, so I just suggest that we proceed.

CHAIR MAYERSOHN: All right. Well, let's -- let's proceed. We can discuss this if we have time as the meeting progresses.

Audit Chair Committee Comments. I've got a -- just an update and then I've got a procedural operational request.

Just to let you know that our

Policy 1.7 group met with Dr. Osgood

regarding -- and this is a follow-up on
quorum, reducing quorum.

Based upon the Attorney General's opinion and letters, it is extremely unlikely that we will be able to meet outside of -- through Teams or whatever the

process may be without having a physical, in-person quorum.

However, there was discussion about possibly reducing the number of members to maintain quorum.

Since, for this Committee's purpose, we're able to maintain quorum, I would just say that that seems to be a moot point for us at this point.

So, I just wanted to alert, as far as other committees, they're still working through that process.

From a procedural standpoint, and I want to bring this forward, it was brought to my attention that we may have kind of, I'll call it, usurped Robert's Rules of Order on our last meeting regarding a motion that was made by -- officially by Ms. Pou.

So, in the abundance of caution -- and the motion, I believe, is in your minutes, on page 62 of the minutes.

In the abundance of caution, if we can get -- and I guess it's not really reconsideration, but a renewal of the motion, this way we can cure anybody who

might have objection to us making the motion.

It was my belief that Ms. Pou brought forward the motion, however, as I said, I just wanted to cure any questions that we may have procedurally been operating out of Robert's Rules of Order.

So, do you want to renew your motion?

Do you understand what I'm trying to get at?

MS. POU: Yes.

CHAIR MAYERSOHN: Okay.

MS. POU: Is the issue that it wasn't seconded?

CHAIR MAYERSOHN: No, no, no. The -the issue -- the issue was -- is that
Ms. Fertig had made a motion. The motion
failed. In Robert's Rules of Order you
can't bring back the same motion unless you
are -- unless somebody on the prevailing
side wishes to bring it back.

We had discussion on it and there had been some questions whether or not

Ms. Fertig had made a motion, whether

Ms. Pou had made a motion. Mr. Jabouin, I

believe, stated, no, there was no motion on

1 the floor.

However, just to be clear so that we can cure any problems that might have been outside the scope of Robert's Rules, we are -- we can cure that through a renewal of a motion. So, if we do that today, that same motion would then be officially accepted and we can get an answer and move forward with it, so.

MS. POU: Okay. I can go ahead and repeat the motion.

CHAIR MAYERSOHN: Okay.

MS. POU: My motion was to have the Chief Auditor have a conversation with RSM to discuss the possibility of bringing the information that Ms. Fertig had requested in terms of the projects and in case that there would be additional costs we would need to know.

CHAIR MAYERSOHN: Correct.

MS. POU: Because, it was -- I guess while it is being requested in sort of a change in the scope of the audit.

CHAIR MAYERSOHN: So, that is your motion?

1 MS. POU: Yes.

CHAIR MAYERSOHN: Do I have -- do you have that? It's the same motion that she made here.

MR. JABOUIN: It is, in a sense, essentially the wording on that. I do have that.

CHAIR MAYERSOHN: Okay. So, do we have a second? Don't all jump at once.

MR. JABOUIN: Can we have a second to that motion, please?

MS. SHAW: I'll second it for discussion. Phyllis Shaw.

CHAIR MAYERSOHN: Okay. Ms. Shaw seconded it. Is there any discussion on the motion?

DR. LYNCH-WALSH: Yes. I'd like to go back to the first motion, because -- I think we're losing what the point of Mary Fertig's motion was, which was to get the demographics on future audits.

And then we got sent something as a result of this one, to figure out how they can provide the information that is needed, and I'm not satisfied with the response we

got.

But, it's neither here nor there to me because, as I said before, we can figure out how to drop demographics in there. Because, we've already had a response to this motion, essentially.

CHAIR MAYERSOHN: Right. All I'm trying to do is make this official. If we want to go back and -- to change it we can do that at a later date, but this just quantifies --

MS. POU: Housekeeping.

CHAIR MAYERSOHN: Yes. Ms. Shaw?

MS. SHAW: Yes. Mr. Chair, I just wanted to make sure and confirm, because everyone seems to be confused. All we're doing is to cure the violation from the last time, so we're just redoing the motion that was already done and approved.

CHAIR MAYERSOHN: Correct. I don't want to say "violation." In an abundance of caution, so that we are operating under what some may perceive that we didn't operate under Robert's Rules, I just wanted to --

And again, my opinion was we went

through the proper channels, but I've been 1 2 advised that maybe we didn't, so I just 3 wanted to cure what we had done properly. So, is there any more discussion? 4 Seeing none, do we have a motion to approve? 5 6 MS. SHAW: Already done. 7 CHAIR MAYERSOHN: All those in favor, 8 signify by saying "aye." 9 COMMITTEE MEMBERS: Aye. 10 CHAIR MAYERSOHN: Anybody opposed? 11 DR. LYNCH-WALSH: No. 12 MR. JABOUIN: Is that an opposition, 13 Dr. Lynch-Walsh, or --14 DR. LYNCH-WALSH: Yes. I'm voting no, 15 just because I'm not -- not a fan of how the whole thing went. 16 17 MR. JABOUIN: So, we will reflect that

Dr. Lynch-Walsh --

18

19 CHAIR MAYERSOHN: And Ms. Dahl, are

20 you in favor or not?

21 MS. DAHL: I'm in favor.

22 CHAIR MAYERSOHN: Okay. So it passes.

23 And those are my comments.

24 Do we have approval of the

January 28th minutes? Do we have a motion

to approve? Don't all jump at once. Boy, you guys are so active today.

DR. LYNCH-WALSH: So moved.

MS. POU: Second.

CHAIR MAYERSOHN: Who seconded?

Motion was made by Dr. Lynch-Walsh. Who

seconded the motion?

MS. POU: I did.

CHAIR MAYERSOHN: Oh. Ms. Pou

seconded. All in favor signify by saying
"aye."

COMMITTEE MEMBERS: Aye.

CHAIR MAYERSOHN: Anybody opposed?

14 The ayes have it.

1

2

3

4

5

6

7

8

9

12

13

15

16

17

18

19

20

21

22

23

24

25

All right. Proposed Audit Committee Meeting Dates. Mr. Jabouin.

MR. JABOUIN: Yes. Thank you. Agenda item number 8 that is in your package, although Article 5, Section 2 of the Audit Committee Bylaws call for the establishment of the meeting date at the first meeting of the school year, operationally I am trying to anticipate challenges in booking this room and now we do also book the room next door, the pre-function room.

And so, I'm hoping to be able to get approval for these dates so I can get that process going, as these rooms are very difficult to get. So, the proposed dates that are in your package, there is some logic behind those.

So, one of the things to keep in mind is that the November date that I have here of November 18th, that is based around the filing of the Comprehensive Annual Financial Report.

The January date allows for approval of the Single Audit, the Independent Auditor's Report, the Management Letter, the various compliance reports that we need to file with the different agencies.

The March date allows me some cushion in case those don't get done in January.

So, a year ago there was a concern with a single audit and I needed to get that approved in March, because those all need to be in at least by March 31st. There are actually some sub-dates on that. So, I do need the March date, as well.

The August date is the one that we

have the Nominating Committee Meeting in and those are the ones that are -- that I'd like to keep where they are for those particular reasons.

Other than that, we try to space the meetings apart a little bit to get some balance, because, in between the Audit Committee dates, there's also the Board meetings that I have to present the reports in. And so, there is some things that I try to build in order to be able to get the report flow going if it needs to be.

As far as the days of the week,

Tuesdays are usually the Board meeting

dates. Wednesdays a lot of District Staff

are involved in agenda planning meetings for

the Board meeting dates.

Mondays are usually challenging for
District Staff because they're preparing for
the Board meeting on Tuesdays. And then,
Fridays also have some problems.

So, Thursdays actually is the timeframes that actually work best.

I am, as I mentioned at the beginning of the meeting, always grateful to the

United Reporting, Inc. (954) 525-2221

Committee's time. The meetings are for 1 2 11:30. I don't know if there's any thoughts 3 as far as having them a little bit earlier. Cabinet members who participate in these 4 5 meetings, they do have some meetings in the 6 afternoon. 7 So, I present these proposed dates for 8 the Committee's consideration and any 9 comments that the members may have and to 10 potentially pass them through a vote. 11 CHAIR MAYERSOHN: Okay. Are there any 12 comments regarding the dates and, I guess, the new time being at 11:00 o'clock? 13 14 MS. SHAW: Phyllis Shaw. Motion to 15 adopt the recommended Audit Committee dates. 16 CHAIR MAYERSOHN: And the new time, as 17 well? 18 MS. SHAW: Yes. The new time, as 19 well. 20 CHAIR MAYERSOHN: Okay. Motion by

DR. LYNCH-WALSH: Second.

CHAIR MAYERSOHN:

Walsh. All in favor signify by saying

"aye."

Ms. Shaw.

21

22

23

24

25

Second by Dr. Lynch-

1 COMMITTEE MEMBERS: Aye.

CHAIR MAYERSOHN: Anybody opposed?

Ms. Dahl, is that a yea or a nay?

MS. WALSH: Aye.

CHAIR MAYERSOHN: Okay. The ayes have

it. Nobody opposed. All right.

Moving on to Dr. Wanza.

MR. JABOUIN: We're only four minutes behind schedule. That's very good. Thank you.

So, we do have on agenda number 9, these are the internal funds audits that cover 26 schools. This audit was performed by Ms. Ann Conway and several of my team members.

I have before gone into detail as far as the scope of these internal funds audits, you know, I talked about the different sub-funds that were reviewed and the different policies and procedures that Ms. Conway's team checks, and so I'm prepared to go over that again, but I -- I thought that I would bypass that.

I do want to point out that these
26 schools did not have any exceptions, and

so I do thank you, Dr. Wanza, for continuing to emphasize, you know, adherence to policies and procedures as it pertains to the scope of this work and I appreciate your leadership and I certainly hope that you've communicated to those schools the good work that they've done.

That concludes my discussion on the internal funds reports.

CHAIR MAYERSOHN: Are there any questions? Dr. Walsh.

DR. LYNCH-WALSH: Sort of a related issue. So, great -- is Ann here? Great job, Ann, Ms. Conway, as always. But, I do have some questions, because there have been issues raised about what is and isn't audited in internal funds.

We've had SAC issues raised. DAC passed a motion and, actually, they were asking about it, I think, last night. So, I'm going to ask about the status of their motion.

And there have been SAC issues raised in terms of SAC fund activity for Cypress Bay, and Blanche Ely actually had a

community member who was a forensic accountant bring forward some issues, they did, and there's no recourse if you question what's going on with the SAC budget.

I, myself, was put in the position of doing a public records request --

CHAIR MAYERSOHN: It's okay. Welcome, Ms. Fertig. For the record, Ms. Fertig is here in person, not by phone.

DR. LYNCH-WALSH: Okay.

CHAIR MAYERSOHN: Thank you.

DR. LYNCH-WALSH: I'm just -- hi. I'm mentioning DAC SAC motion from last year and the Blanche Ely SAC issues and Cypress Bay.

So, the public records request, I got a response that the records attached were responsive to my request and the records that were attached to what I got from the public records office were the attachments from my email sent to the school.

So, it appears the school, for some reason that boggles my mind -- because, the records request was very clearly indicated it was for the school budget.

What I got back were my own

attachments, which included minutes from the November 19th Audit Committee meeting, that had then been redacted by the Public Records Office because those are the records they were given.

So, I'm trying to understand, if the school was providing the Public Records

Office with the school budget for the past two fiscal years, how could they make such a mistake and to not know what a school budget is and send forward, essentially, my own email to the Public Records Office.

Don't they know what a school budget is? And I guess that question is for Dr. Wanza.

DR. WANZA: Valerie Wanza, Chief School Performance and Accountability Officer.

So, the school's budget records do not reside in my office. I will certainly see what the school sent that is responsive to your request.

I would also like to add that -- and I certainly thank Ms. Conway for her partnership over the last, I don't know,

since I've been a principal, since 2002.

And I certainly want to first start by saying that all of the schools listed today did receive a congratulatory letter from me with my original signature thanking them, the bookkeeper and everyone involved in the process for the outcomes that are on today's agenda.

The second thing I will say is that, the entire SAC budget is not an internal fund, therefore it's not included in what is audited in the audit process by Ms. Conway's office.

And -- however the Board, the Superintendent, whomever the term is, they want to audit schools, comprehensive budget, it's not my decision to say.

But, the reason why the SAC budget is not a part of the Internal Funds Audit is because the SAC budget is not an internal account at the school.

And I'm not saying that that's right, wrong or indifferent, I'm just saying that's what it is.

And then, the second thing I will say,

Dr. Lynch-Walsh, to your question, I will see what the school provided. The school absolutely knows what their budget is and what it is not.

As I said, school budget documents do not sit in my office and we will see what they submitted as responsive to your request to ensure that what you have -- are requesting is what you indeed received.

DR. LYNCH-WALSH: Well, that's almost pointless, because we -- I know what I was given. But, here's the thing. It's the -- you have the custodian of the records. Is the school the only custodian of the school budget?

MR. JABOUIN: This item is not on the agenda.

DR. LYNCH-WALSH: It's related.

MR. JABOUIN: It's not --

DR. LYNCH-WALSH: Okay.

MS. MARTE: Through the Chair,

Mr. Mayersohn?

DR. LYNCH-WALSH: I'll just wait for my comments later. That's alright.

CHAIR MAYERSOHN: Please. So, I have

Ms. Marte, Ms. Fertig, Mr. Barnes and Ms. Shaw.

MS. MARTE: I'll defer the Committee members --

CHAIR MAYERSOHN: Okay. Mr. Barnes or Ms. Fertig? Either one.

MR. BARNES: Mr. Chair.

CHAIR MAYERSOHN: Yes.

MR. BARNES: I think at some point for this Committee we need to keep in mind what we have been charged to do.

And as I look at our bylaws, it says our responsibility is to review in-depth financial reports prepared by Staff.

If we don't have all of the information -- and I've said over and over, when individual Audit Committee members do their diligence and do their homework and have all their facts together and then they bring them before us and present them as they have found them to be, it puts us at a distinct disadvantage. Because, we are discussing something that we have not been privy to.

So, I think we really need to stick to

the -- that's why we never finish our agenda, because we go down the lane that has not been set for us. My comment.

CHAIR MAYERSOHN: Ms. Fertig?

MS. FERTIG: Yes. Mr. Barnes, I agree that we should stay on topic. The issue of public records request -- well, skip the public records request, because that's clear. I mean, if you're not getting the answer -- if you're not getting a response, there's a legal avenue to pursue that and that might be an option for the people who feel they're not getting records.

But, on the greater issue of the budget of a School Advisory Council, which is empowered by state legislature, which is a Sunshine Committee, I'm not understanding why that budget isn't public and posted on a school website. I'm kind of alarmed that it would be a mystery in any school as to what their budget is, because it's a public record.

And so, I'm not going to comment further on that, I would just like to say I agree with you about the agenda and our

1 scope.

I would, however, just suggest that, rather than continue discussing this, the Districts make sure that records that are public, and particularly a School Advisory Council record, a budget of a school, that those things are posted on the school website and everybody can see it. So, that's my thought.

CHAIR MAYERSOHN: Ms. Shaw?

MS. SHAW: I would like to compliment the schools who are listed in here and the Internal Audit Committee office for doing such a great job on this and motion to transmit.

DR. LYNCH-WALSH: Second.

CHAIR MAYERSOHN: So, we have a motion to transmit by Ms. Shaw, a second by Dr. Lynch-Walsh.

Is there any further discussion? And the only thing that I'm going to say at this point, I agree with the Committee as far as discussing items that we have. Some of these items, sometimes we did have a public speaker that came to talk about the SAC

audit. I know -- or SAC -- or wanting to have a SAC audit.

I know that we talked with -- or I personally talked to Mr. Jabouin and he said that currently is not in the purview of our audit plan.

If we decide that that's something that we might want moving forward, when we have our next go around for our audit plan, we can discuss that. It doesn't mean it's going to happen or not, but we can discuss that.

The other thing is, and I'm kind of going to reflect what Dr. Mack always said and kind of piggyback on Mr. Barnes, is that, anything that we ask the Chief Auditor to do takes away from what he's really assigned to do.

And if we're going to ask the Chief
Auditor to go through, you know, 25 million
emails or other things, it takes away the
time, especially the fact that we've talked
in this Committee before that he doesn't
have a director to kind of assist him with.

So, that's where, when we talk about,

in one of these audits that we have today, the HCT report, it really talks about many of substantive issues that we should be talking about.

These other issues are stuff that -and I -- I kind of ask Ms. Marte, and
correct me if I'm wrong, legislatively
wasn't there a requirement or maybe
discussing that there was a requirement to
have a school budget on a website or that
was something that was never passed?

MS. SHAW: Mr. Chair, is that part of the motion?

CHAIR MAYERSOHN: No. I have -- no, no, no. I'm just -- it's not part of the motion. I'm just --

MS. SHAW: So, could we move on to the motion and then any other discussion not relating to the motion that we can take up either in Audit Committee comments or some other place?

CHAIR MAYERSOHN: So, I just want to --

MS. MARTE: So, the legislative requirement is that the District budget, the

District-wide budget be posted in a certain form that conforms with State Statute on the home page of the Broward County Public Schools. We comply with that.

If you look at the home page of the District, scroll down to the bottom, it says "Budget Resource," you click on it and the District not only has ten years' worth of budget documents, but it has ten years worth of (inaudible).

The schools are required to -- and I might use the wrong word, so I might have to come back to you.

The schools are required, through the Cost Reporting System -- and maybe Ms. Pou can help me, because she used to do this in Miami -- to post what the school expenditures are for the previous year. And we comply with that, as well.

But, there is no requirement that each individual school post their budget. And I need to say that I would be concerned about that for several reasons.

The budgets at schools change often when they get their ACE money, when they get

CAP money, when they get a new grant. It's a constantly evolving budget. So, I think, you know, the amount of responsibility an individual school would have to keep that up would be an issue.

And the SAC budget is the accountability budget from the State and resides within general fund. It is not in internal funds. I just want to make sure that's clear for the record that it is not within the scope of the number 9 on the agenda.

CHAIR MAYERSOHN: Right.

MS. MARTE: And it's \$5 per student. So, in a case of Cypress Bay it's about \$25,000.

CHAIR MAYERSOHN: All right. So, we have a motion to transmit, we have a second. Is there any further discussion? Seeing none, all those in favor signify by saying "aye."

COMMITTEE MEMBERS: Aye.

CHAIR MAYERSOHN: Anybody opposed?

MS. DAHL: Aye.

CHAIR MAYERSOHN: The ayes have it.

United Reporting, Inc. (954) 525-2221

All right. Next item, number 10,
Property and Inventory Audits.

MR. JABOUIN: Thank you.

CHAIR MAYERSOHN: Are we bringing in the --

MR. JABOUIN: Yes. There are some guests that will be coming in as I introduce them forth.

So, this is agenda item number 10.

This is our Property and Inventory Audit.

This audit was done by several members of my team, it was managed by Ms. Ali Arcese.

The specific schools and departments that were reviewed, those are listed on page 4. If you go to page 4 you will see that there were five schools that were reviewed; Oriole Elementary, Riverside Elementary, Attucks Middle, Bright Horizons, Cypress Run Education Center.

Each of those schools had some items that were not accounted for. Those were items that we couldn't find, the school couldn't find and ultimately those couldn't be found.

And then there were two schools that

had some noncompliance with policy.

However, they were below the 1 percent

threshold for exception and so we have

communicated those to the schools for them

end.

The departments that were reviewed are also listed there. We had Accounting and Financial Reporting, we had the Before and After School Care and the Food and Nutrition Services area.

to manage it. But, it's acceptable on that

Accounting and Financial Reporting, they had no items that were unaccounted for, there were also no items with policy issues, either.

And the Before and After Care area, they also had no unaccounted for items and there were also no policy issues, as well.

Now, with respect to Food and

Nutrition, and we do have some of the team

members here, we do have, as you can see,

some items that are not accounted for that

are listed here.

I do want the Committee to know that this is a very large area, a very large

department, and we, ourselves, we've audited them for technology equipment, but not this type of audit where we took a look at all of their assets. It's a very big department.

Nevertheless, adherence to our policies and procedures is important. Safeguarding of the District assets are important. This is what we do on our audits.

There are certain schools and certain departments that do well on these audits, they're below the exceptions or some of them have none and that's very important.

But yet, at the same time we hadn't had a chance to take a look at this area, so the opportunity for us to provide an evaluation of their processes and policies and procedures had not occurred.

Just sort of glancing through the list, you know, you'll take a look at some of those items and you see the BCI number column.

The first two numbers represent the years that those items were purchased. And you can see that some of them were purchased

United Reporting, Inc. (954) 525-2221

a long time ago. Some of them go back to the '90s.

None of them are smart assets, because those would have had an "S" in the DPI number.

But, take a look at the Depreciable

Value column there. And if you just take a

look at it, and there's a summary on page 8,

the book value of those assets was \$7,168.

So, it's a 1.7 percent versus for the large

number of assets that they have.

Now, there were also some items that were disposed of on page 11 with remaining useful life and those amount to 8,594.

But, this is a very big department, so this audit took a long time. So, we started it -- so, I started working with the District in June of 2018 and this audit started at that time.

So, it took us a long time. In some cases they waited for me to review some of the issues. But, there were ten recommendations that Ms. Arcese had.

And it's good to see that during the time of the audit Ms. Mulder and her team

worked very hard and they worked immediately and took action.

And you can see in the response that she put together, which has some input from Ms. Coker on there, that some of these issues were taken care of immediately. You see some dates of July 2018, August 2019, where she didn't wait for the audit to be over to start working on these particular issues.

And I got into a conference call with her team members and I appreciate the accountability that was taken in that department and the willingness to be able to improve the processes.

Ms. Arcese, who has been doing school audits since then, she has looked into the cafeterias and she has told me that we do see a good amount of improvement, you know, in that area.

So, it is one where a large department that had not been looked at in a very long time that had a lot of assets under their responsibility, but many of the assets that were not accounted for had no book value and

dated for a long period of time, and we've gotten the corrective action and the desire to change the processes to make sure that, going forward, that they are -- that the assets are accounted for properly.

So, I wanted to make those particular comments, because it is important to provide the right context in this type of work.

I've concluded my introductory comments. Mr. Chair, I don't know if you'd like to hear from Ms. Mulder or Mr. Woods or members of the Committee at this time.

CHAIR MAYERSOHN: Well, let me -- let me first -- Ms. Mulder, if you can introduce yourself and then your team so we have it for the record and then we can go to Ms. Shaw.

MS. MULDER: Of course. Good afternoon, everyone. Mary Mulder, Director of Food and Nutrition Services for the County. I have the privilege of serving the County and our community.

Behind me I have Ms. Jane Landi. She is responsible, as a food and service coordinator, of menu planning bidding. She

was the prior supervisor over Technology and I.T.

Beside her is Mr. Arif Ali. He is the current supervisor of task-assigned I.T. and computer services.

Next to Mr. Ali is Mr. Deryck Clarke.

He is a specialist in Equipment and Supplies for our department.

And then, next to Mr. Clarke is
Ms. Lynne Wells and she is the supervisor
for Equipment and Supplies.

We also have additional staff members that are part of the inventory team in the pre-function room and several staff members that are not with us today. So, it's quite a large team.

CHAIR MAYERSOHN: Okay. Ms. Shaw?

MS. SHAW: Thank you. Good afternoon.

Welcome everyone. So, I have a number of

questions, probably not as many.

When was the last actual audit? You said it was a long time ago. I mean, a long time ago for me could be yesterday, so.

MR. JABOUIN: If I could have

Ms. Arcese respond to that. I think it

United Reporting, Inc. (954) 525-2221

predated my hire as well as Ms. Arcese's hire. Ms. Arcese?

MS. ARCESE: Ali Arcese, (inaudible).
Can you hear me?

CHAIR MAYERSOHN: Not really.

MR. JABOUIN: As we're waiting and my mic is on, I forgot to mention, there were some very large initiatives that

Ms. Mulder's team worked on over the last few years, such as expanding the Aftercare Supper Program, putting in a new computer system that integrates with SAP and then also replacing some of the walk-in refrigerators.

I mean, still, every department has had a lot of initiatives and they have to follow the policy and procedures, but I just wanted to mention those points, as well.

MS. ARCESE: Can you hear me? Great.

Again, Ali Arcese, Office of the Chief

Auditor.

So, as far as the type of audit that we've done in the past, it's -- in the report it says that basically what they were -- the audits in the past were

technology items, such as computers, printers, items like that.

I think this is the first time that we've actually ever done such an extensive audit of all the equipment. Why that is, I'm not able to explain why. I -- so, it preceded me, as well.

I don't know -- I know that in 2015 one of the team -- one of my team members actually said that they did attempt to do this type of audit.

I know that there was a finding from -- I want to say Auditor General or something where there were excluded assets at one point and they were moved to trackable assets. And that's possibly when they attempted to do this audit but couldn't because there were so many records and things that they needed to clean up still at that time.

So again, that's possibly why it took us so long was because there were a lot of documents and things that we needed.

And I have to say that Food and Nutrition provided a vast amount of

documents. We were lucky enough that they were able to provide the historical data so that we can identify the items and things like that.

MS. SHAW: Thank you. Based on the information just presented and the mere fact that we don't know when if where the audit -- what are the plans future audits, not the piecemeal one, but for a full --

And the reason I'm asking is, we all know what an audit is. We're only something -- a certain amount of data.

We're not looking at every item.

So, with that in mind, when do we plan -- what are the next dates? Do we have an organized set of future dates that we may be able to use maybe once every four years, once every three years or whatever the case may be?

MR. JABOUIN: So, Ms. Shaw, your question relates to a much bigger challenge in the sense that the District and Ms. Marte, Dr. Wanza, Mr. Dunn and Mr. Woods and I have been meaning to look at the inventory process from beginning to end.

So, our team does not do the -- all of the different areas within a year. So, we get as many of them that we can get done, which is, we get about, like, 80 of them done a year.

So, in the best case scenario you'd say we look -- we come back much more quickly than however long it took, but we don't have the bandwidth to be able to do all those areas.

But, we also don't -- we should not be adding more team members because we recognize in other audits that the inventory process needs to be looked at. Because -- so, it's difficult to know that.

I think it's important, Ms. Shaw, given the large areas, we should give some sort of a checkpoint with Ms. Mulder that may not be a full audit, but one where we -- we'd have a better idea as to how she's progressing with those plans.

So, I think that that's something that we could probably queue up in shorter order as we take a look at the inventory process.

MS. SHAW: Thank you. My next

United Reporting, Inc. (954) 525-2221

question is, and I take it -- it doesn't seem like there's a software or any type of program in place to help track the inventory? Because, it would make it much more easier to kind of determine when things are moved.

So, let's say things are moved from one school to another because that school needed and one school had surplus. Is there a policy in place to say that it needs to be moved, it's reverse req'd or whatever the case may be, but not only that, it's tracked within some kind of software system so when that school is looking for it they can say, "Oh, it was moved to another school by our director." Or whoever is in charge.

MR. JABOUIN: That's -- so, Ms. Shaw,

I don't think there's an actual software

that tracks them. We've done -- the

District has looked at the process and we've

identified issues from -- from the

beginning, like when the asset's ordered,

where -- and this is not a Food and

Nutrition Services comment, this is a

District-wide comment -- where something may

actually be routed to the wrong general ledger and it ends up there. So, we have issues there.

There's also the ongoing issues with the semiannual inventories that exist District-wide, as well.

And that actually, as this process evolves, that is going to be the key control for the organization is the semiannuals on that end. But, I don't know if a software is actually the answer to those particular issues.

Because, at the end of the day, we do have examples, District-wide, of existing policies and procedures that are sometimes not followed on that end. So, despite good design, we do have some issues with adherence to policies and procedures, as well.

MS. SHAW: Okay.

MR. WOODS: Mr. Chair, if I may?

CHAIR MAYERSOHN: Yes, you may.

MR. WOODS: Through the Chair. So,

first of all, good morning everyone, good

25 morning Chair Mayersohn.

If I can just add to that, there is a larger inventory process improvement project that Mr. Jabouin has referenced a few times and I know that our SAP system has some capabilities in doing this.

So, my expectation is that we will consider leveraging our existing ERP system to help us do that. But, as of today, that system does not exist.

MS. SHAW: Thank you. My last question: Is there a reverse requisition policy and are all the players, those who need to be documented, aware of this policy and, if so, could they be reminded of this policy?

Because, we all know that if -- if someone is not understanding that when a particular piece of equipment is no longer in use or is broken or whatever the case may be, they may just throw it away.

But, if they understand that it needs to be reverse req'd back so we can take it off our books so during an audit it doesn't show up, that it is still on our books, I think that is important to kind of make sure that we're -- folks are understanding those policies if they are in place.

MR. JABOUIN: Yes. Thank you.

CHAIR MAYERSOHN: Is that it,

Ms. Shaw?

MS. SHAW: Yes. Thank you.

CHAIR MAYERSOHN: Okay. Anybody else?

Mr. Barnes.

MR. BARNES: As I look at the responses from management and people who are on the ground level, it seems to be a systematic problem, not necessarily the school base.

As I read through the report I saw where new equipment had been purchased through the capital -- through a capital bond-issued grant and during the course of the audit -- and Ali, you can correct me if I'm wrong -- they couldn't even track the new equipment because it was not entered in where it should have been.

So, that's why I'm saying, we can put all the things in place about we're going to do this, we're going to do that. A lot of other people do it, the people on the ground

say.

So, the question is, if you look at the high schools, they have really got it together. And I think they probably took some leeway through Dr. Wanza and our recommendation. And I see the same thing with departments. But, I don't see the same accountability with the District-level departments that I see with school base.

So, unless there is something in place to hold these departments accountable, explain to me why you just bought thousands of dollars worth of new equipment and the auditor comes and it's not there. I mean, it's maybe physically there, but there's no paper trail.

So, I just see it as being a systematic problem that, unless there's some accountability, it's not going to get any better. I mean, there's no response to that.

CHAIR MAYERSOHN: Mr. Woods, do you have any comment to that?

MR. WOODS: Thank you for the opportunity. I just, you know, I think it's

United Reporting, Inc. (954) 525-2221

inherent in, it's a paper-based system. And I think that that alone lends itself to human error, inconsistencies, a lack of accountability.

I don't have a great answer for it, but I think just the fact that it's still paper-based from the District-wide perspective I think is what creates the challenge for us.

MR. BARNES: Makes sense.

CHAIR MAYERSOHN: Ms. Fertig?

MS. FERTIG: Actually, that response concerns me more than anything in this audit, that we're in 2021 and what we're saying is we can't keep track of our inventory because we're the sixth largest school district in the country and we have a paper-based system and we've paid to have all kinds of things converted to, you know -- with -- to meet -- with current technology we've implemented it all over the School Board, but we still have a paper-based system? That's more alarming than anything in here.

But, I want to echo what Mr. Barnes

said. I think this has long been a concern of this Audit Committee that principals are treated one way --

This department does wonderful things.

They touch every child in our school system.

There is no question about that.

Our principals do wonderful things.

If they got an audit like this they would be written up, wouldn't they, Dr. Wanza?

Wouldn't it impact -- because, this is what we've been told in the past. Doesn't it impact their evaluation?

DR. WANZA: So, we do have a progressive discipline process. It's progressive, but if it gets through the steps, yes.

MS. FERTIG: Okay. And I don't necessarily agree with that. I know that Lisa Maxwell, on behalf of the principals, has come before us before talking about the way that principals, if they didn't put -- this is if they didn't write something off the books, much less put something on the books.

So, I -- I don't -- I -- I think you

do wonderful things with what you do and nobody can fault you all for what you do and how much time you spend doing it.

But, I also agree with what Mr. Barnes said, that we have to have one consistent approach for the District of how we hold people responsible.

And if they don't have the resources they need to do the job and track the equipment, please don't tell us in 2021 that we've got an audit like this because we have a paper system. Shame on us that we didn't change that ten years ago, twenty years ago.

And for those of us that have been on this Audit Committee for a long time, we've seen these changes made in other departments.

What I want to know from this audit is, what are you going to do to provide this department with the resources they need to comply with the rules and regulations? And then, if it doesn't happen, what are you going to do about that?

And I think Ms. Shaw's question, and I

want to go back to it, we have follow-up audits. We take -- we have follow-ups on these audits all the time. So, I don't think she was calling for an -- for a from-scratch audit but an update, if I understood you.

And so, I would say that, until this situation is corrected, that we have an audit at least quarterly for a follow-up. Thank you.

CHAIR MAYERSOHN: Dr. Lynch-Walsh?

DR. LYNCH-WALSH: Just refresh my memory. When was the last time this department was audited?

MR. JABOUIN: I think Ms. Arcese and I were not able to determine that because it predated our hires.

DR. LYNCH-WALSH: Okay. And --

CHAIR MAYERSOHN: Wait, wait, one

second. Ms. Mulder?

MS. MULDER: Yes. I'm sorry. Mary Mulder, Food and Nutrition Services
Director.

I've been with the District for 31 years and I do not ever recall having a

United Reporting, Inc. (954) 525-2221

comprehensive audit for the Food and Nutrition Services Department. Ms. Wells has also been with the District about 34 years, if I'm correct in that, and that's -- we've had small audits just for technology.

But, as a whole, for the entire department, all 230-plus schools, obviously you can see we're over \$25 million in assets, over 5,000 pieces of equipment.

This audit has taken at least three years.

DR. LYNCH-WALSH: Okay. And you pointed out something huge, too, is that you have all the schools, not just one school that you're responsible for. Which matters, because it speaks to the scale and the scope of what you're responsible for. So, that's another thing. So, no one can remember when they were audited.

And Mr. Jabouin, I could have sworn you said something that led me to interpret what you were saying as, you don't really know what's going on in a department in terms of the procedures they're following until they get audited. You said something

1 to the effect.

Because, everybody has the policies and procedures in theory, but you don't know what they're actually doing because they're not submitting their policies and procedures on a regular basis.

So, if this department's never been audited and they had procedures that they've been following, you would have no idea what they're following versus what you think they're following.

MR. JABOUIN: So, Dr. Lynch-Walsh, the purpose of an audit is --

DR. LYNCH-WALSH: I'm well aware of what the purpose of an audit is. I'm asking you --

MR. JABOUIN: Please let me finish.

DR. LYNCH-WALSH: Well, you're not answering my question.

MR. JABOUIN: I'll finish my statement. Thank you.

We never know what a department does until we actually test it. That's the purpose of an audit.

DR. LYNCH-WALSH: That's not the

question I'm asking.

MR. JABOUIN: That's the only answer I'll be providing you.

DR. LYNCH-WALSH: What I'm saying is, if they have policies -- not policies, but if they have a procedure that they've written up for their people to handle internally, they're not submitting -- you don't review what they have documented that people are following. So, this entire time no one would have ever known what was going on over there.

And I bring all of this up because I got a little concerned that this department is being -- that this is being taken out of context.

The fact that no one knows when they were last audited and, given the scope and scale of what they deal with, what you actually have here, and a lot of this is fully depreciated, to me, I mean, I'm not losing sleep over this audit.

Because, considering where you're -we're starting with, with a department
that's never been audited, essentially, it

could have been a lot worse.

And then, to echo Ms. Fertig's point about using a paper-based system, so, you have a department you've never audited, you have a paper-based system in the year of our Lord 2021, I'm impressed that it wasn't far, far worse, actually.

CHAIR MAYERSOHN: Mr. De Meo?

MR. DE MEO: Yeah. I'm pretty much echoing what some of the previous members said.

But, I think it is important that,
Mr. Chair, we seek some answers about the
accountability; if it's different, why, and
will it change to conform to the rest of the
policies.

I would also say that we should inquire about when a full accounting system is going to be established for that department.

It's astounding, after 31 years, that an audit that took a long time to do only came up with these findings. I can only imagine, once you get fully automated with some system, it shouldn't be a problem.

1

2

3 4

5

6

7

8

9

10

11

12 13

14

15

16

17

18

19

20

21

22

23

24

25

But, I do think, as the Audit Committee, these two issues about when the system for tracking inventory is going to be automated and why is the accountability different, if it is, and why -- is it gonna conform to the rest of the departments?

I think those are two things we want to -- should have an answer to. I don't want to impose on the auditor. Maybe, Mr. Chair, you --

CHAIR MAYERSOHN: Well, if there's a -- if there is a will to bring forward a motion -- I mean, again, I've heard whether or not there's a follow-up in six months, in every quarter, whether or not -- and again, the scope of doing this all for 230-some-odd schools makes it kind of challenging.

But, very similar to a school, I mean -- and Dr. Wanza, you can correct me if I'm wrong. But, in general, the Micro Tech is the one that is -- is heading the -- the inventory audits, usually, at a school.

DR. WANZA: So, at a school level --Valerie Wanza, Chief School Performance and Accountability Officer.

At a school level it should be, and typically it is, an administrator first -- CHAIR MAYERSOHN: Right.

DR. WANZA: -- that works collectively, but they team. The Micro Tech is an integral part of the team because of all of the technology.

But, Mr. Barnes alluded to a high school. You've got band equipment, the band director's a member. You've got weights in the weight room and all that kind of stuff, the athletic director.

So, depending on the level of the school, the team may be more expansive as opposed to an elementary school that may not have as many, you know, programs and different offerings or it's a smaller setting with only 200 students, smaller number of assets.

But, by the same token, it is 226 people who have to be held to a consistent standard.

CHAIR MAYERSOHN: Right. So, I guess to -- to that point, Ms. Mulder, do you have

a team established in each school? I mean, obviously you have some District equipment, but most of it, I would assume, is in the school cafeteria. So, is there a team that is responsible?

MS. MULDER: Sure. Mr. Mayersohn, thank you. Yes. We do have our cafeteria manager that is school-based. He or she is responsible for one of the semiannual inventories.

The second person that's responsible for the second verification biannually is our area supervisor assigned to that school.

CHAIR MAYERSOHN: So, they do semiannual inventory?

MS. MULDER: Yes, sir.

CHAIR MAYERSOHN: So, I go back to the same thing that we've asked Dr. Wanza to do, is to ensure that they are actually doing those inventories.

Because I know, Dr. Wanza, there was a time where we kept on seeing reports going, okay, now we're gonna do the annual -- or semiannual inventory, because we didn't do it before, although policy says it's been

1 required.

So, I mean, I would entertain at least coming back in a fashion -- and this is, you know, through Ms. Arcese and Mr. Jabouin, at least to -- and again, it doesn't have to be all but select schools, to at least check.

And again, I'm -- it's putting something additionally on your plate, but maybe coming, you know, like I said, in the -- in the next -- I'll get to you in one second -- maybe coming in the next go around to look at those select schools or pick select schools and see if what is in place is being followed.

Mr. Barnes?

MR. BARNES: Before Mr. Jabouin responds, I believe that we should approach this the same way we did with the BECON report.

As you recall, when the BECON management came that report was huge. A lot of concerns. And I know they have been back at least one or two times.

So, my suggestion would be that -- not necessarily going back and looking at the

individual schools, but looking at the process that will help the individual schools improve.

So, coming back and saying these are the things they we'll put in place, these are the timelines that we expect them to be -- so, we want to see some improvement.

I keep going -- just like the high school, we kept working with them. Now we have a problem where high schools are getting no exception, but it's because of a process that Dr. Wanza understands, and I think we need to look at the system and what they plan to do to improve it as opposed to looking at the individual school.

CHAIR MAYERSOHN: Well, the only reason why I say individual schools is, BECON was more of an operational audit, it wasn't necessarily --

MR. BARNES: It was a department.

CHAIR MAYERSOHN: Huh?

MR. BARNES: It was a district department.

CHAIR MAYERSOHN: Right. No. I understand that. But, I'm just saying is

United Reporting, Inc. (954) 525-2221

that a -- as a District department, you've got a wide scope of -- and can identify from Ms. Mulder -- where there is success and where there are challenges.

And I think, kind of mirroring -although her department would be
responsible, at least, selecting -- could be
two elementary, two high school, two middle
schools, whatever it is, you know, a set of
schools.

Because, again, she's got a cafeteria that's she's dealing with. It's got, you know, a whole -- mixers, Blodgett ovens, convection ovens. I mean, those things usually don't move.

MR. BARNES: Yeah. I agree with you,
Mr. Mayersohn. But, the report does not
address individual schools.

CHAIR MAYERSOHN: No. I understand that.

MR. BARNES: The report addresses capital equipment that is bought by the District to be given to a school.

So, right now can you look at that report and --

CHAIR MAYERSOHN: You can't tell -- you can't tell what schools are there.

MR BARNES: That's right. So, why would you want to look at schools when you don't know if the problem -- the problem is probably there, but -- okay. Maybe I'm wrong. I'm through.

CHAIR MAYERSOHN: Mr. Fertig?

MS. FERTIG: Well, just kind of listening to both -- all of this, I'm wondering, I just wanted to ask a question.

Does -- so, you have these semiannual inventories. Does the manager sign a form and does the area supervisor sign a form twice a year that these have been conducted?

MS. MULDER: Yes. Again, Mary Mulder, Food and Nutrition Services.

Yes, they do. When our manager completes the room inventory checklist, he or she makes a checkmark on the side and they do sign in blue ink. We have the original in our office and then there's a copy posted in the school cafeteria.

When our area supervisor follows up mid-year, the same process is in place, but

the verification comes to the District office. Yes.

MS. FERTIG: So, that's a -- that should be a method of seeing whether the person that signed off -- when we're talking about accountability, that's a method of seeing if the person who signed off on the inventory form actually -- yeah.

If they signed it and said they did it, so you can go back and check and work with the individuals who maybe didn't instead of, you know, having a meeting for everybody and telling them you -- we're a mess as a department when it may come down to a few schools.

But, I agree with Mr. Barnes. BECON came back -- I think that's what Ms. Shaw is asking for.

And I'm gonna actually make a motion that we review this on a quarterly basis until -- until the issues are addressed.

CHAIR MAYERSOHN: Well, hold off on that a second, Ms. Shaw. Did you want to say something in regard to that or -- go ahead.

MS. SHAW: The problem I have with whoever is signing off on those inventory reports is this: Especially since we don't -- you have to have a starting point. And whatever that starting point is, it could be incorrect.

Not only that, whoever is signing off on those inventory reports and whoever is counting those inventory, you gotta take that into consideration.

Because, someone who just work in the cafeteria and you said, "Oh, go and count the inventory," now there's somebody that's signing off on that inventory and --

I mean, I don't know one piece of equipment from another piece of equipment.

So, that's -- that's the reason I'm asking about some kind of tracking system, something where there is a code or I.D. that ties to that particular piece of inventory that now someone can look at and say, "Oh, that's what that is."

But, if you want me to go in one of my children's school's cafeteria and count those inventory, believe me, I am going to

mess that up. The person signing off on it is not gonna know, because I'm gonna have a hundred piece of items, that's what they had last year, we're good.

So, that's -- to me that's -- that's an epidemic. That's an issue.

I'm not in favor of doing a school-byschool audit. This is not a school-byschool audit. Inventory is a much bigger
issue, because, as we know, this is an
audit.

So, for me I think it's a little bit more than probably what we're seeing. But, we need to start somewhere. And I think we need to start with those policies and procedures that's in place.

I don't think it's Ms. -- it's

Mr. Jabouin's office to monitor what

policies and procedures Ms. Mulder put in

place. It's -- her and her schools need to

monitor those offices.

I want to see something, but I don't want to see it in three months, only because, first of all, it's gonna take at least the three months to get some real

policies and procedures in place and then start getting people to follow it.

And so, three months for me is not sufficient time. Maybe down the road we can maybe do three months, but for right now I think maybe six to nine months may be a better number to work from, allowing them to kind of look at their processes, see what needs to be streamlined and then put a policy and process in place.

They can send us through our internal auditor that they're working on something, but for -- to know if that something is working is gonna take -- it's gonna take some time.

CHAIR MAYERSOHN: Mr. Jabouin and then --

MR. JABOUIN: Ms. Arcese had something she wanted to tell the Committee before I say a few words. Go ahead.

MS. ARCESE: Ali Arcese, Office of the Chief Auditor.

So, I wanted to re-answer the last audit question, because I know it came up again.

So, what I had said originally was that I didn't know when the last time we did any type of audit of Food and Nutrition, because, unfortunately, our FileMaker database is down because, if I had access to it I would be able to get to it right now and provide you that date. So, I apologize that I didn't get that information out earlier.

This is the first time that this type of audit has been conducted of the Nutrition Department where every piece of equipment that is assigned to Food and Nutrition has been physically accounted for that's there, tagged, you know.

So, I can't say that the prior audits are equivalent to this, because this has been completely different than all the others. I just wanted to clarify that.

And I apologize. I don't remember off the top of my head when the last audit was. I want to say it was '14, maybe. But, again, it was just technology items, it was not everything else that they have on the list. And it's extensive. It's a huge

list, so.

MR. JABOUIN: And I just wanted to mention, though, the requirement that this office has District-wide is to audit all of the schools and departments every year.

Now, if you add up all the audits over the numbers of years, that does not equal all of the schools and all of the departments.

So, Ms. Arcese's team, all they're doing are those audits. So, of course, as I mentioned to Ms. Shaw's question, we will, it makes sense, given this report and the findings and the -- the plans that

Ms. Mulder has put together for us to report back to the Committee on the status of those. So, we will do that. That makes sense to do that. And we'll take a look to see what the due dates that she says --

There's something that she's implemented already and I think Ms. Arcese has seen those at the schools. So, we should be able to do that. And that's something that will end up in the plan, because that's -- that governs, you know,

the plan's weight against our resources.

So, yeah. We will be able to do that and we'll be able to look at the schools. But, there also are possibilities that there are other large audits that we haven't had a chance to get to, as well, because of what I mentioned, our ability to get to -- to all the locations. Thank you, Mr. Chair.

CHAIR MAYERSOHN: All right.

Ms. Fertig, you had a motion?

MS. FERTIG: Yeah. I -- I -- I'm understanding what Ms. Shaw says, however, I'm just concerned. I want to go back to what Mr. Barnes said about BECON.

BECON came in and it wasn't a fullblown anything other than to come in and give us the list and say here's the recommendations that we've done so far and here's what's still outstanding.

And I'm just concerned if we wait nine months before doing something that that's a long time to know whether they're implementing these or not.

So, I would just like to have an interim, "Yes, we're working on it." I'll

go six months, Ms. Shaw, if that's what you think.

But, I personally think it was helpful with BECON to see what they weren't doing that we thought they could maybe move faster on and so forth.

So, I'll change that to six months if that's what you think, but I would still, in three months, just like to know that they're moving forward with the recommendations.

That's the only thing. We're not going to be doing a full-blown conversation on this every quarter, but I think we need to hear from, like we did from BECON, that they're actually doing it.

So, I'll make that motion however you want to, Ms. Shaw. Do you want to do six months?

MS. SHAW: Yes. And I'll second it.

And what I did say is, in the interim they can report back to say what they're working on, where they are and all the processes that they put in place. Because, it is going to take some time, you know, to kind of overhaul this. And I'll second it.

CHAIR MAYERSOHN: Well, then, let's -
MS. POU: I -- I have a question.

CHAIR MAYERSOHN: You have a question,

Ms. Pou?

MS. POU: Yes.

CHAIR MAYERSOHN: Okay. So, we have a motion by Ms. Fertig, a second by Ms. Shaw. Ms. Pou.

MS. POU: I just want to understand.

So, are we asking for an update on
management's response to this audit in six
months?

MS. SHAW: No. But, they'll put into place in terms of how we cannot see this again in an audit.

So, I'm sure there are policies and procedures, but let's say they need to change those policies or procedures, they need to update them. Then they also need to update the folks who are going to be carrying out those policies and procedures, whether it's training or whatever the case may be.

So, it's going to be a timeline that's going to take some time between now and the

next four to five months for them to really start seeing changes if those processes are not already in place.

And from my understanding, they have already hit the ground running and started. So, we should be able to get something in another few months as to where they are. But, a report in about six months as to how is it working.

MS. POU: Thank you.

MS. FERTIG: So -- and by the way, not just on BECON, but on other major audits that we've seen, there's usually, like, a chart of the findings and the recommendations and then, this one's completed, this one's partial, this one's never even been talked about. So, that's really kind of what I was thinking.

CHAIR MAYERSOHN: Okay. Right. Mr. De Meo and then Dr. Lynch-Walsh.

MR. DE MEO: Anthony De Meo. I want to be sure that we're clear about this. We're not asking for an entire audit in six months, are we?

MS. SHAW: No.

MR. DE MEO: And you know, following along with what Mr. Barnes said, it seems that the big issue is, do we have a system in place and should that be a higher priority than doing a complete audit.

I think I would be interested in the Chief Auditor's recommendation and my recommendation would be to cycle it like you do other audits, by school, do a few schools a year and then test to see that every school, periodically, is doing the audit, you know, not audit it, but doing the inventory. Until we get that system up and running that we can select schools, select the whole department.

But, I do think we need to know what's going on and I do think we need to know how results from audits are -- what accountability there is and I do think -- I don't know who to recommend this to, but -- or if it's within our purview, but I can't believe we don't have an inventory system for a gigantic department like that. And I think that should be the first priority.

United Reporting, Inc. (954) 525-2221

Ms. Marte?

And then

CHAIR MAYERSOHN:

Ms. Mulder.

MS. MARTE: So, through the Chair, we do have an inventory system and I absolutely acknowledge that it needs to be updated, but we do have a system. It is paper-based.

In the three years that I've been here and in the two years that Mr. Jabouin has been here, we have worked, as I think we stated earlier, with Mr. Woods, with Dr. Wanza, with our school principals, with our Director of Financial Reporting to come up with a plan to get that into the 21st century and get a system that works well and is effective.

But, when I came here I had more priorities around payroll and this was the second project. So, it is in process.

We also are committed to using the ERP resources that the District currently owns with SAP because that's the smart thing to do to have a fully integrated system.

So, we certainly will keep the

Committee updated, but I don't want the

record to say we don't have a system. We

do. And I can tell you that the Audit

Department, as manual and as paper-driven as it is, are very much on top of accountability.

Because, Erum Motiwala will tell you that her and Ali work very closely together and there are staff full time in Erum's department that input those paper records.

So, we have computer-based accountability, but it's a manual system to get there. So, there is literally, you know, the three-part forms that get split apart and somebody keys them in.

And I absolutely acknowledge that's not the most efficient. I was quite surprised about it when I arrived on scene. And it is a priority of this administration to get that taken care of.

MS. FERTIG: Could we just -- point of work. Can we just vote on the one motion and come back to this? Because, I think this is a priority issue, too, but maybe separate from having the reviews.

CHAIR MAYERSOHN: All right.

Ms. Mulder had something to say and then we can vote.

MS. MULDER: Yes. I do concur with Ms. Marte on the system, that there is a system in place, we do use the room inventory checklist, we do have semiannual inventories that are occurring, we do use the 3298 Form.

So, those processes that are currently in place, half manual, half paper, are being implemented. Obviously not to the 1 percent standard.

The accountability factor, Mr. Barnes,

I completely understand -- through the

Chair -- I completely understand what you're
saying about that and it is totally my
responsibility to ensure that we are below
1 percent.

And that will happen with all the systems that we had put in place, it will happen with our inventory team that is here present, the inventory team that we have in the next room, as well as the inventory specialists that we have still based at our department.

Again, due to the size of the department we have not one, two, three, we

have probably hundreds of people working on inventory for the size of department that we do have.

So, as far as it goes for the accountability standpoint, I do appreciate the follow-up, because our -- the goal of our department is to be compliant.

And obviously, with not having an inventory within the past -- an inventory audit, I should say, within the past 30 years and to have a 1.7 variance, I stand by our team, which what incredible job they've done.

So, I don't want that to be slighted that we are not taking responsibility or that we are not accountable, because we definitely are to the taxpayers, to the District, to the National School Lunch Program.

So, we do appreciate the findings, we do appreciate the comments and we do appreciate the -- the guidance going forward.

But, I just wanted to make sure that I went on the record for that, that we do take

accountability for the audit and the findings that were brought to our attention. So, thank you.

MR. DE MEO: Mr. Chair, I didn't mean to imply that we don't have a system or any accountability.

MS. MULDER: Thank you.

MR. DE MEO: I meant that we should have the typical automated software; tags, scan, perpetual inventory and reports. And then I'd like to keep track of it.

As far as this motion goes, I think
it's unrealistic and it doesn't fit the risk
assessment that the Chief Auditor has
established, and Ms. Marte, to have an audit
in six months. I just want to be clear,
we're not voting on that.

CHAIR MAYERSOHN: No. We're not -we're not -- we're talking about an audit.
We're just coming -- in other words, the
motion -- let's dispense with the motion on
the floor first before -- unless it's
germane to the motion.

MS. LYNCH-WALSH: That's what I've been trying to do, yes, for, like, ten

minutes.

CHAIR MAYERSOHN: So, let's dispense with the first motion that we have by

Ms. Fertig that the Food and Nutrition

Service Department come back, provide us a update? Is that what --

MS. FERTIG: That's what I -- I'm asking for just what we've had on -- BECON was a good example that Mr. Barnes -- but, a number of issues where these were the findings, these were the recommendations --

CHAIR MAYERSOHN: Here's what's been done.

MS. FERTIG: -- here's what's partial, here's what we haven't even contemplated. So we don't lose it off our radar and in five years the next person's sitting there going, "We don't even know when we last talked about this."

All I'm asking is that we get an update like we do, pretty much, on everything.

CHAIR MAYERSOHN: So, can we make that at the September 30th meeting so at least we have a -- as opposed to six months we

1 have --

MS. FERTIG: That's fine. That's

fine. I just -- all I'm trying to do is get

a time where we're going to see that chart

that I know he is so good or Ali's so good

at creating that will say "Finding,"

"Recommendation," "Status."

CHAIR MAYERSOHN: Right.

MS. FERTIG: And that's all I'm looking for. I'm not looking for any more work than that.

CHAIR MAYERSOHN: Okay. All right.

You good with that, Ms. Shaw?

MS. SHAW: Probably the question should be asked to Ms. Mulder.

All I'm saying, in the interim,
between now and the six months, they can
provide us an update as to where they are
and in six months they can give us something
a little bit more comprehensive.

CHAIR MAYERSOHN: Ms. Mulder?

MS. MULDER: And I do appreciate that recommendation and I do agree with it, because I know that we are currently on track, based on the implementation dates,

that once we close this audit out there are some things that cannot occur until the audit closes. But, there are other recommendations that came out with management responses that we have already implemented.

So, I am definitely comfortable with that and I do appreciate that, Ms. Fertig.

Our goal is to make sure that the Audit

Committee is happy with and pleased with us moving forward after the audit.

CHAIR MAYERSOHN: We'd be happy if you brought us some samples.

MS. MULDER: Thank you, Mr. Mayersohn.

CHAIR MAYERSOHN: We thought we were getting lunch, but, you know, hey. You know, Dr. Wanza? I mean, right?

DR. WANZA: Banana cake.

CHAIR MAYERSOHN: I mean -- all right.

So, we have a motion by Ms. Fertig, a second by Ms. Shaw. All those in favor signify --

DR. LYNCH-WALSH: Uh --

CHAIR MAYERSOHN: What?

DR. LYNCH-WALSH: Never mind. Well, I was going to comment that, because we're

having a debate between three months, six months, which I agree with --

CHAIR MAYERSOHN: We've made it at the September 30th meeting.

DR. LYNCH-WALSH: No, no, no. Yeah.

But, the -- the part about coming back in three months. Because, I just want to point out that there are other things in motion.

I agree with both time periods,
because this -- it's clear that they have an
action plan. I don't think it's
unreasonable to get, sort of, a basic
framework of where they're going so that
that will guide where they get to by
September 30th.

The separate issue of why we're so paper-based --

CHAIR MAYERSOHN: Well, let's not discuss the --

DR. LYNCH-WALSH: No, no. I'm not discussing it. But, I went back to the strategic plan from 2014, because you made me pull that up now, and I have lots to say about that.

But anyway, I agree with everything

that's been said, that an update just -- and with both time periods.

CHAIR MAYERSOHN: Okay. So, just to be clear that they will come back at September 30th's meeting to provide us an update.

MS. SHAW: But, you're ask -- but, in three months they'll just tell us where they are.

CHAIR MAYERSOHN: Ms. Fertig said six months. So, she agreed --

MS. FERTIG: I'm happy with
September 30th --

CHAIR MAYERSOHN: September 30th.

MS. FERTIG: -- because we have a time definite. I'm just trying -- all I'm trying to do is --

CHAIR MAYERSOHN: Right. Just to follow up. Right. Okay. All those in favor signify by saying --

MR. JABOUIN: I just want to double-check the wording, Mr. Mayersohn, if I may, that Food and Nutrition Service will return to provide an update at the September 30th, 2021 Audit Committee

Meeting	
---------	--

CHAIR MAYERSOHN: Right. An update on their -- on the findings that were presented in the audit, plus any new information that they may have on some of the policies and procedures that they're putting in place.

MS. SHAW: And a report could also do, just so you guys know.

CHAIR MAYERSOHN: All right. So, all those in favor -- did you get it?

MR. JABOUIN: Yeah. I'm going to repeat it. One second, please.

Food and Nutrition Services will come back to provide an update on the findings that were presented in the audit and any new information at the September 30th, 2021 Audit Committee Meeting.

CHAIR MAYERSOHN: As it pertains to policies and procedures.

MR. JABOUIN: As it pertains to policies and procedures.

CHAIR MAYERSOHN: And maybe some banana bread.

DR. WANZA: Banana cake.

CHAIR MAYERSOHN: Banana cake?

MR. JABOUIN: I think I'm done with 1 2 typing for the moment. 3 MS. SHAW: Aye? CHAIR MAYERSOHN: Yes. 4 Okay. All 5 those in favor signify by saying "aye." 6 COMMITTEE MEMBERS: Aye. 7 CHAIR MAYERSOHN: Anybody opposed? 8 MS. DAHL: Aye. 9 CHAIR MAYERSOHN: Oh, Ms. Dahl. 10 Welcome. All right. So, the motion passes. 11 Now, Ms. Fertig. 12 MS. FERTIG: I'm going to move to transmit with a -- with a statement to the 13 Board that we would like to review the 14 15 inventory process for the School Board of Broward County and bring it up to 2021, 16 17 maybe by the time it's done, 2022 standards. 18 You all can wordsmith that. I just 19 want to get something with our motion to 20 transmit that indicates that a paper system 21 is probably not what we're looking for in 22 this day and age, so. 23 MR. JABOUIN: Can you please give me a second motion instead? 24

United Reporting, Inc. (954) 525-2221

MS. FERTIG: Did you all hear any of

25

that?

CHAIR MAYERSOHN: Well, here's -okay. So, to make life easy for Mr. Jabouin
and then for our own records, let's make the
motion to transmit and then make another
motion, as Mr. De Meo has offered and you
have offered separately.

MS. FERTIG: Okay. I would just like to tie the two and if Mr. De Meo has made it I will second it. I would like to tie the two so when that motion goes to the Board they see our recommendation in the body of the motion.

I would just -- I think that's really important, because sometimes our motions get carried forward to transmit and the rest of it gets left out. And I just --

MS. SHAW: I second it and I agree.

MS. FERTIG: -- think if there's one thing that comes out, that's what comes out of this.

MR. DE MEO: Mr. Chair, I think Mary made a motion, I seconded it. The language she had was concise and to the point, I think.

MR. JABOUIN: What happens is, with the motions, when District Staff -- oh, I'm sorry. Thank you, Ms. Marte.

With the motions the board members get copied on all of them, so the motions that the Committee received that I forwarded, they're all aware of that as well as the District response, too.

So, they do see them. And we can make sure that they are -- that they go out at the same time so that way there's no, like, time lag into them.

What happens is, one part of the motion is something that can be accomplished very quickly. The other one is going to take some time. And Dr. Nesmith (phonetic) tracks the stuff in a way that makes it a little bit more challenging. So, that's the only reason. It's for the management of the issues.

CHAIR MAYERSOHN: So, here's what I would recommend is that we -- we still go on with our motion to transmit, including the caveat that the School Board takes a look at getting technology up to or getting

inventory up to the 21st century.

We can still transmit that and then we can make a duplicate second motion that's --

MS. FERTIG: And I still want -- and everybody can vote against this -- I still want the two tied together. I'm not asking that that system be developed by the time this goes to the Board meeting.

I think the Board needs to know that when we heard this audit today our reaction was, okay, the Board needs to know that, yes, this is happening in this department and we need to provide resources for employees to get the job done, and that includes having a state of the art inventory system and that's what I'm asking for.

So -- and is that what you seconded?

MR. DE MEO: Yes.

MS. FERTIG: Thank you.

CHAIR MAYERSOHN: Yes, Dr. Lynch-Walsh.

DR. LYNCH-WALSH: Okay. So, now I'm going to point out that from the 2014-15 strategic plan, I.T. strategic plan, line item 14 was an asset management system,

which was not prioritized as an absolute emergency, but, between planning and implementation it should have been implemented by the first quarter of 2017.

CHAIR MAYERSOHN: Okay. Well, that just, again, clarifies our point to continue to do as Ms. Fertig had mentioned, that we need to stay on top of these things.

MR. JABOUIN: Ms. Marte has a point.

CHAIR MAYERSOHN: Ms. Marte?

MS. MARTE: So, I'm going to have to go back and look pre-June of 2017, but I don't see where that system was funded in the Technology budget back in 2016.

DR. LYNCH-WALSH: I'm not saying it was. I'm saying it was planned.

MS. MARTE: It was planned and asked for. But, if the vote is not to fund it and there's no money to fund the system, then we can't implement it.

DR. LYNCH-WALSH: Right. But, you have to ask for it first. There are a lot of things in here that didn't happen. Some didn't even cost that --

MS. MARTE: Exactly. So, I wanted to

make it clear that it was in the Technology strategic plan that was presented at, I assume, a Board workshop back then,
Dr. Lynch-Walsh, and when the DEFP was completed -- I didn't see it in the 2017
DEFP and I know we don't own a system now.

So, I -- I am making an assumption and I know there's risks with that, because it predates me, but it was likely not funded.

Again, we are currently working through all of that and we are working very closely with Mr. Jabouin and his team, who are part of helping us come to the system that the Audit Committee would expect us to have.

DR. LYNCH-WALSH: I -- I think one of the things that might have hampered this from occurring is that, if memory serves, this was developed and then Mr. Hunter left. The first time.

CHAIR MAYERSOHN: Okay. Ms. Fertig?

MR. FERTIG: Regardless of whether it
was supposed to be done, because, obviously
it should have been, but that's -- that's,
you know, the past and we can't do anything.

But, I think that if -- by putting this on the Board's radar, hopefully we support the efforts that are going on and then it happens and then Mr. Jabouin will come back to us one day and say, "Okay, now we're onto the next task."

CHAIR MAYERSOHN: So, Mr. Jabouin.

MR. JABOUIN: I think Ms. Marte mentioned to me on the side that we can manage it with one motion.

CHAIR MAYERSOHN: Okay.

MR. JABOUIN: So, if I can get the wording, "Motion to transmit," and can I please have the additional wording after that, please?

CHAIR MAYERSOHN: Ms. Fertig?

MS. FERTIG: Oh, my gosh. I've said so much since then.

So, I move to -- I move to transmit with a statement to the Board that the Audit Committee recommends bringing the inventory system of the School Board of Broward County up to state of the art standards as soon as possible.

And I had put 2022, but I'm just going

to put state of the art standards, whatever those would be. Is that okay?

CHAIR MAYERSOHN: I would just like to add the words "provide funding," because --

MS. FERTIG: And provide funding to accomplish this.

CHAIR MAYERSOHN: That I think was

Ms. Marte's point is that it was in the plan
but not funded.

MS. MARTE: So, my colleague informed me -- and again, it was right around the time I was coming here -- that the conversion from the AS-400 -- I can't even believe I'm saying those words, I didn't even know they were running anymore -- to SAP, the software was purchased in July of 2017 and it's the implementation of the practices.

So, the software's being used by the Accounting Department and Audit has eyes into it.

But, the disposal, addition, et cetera, of assets is still all paper-based. So, that's the issue that we've got to straighten out.

So, it's not a huge investment by the Board. Staff is doing the work. But, to Ms. Fertig's point and on behalf of the administration, I want to thank her.

I think it's very important to reiterate the importance of allowing Staff the time to do this body of work and get it finished.

MS. FERTIG: Okay. And you were good with me putting -- adding the words, "put the funding in"?

MS. MARTE: I'm always good if you -if you add the support of funding to try to
get more automation in this District.

CHAIR MAYERSOHN: And we can get an update at the September 30th meeting, because that will be when the budget has passed, correct?

MR. JABOUIN: Yes. It will pass on September -- the first week in September.

CHAIR MAYERSOHN: Okay. So, we have a motion by Ms. Fertig, a second by Mr. De Meo. Is there any further discussion?

Seeing none, do I have a motion to

approve? Or all those in favor -- I have a motion to approve. All those in favor signify by saying "aye."

COMMITTEE MEMBERS: Aye.

CHAIR MAYERSOHN: Anybody opposed?

MS. DAHL: Aye.

CHAIR MAYERSOHN: All right. The ayes

8 have it.

1

2

3

4

5

6

7

9

12

13

14

15

16

17

18

20

23

Thank you, Ms. Mulder.

10 MS. MULDER: Thank you all.

11 CHAIR MAYERSOHN: We'll expect to see

Dr. Wanza back here for some banana pie.

DR. WANZA: Banana cake.

CHAIR MAYERSOHN: Or banana cake,

banana pie, banana bread.

All right. It is now 1:18. Thank you guys very much. Bye, Dr. Wanza.

It's now 1:18. Ms. Pou has to leave

at 1:45. I don't know if anybody else has

to leave earlier, but -- 1:30?

21 MS. SHAW: I was at 1:00.

22 CHAIR MAYERSOHN: Okay. Well, let's

just -- I mean, we're discussing here item

24 | number 11, HCT Report. Let's try be concise

and to keep to this report as opposed to, I

guess, puddle jumping or -- moving on.

Yes, Dr. Lynch-Walsh?

DR. LYNCH-WALSH: Well, here's the problem with that. Because, this all started in response to a motion that the group passed. And the motion asked for anything from 2015 onward and then this turned into one bid and one bid only. And I now know why.

So, it's not puddle jumping, but it's -- - it's impossible for me to ignore the history of how we came to this bid.

Because, there's a whole story,
there's a whole history of bids that involve
a post Board award memo right under the
limit of 1 million back in the day, a
piggyback that wasn't -- that -- where the
word "piggyback" was crossed off, a bid that
was put out, a bid protest and then back to
the piggyback.

And then, by the time you get to this one it's a snoozefest, because there's nothing to see here, because we've already done all the machinations to get us Lenovo. Dell gave up.

So, it's not a simple thing. And I knew when I saw one bid, because Staff tends to not get that specific, that if we were just looking at one bid there had to be a reason.

Because, if we looked at anything else from 2015 we would have seen the item that came forward recommending the rejection of all bids and we would have backed our way all the way back to 2014.

THE COURT: Ms. Fertig?

MS. FERTIG: Sorry about that, guys.

Like, I can't remember to unmute and I can't remember to talk into the microphone.

Okay. Be that as it may, we do have one bid in front of us and I do have comments on it.

So, I -- I think that when this went the way it went, Dr. Lynch-Walsh, we said let's start with one and then we can move to others as we need to, but let's do the one and then we can bring up the next one if we need to do that, just for process-wise.

DR. LYNCH-WALSH: Right. But, here's the thing. Because, this one doesn't have

anything in it that would lead you to want to go audit others -- but, that's okay.

That's why we have a State Attorney's Office.

And actually, the discovery page does mention, from the State Attorney and the grand jury, does mention Lenovo, so I'm fairly confident that they're looking into all the shenanigans that transpired.

But, I just want to mention it here, because we should be concerned, as an Audit Committee, when we get wrangled into looking at one thing and what was the motivation behind wrangling us in that direction.

So, I'm fine not bringing up the rest of it, I'm going to forward this on to where it needs to go --

MS. FERTIG: Yeah. That's fine. And I would just say that, at the end we can make whatever motions we need to. But, I would like -- I do have comments when the time's appropriate. And I do have a question myself on this.

CHAIR MAYERSOHN: Okay. So, is Ms. Coker joining us?

MR. JABOUIN: So, I anticipate that --

DR. LYNCH-WALSH: This predated Coker.

MS. COKER: Good afternoon, this is
Mary Coker. I am on the phone. I have been
since it started. And I believe Mr. Woods
is there, also.

CHAIR MAYERSOHN: Yes.

MR. JABOUIN: And we will also see what the status of Mr. Dunn is, as well, Mr. Phillip Dunn, our Chief Information Officer.

So, with respect to agenda item number 11, the I.T. Technology Devices Report.

So, the Committee, those of you who attended the May 14th, 2020 meeting, this is where the Recordex Simplicity Touch interactive flat panels report was discussed.

So, the Board, which reviewed that report on June 9th of 2020, as well the Audit Committee members, had comments as far as us looking at additional technology asset purchases that were done during the tenure of the Former Chief Information Officer.

So, we identified transactions where the Former Chief Information Officer may have had involvement and we chose this transaction because it was the next logical bid to take a look at.

Now, that report itself gets its own follow-up, it has its own action plans.

There were issues with respect to corporate governance policies and procedures and under the cover of that follow-up those items will be addressed.

But, the only item that we, as school district personnel that are here, will be addressing is this report, the I.T.

Technology Devices Report. We won't be discussing any other reports outside of that.

There are -- I was asked to provide the previous report to the State Attorney's Office and I've done so and it is important that we review just the report and the items that are here.

So, the attached report is an agreed-upon procedure that was done by HCT Certified Public Accountants. It covers

bid 16059E, which was primarily the purchase of Lenovo desktops and laptops and CDI tablets.

If you take a look at page 4 of 32, you'll see that potential impact would be on \$82 million over 3 years and 11 months.

During the contract period the District, up to December 2019, the District purchased approximately 83,400 devices for \$45.6 million.

So, the findings that are in this report, none of them are policy and procedure in nature -- or should I say that none of them are policy in nature. The results of the work identify some procedural matters.

But, it's also important that the links to -- to acknowledge that the -- the report takes into account the various initiatives that the District had. It ties it to the strategic plan, the District-wide computer refresh initiative. Those are all discussed, if you can see, on pages 5 and so on.

So, the District itself, the Lenovo

items, there is some comment with respect to the quality, where HCT's technology experts deemed that those were quality assets for the budgets that we purchased.

With us here to go over the report is one of the managing partners of HCT
Certified Public Accountants & Consultants,
Mr. Roderick Harvey. He can go over the different comments and findings in the report that the Committee would like to ask.

Thank you, Mr. Chair. To either the Committee members.

CHAIR MAYERSOHN: Okay. Does anybody want to hear from Mr. Harvey first or do we have questions that we want to ask?

MS. FERTIG: Questions.

CHAIR MAYERSOHN: Questions. So,

Ms. Fertig?

MS. FERTIG: Thank you. Okay. I first have a question on page 15 of 32, "Lack of documentation regarding the time stamped in for bids received from vendors."

So, it looks like one company was excluded because of their timestamp and that timestamp was outside the --

So, just for the record, if you don't stamp it in by a certain time, then you're not eligible to continue in the bid process; is that correct?

MS. COKER: Good afternoon. This is
Mary Coker, Director of Procurement and
Warehousing Services. Thank you for your
question.

Yes. That is correct. All the dates need to be stamped by 2:00 p.m. and then they are received in the bid room, and we have a conference room where we have a purchasing agent and we have staff, and the public is also welcome to come in and view the opening of those bids.

MS. FERTIG: Okay. So, my concern is, obviously, that the two companies that got the bid had no stamped-in documentation.

And I find this absolutely --

I mean, Natalie, you were saying -- I was reading this and going, "What in the world? They didn't comply and they were the ones that won the \$81 million bid?"

DR. LYNCH-WALSH: How does that happen?

MS. FERTIG: How in the world does that happen? Thank you.

CHAIR MAYERSOHN: Ms. Coker?

MS. COKER: So, I appreciate your comments and I just want to reiterate that, back in the day when this took place there was not a formal process of which we have implemented since 2018 where it included the signing of all the bids into one document.

What we do have, this is what leads us to believe that indeed those bids were received timely, because, if not, we would not have been able to have them sit in the bid room as they did.

They signed in. Those -- those bids were received timely. Those vendors were present and sitting in that room, because we have the sign-in sheet from all the vendors that attended and we have the sign-in sheet from all the vendors that submitted a bid.

What we did not find in the file from way back then was the actual paper stamp.

It's like a little stamp that we would, you know, a little paper that is glued onto the bid or taped onto the bid and it's stamped.

That is what we did not find for those particular vendors.

But, the fact that they were present, the fact that we opened their bid and that we have it signed means that we had to have received them by 2:00 p.m., because, if not, we would not have had a bid to open in front of the public and there would have been a protest. Which, by the way, there was not.

So, that is what leads me to believe, that is, though we did not have the paper, which we now have a process which ensures that we have a stamped bid on file and electronically, it allows us to believe that indeed we did receive them timely.

MS. FERTIG: Okay. So, that is totally not acceptable. That answer is totally not acceptable to me.

All that time ago was five years ago. This was \$81 million of the bond -- of the \$800 million bond. Every piece of paper should have been absolutely perfectly maintained.

This was a bid, two of five companies.

There are only five companies. I mean, how

hard is that to see that the stamp is on there and you proceeded to the Board with this?

I -- I -- every time we ever talk about anything there's a new process in place. But, I think there was a process in place because one company was excluded from proceeding based on the fact that they didn't have a timestamp and two that won the bid moved on.

I think that's a pretty major finding, actually, in this thing and calls into question to me the bid process.

And I do have one other comment, but

I'll let everybody else talk about this -
CHAIR MAYERSOHN: All right. Let's

just stay on this one. Dr. Walsh?

MR. WOODS: Through the Chair --

CHAIR MAYERSOHN: Mr. Woods?

MR. WOODS: I'll defer to the

Committee members.

CHAIR MAYERSOHN: Okay. Dr. Walsh?

DR. LYNCH-WALSH: Okay. Thank you for

having read this, because, to be honest,

I've been so preoccupied with all of the

other bids that I hadn't read all of this in detail.

But, this makes complete sense given that Dell had already filed a bid protest on a prior bid. And what happens in this District is, the vendors do figure out when the fix is in.

So, you wouldn't have had a bid protest this time around because Dell probably figured, why bother?

But, yeah. I agree wholeheartedly with Mary that this doesn't make any sense. It doesn't matter that they were in the room. If you can discount one of them -- now, it was late. But, if you knew that one was late, why was it so hard to confirm the other ones were on time?

Yeah. This definitely doesn't -- does not smell --

MS. COKER: It's simple because, when the late one arrived at the time that it arrived, the bid opening had already begun.

DR. LYNCH-WALSH: No, no. I get that.

But, the --

MS. COKER: There's a difference

between being in a room by 2:00 p.m., 1 2 sitting down where you're starting a bid 3 opening and then having a vendor knock on the door and come in at 2:20 and say, "Oh, 4 I'm here." 5 So, obviously they were late. And the 6 7 other ones weren't, because they were 8 sitting in the room by 2:00 p.m. 9 DR. LYNCH-WALSH: Okay. When was this 10 awarded again? When was this bid awarded? 11 MS. COKER: I wasn't here at the 12 time --13 DR. LYNCH-WALSH: That's my point. 14 That is my point, Mary. You weren't here. 15 So, how would you know? All right. I'm done with that. 16 17 CHAIR MAYERSOHN: What, are you still 18 on this one? Does anybody have any more --19 DR. LYNCH-WALSH: This particular 20 page? 21 CHAIR MAYERSOHN: No. On this 22 finding. Is there any more comments on this 23 finding?

United Reporting, Inc. (954) 525-2221

My other

DR. LYNCH-WALSH: No.

comment's on something else.

24

25

MS. SHAW: And apparently since
Ms. Mary was not here at the time, I'm not
even sure that the discussion about whether
processes were in place should even be
discussed.

Because, first of all, this is not our first time at the rodeo. We have done biddings for a whole lot more money than this amount. So, processes should have already been placed prior to this particular bid. So, saying that there were no processes in place is quite unacceptable.

As I just said, she wasn't here, so she's only the messenger. So, don't beat her up.

CHAIR MAYERSOHN: Mr. Woods?

MR. WOODS: Through the Chair -- and I appreciate the dialogue.

What I will say is, you know, we understand and we recognize that there were some procedural things that didn't take place.

What I will say is, this is consistent in the time when there was a transition where we were moving away from the prior

director and bringing in Ms. Coker. I just want to acknowledge that.

Because, what I will say is that since that time or right around that time we made some changes at the staffing level because of some of these procedural instances that we saw and we recognized that we needed to bring in more and better staffing to ensure that they follow processes and procedures.

So, I just want to bring that up that we were in the midst of some transition and we were moving out some resources that were not adhering to some of the District's policies and procedures.

MS. FERTIG: This bid -- this bid was -- this entire process was --

CHAIR MAYERSOHN: Talk into your --

MS. FERTIG: This entire process was questioned extensively at the Board meeting before they voted on this.

I don't know how you take this to the Board -- and you know, ultimately they're the ones that get criticized. But, they make their decisions based on the information that's presented to them. And

if that information is faulty, you know, that is just not right.

And I don't think -- I hear from everybody, "Well, we've had transition."

Well, apparently there's so much transition that we have this multi-billion-dollar corporation that can't transact business because there's always transition. And I'm sorry, Maurice, that's just not -- that's not acceptable.

I wish you all would stop saying that.

Because, that's even more concerning to me
that there are no written procedures that
somebody can pick up and follow and know
that if they didn't date-stamp it -- when
all those Board members were asking
questions, that's one thing that should have
been said to them, in my mind.

This is not -- this is not an item that just went through easily on the Board. It did not. There were board members who voted against it, there were board members who wanted more time to talk about it. And I -- I just don't find that an acceptable response.

But, if that's your response, then I would suggest this District get some written procedures that go from person to person so no matter who's sitting in the seat it can be done correctly.

And I kind of find that a fatal flaw with your -- with your Board item. I know you were there that day at the Board meeting, so I don't need to tell you what happened. I was watching it on the television screen. But, I don't think that's acceptable.

And I thank you for -- I thank you for your audit. There's more in here, but this certainly is one point that's of real concern to me that the bid process itself had this procedural problem.

MS. COKER: Through the Chair, I would like to just advise that we did turn in -- this is Mary Coker again, Director, Procurement and Warehousing Services.

We did -- my staff did present to the auditors, to the internal auditors, our standard operating procedures. We have both standard operating procedures plus we have

work instruction and a process map and work flow of what takes place. So, if there is a change in management, that is readily available.

In fact, we also have training centers yearly on these processes. So, I can assure you that, regardless of the management in place, we now have the procedures to ensure that the policies are followed and we're compliant.

CHAIR MAYERSOHN: So, Mr. Harvey, I've got a question. When you did this audit did you take a look at the bid document and on that bid document did it have anything regarding procedures, regarding that the bid had to be in in a certain time, that it had to be timestamped, that it had to be a certain record, that if it wasn't in at that time the bid would be considered unacceptable, it wouldn't be moved forward?

MR. HARVEY: Yes. We would have looked at the bid document and we documented that it was due on a certain date at a certain time.

Was there anything in that document?

I'm not sure if in the bid document it said, you know, it had to be timestamped.

But, just as a general practice, bids are normally timestamped and the bid opening is documented and those type of things.

And so, we wrote our finding very narrowly based on not being able to obtain the bid timestamp to show that documents were in on time.

CHAIR MAYERSOHN: Right. But, in that document it would require the vendor that they had to be in by 2:00 o'clock and there had to be some valid --

MR. HARVEY: Oh, yes. Absolutely.
Yes, sir. Absolutely.

CHAIR MAYERSOHN: Right. Right.

That's -- I mean, that's my point. So, when you say -- when, Ms. Coker and Mr. Woods, when you say "policies and procedures," those are the policies and procedures in that bid document that the vendors --

MS. COKER: Yes. But, the bid document does not state that it has to be timestamped. The bid document clearly states that the bids have to be in by

1 2:00 p.m.

MR. HARVEY: Right. Correct.

MS. COKER: The fact that we stamp them is a great assurance to the fact that they indeed were received by 2:00 p.m., right? And that is the process that we follow today.

I can assure you that we have several mechanisms to ensure that they're timed adequately and that we can keep the record of that timestamp.

But, the bid documents clearly state that the bids must be received by 2:00 p.m.

CHAIR MAYERSOHN: So, if a vendor would protest and said -- one of these vendors and said the other two weren't timestamped, what would be the findings of the District?

MS. COKER: Well, the -- when -- and again, this is all from what I've been informed --

CHAIR MAYERSOHN: Well, then -- wait. Then let me ask Mr. Woods.

So, if a vendor who wanted to protest this bid -- as Ms. Coker said, "Well, nobody

protested," which, again, it's speculative.

But, let's say a vendor wanted to protest

and protested that there's no documentation

provided that the two that were awarded

turned in their bid on time. How would the

District then proceed from there?

MR. WOODS: So, typical to what we do in normal protests, we would kind of go through, like, an investigative process and my assumption would be that we would have provided documentation or we would have provided the list of the vendors that were in the room at 2:00 o'clock.

I mean, we would have provided that information and then the protest would have been resolved based on the evidence that was provided.

CHAIR MAYERSOHN: Right. But, it doesn't mean that just because you're in the room that you turned your bid in on time.

MS. COKER: But, the bids were opened presently there at the time that all the vendors were there. Therefore, we have signatures of the vendors.

They weren't just sitting there. They

were there to open the bids publicly. And that's what the staff did, the purchasing agent and the other staff, they opened the bids. So, obviously if you have a vendor sitting there without a bid, that wouldn't make sense.

Again, I totally respect the fact that -- you're absolutely right. There should have been a timestamped document. You know, we did not follow procedures and we rectified to ensure that the processes that we have are now formalized to ensure that those stamps are available.

But, the fact is that it just -- it -- it makes sense that the documents were received by 2:00 p.m., because they didn't come barging in like the other vendor that came in at 2:17 or 2:20 where everyone saw that they came in late.

So, if we would have accepted that, then for sure someone would have protested and said, "Wait a minute. Why are you accepting their bid? It's 2:20. The bid was due at 2:00 p.m."

So, that's why we did not accept that

1 bid, because it came in late.

CHAIR MAYERSOHN: Ms. Shaw and then Dr. Lynch-Walsh.

MS. SHAW: Is it possible for us to table this for another meeting? I have a million and one questions.

And first of all, there needs to be someone who can answer the question as to whether or not everybody was in the room to open the bid, number one.

Number two, was the bid protest notice put out so the person who did not make it was aware of it so that company could fill out and protest the bid?

I -- and I need to go. And I think if I go then we no longer have quorum. Are we able to table this? I'm even open to a special meeting if we have to --

DR. LYNCH-WALSH: I was just gonna say, I'll do you one better. Because, we got April open.

MS. FERTIG: That's what I was -CHAIR MAYERSOHN: I mean, I'm --

I'm -- whatever the will of the group is.

MS. FERTIG: April whatever.

DR. LYNCH-WALSH: Yeah. April
whatever. You can email -
MS. SHAW: And I dont want to add more
to your table, because it means we're taking
away from the --

MR. JABOUIN: It -- it really is. I would suggest that we move it to -- there's no actual time -- there's no actual time requirement on getting this done. There really isn't any. So, it's not like the CAFR and those type of things.

The only thing is, we do have to bring, you know, Mr. Roderick Harvey back and so forth, but that's -- there's really no time requirement on --

MS. FERTIG: We're gonna run -- we're gonna run into that meeting -- that problem at every meeting, because we run over at every meeting. And I think we've been very judicial with our comments today and trying to get through.

I have to leave, too. So, I have other concerns about this audit.

I -- I don't know that this is something that can wait. This is a topic

that has been going on since the bid came to the Board with concerns about the product that was being purchased. And so, the longer we wait, the more those concerns are out there.

If there's a way to reassure the public that we've done the right thing, I think it's incumbent upon us to do that.

And when I say we've done the right thing, I don't mean "we," I mean --

DR. LYNCH-WALSH: The District? Well, that ship sailed. Don't worry about that.

MS. FERTIG: So, I -- I would like to move to defer and pick a date in April or early May when we can -- well, we're meeting again May 6. But April, when we can do this and get it transmitted to the Board.

And in that vein, I have another question that I did not see in here that I would like answered before this audit is finished being discussed, and that's, how many of the items purchased from these two companies are still being used by students today?

There was a concern at the time about

whether these were viable, about whether these particular devices would stand up to the test of time.

I've heard comments made publicly since then that now they're buying the correct thing.

I think we need to also know this one question, and if there's a way that the auditor can find it out, and that's how many of those devices purchased, of the \$81 million purchased out of this bid order, are still being used by students today? Not the repair history, but how many of those are still been used?

And the other thing was, Mr. Hunter had committed in that public meeting in May of 2000-whatever that he was going to do a survey of all teachers to find out how this was actually working in the classroom.

There were a number of board members that spoke to the capacity of the device and whether it would meet the needs of the students.

And if that survey was not done, I would like to know that. But, if that

survey was done, I would like to know what the response from the people actually using these in the schools was.

MS. SHAW: And I think -- I have a host of other questions and I'll send it -- if we're going to have this special meeting, then I'll send it to you. Because, I have questions on warranties, I have questions -- I have a whole slew of questions on this whole document. And I don't want to add to your --

CHAIR MAYERSOHN: So, it sounds like to me -- and Dr. Walsh, I know -- let me just --

DR. LYNCH-WALSH: Right. Well, there is time constraint in terms of having someone being able to answer questions, because Mr. Woods' last day is, I believe, April 2nd.

MS. SHAW: Oh.

DR. LYNCH-WALSH: Yeah. And in terms of requesting information, I requested -- because, on page 9 of 32 there's an interview with former TAC Chair. I sent the Chief Auditor an email requesting the

minutes because I could not find any evidence of TAC being involved in this bid.

And I don't know if the auditors got confused. I found some evidence that they were aware of the prior bids, but all I was asking was to be able to verify and I got back, you know, the usual tone that, we don't respond to individual Committee members' requests, even thought that's not true --

CHAIR MAYERSOHN: So -- so, wait.

Just so -- so, wait. So, here's the question, Mr. Harvey: Did you, when you interviewed the former TAC Chair, did you review any of the minutes?

MR. HARVEY: Yes. We reviewed the minutes, we had to go into a historical archive to review those minutes. We did. And yes, we did interview the former TAC Committee Chair for a good while. I think it was a good 60-minute interview.

But, we were able to find minutes that supported TAC being involved, which is also part of the policy that says that TAC should be involved.

CHAIR MAYERSOHN: Can you share that with us or through the Chief Auditor so we can get a copy for --

MR. HARVEY: I would imagine through the Chief Auditor that we should be able to share that. I will confirm with the Chief Auditor thereafter.

CHAIR MAYERSOHN: Okay.

DR. LYNCH-WALSH: Because, I'm finding minutes that --

11 CHAIR MAYERSOHN: No. This will
12 verify --

DR. LYNCH-WALSH: That will be great.

That's why I asked for it.

CHAIR MAYERSOHN: But, Dr. Walsh, this will verify what -- what Mr. Harvey had looked through and relate back to what your questions are.

DR. LYNCH-WALSH: It would have been great if we had it for today.

CHAIR MAYERSOHN: Okay. So, we have,
I guess, a motion to table this item to a
time certain or at least an approximate time
certain?

MR. HARVEY: Can -- just for -- the

meeting is April what again? I'm sorry. I
didn't get --

CHAIR MAYERSOHN: We haven't made any decision yet.

MR. HARVEY: Is there any way to go after April 15th?

CHAIR MAYERSOHN: Why? Something called tax season or something?

MR. HARVEY: I think a few of you out there may understand. I could be wrong.

MS. SHAW: I was thinking March 25th.

CHAIR MAYERSOHN: Mr. Barnes?

MR. BARNES: We are sitting now at two, four, six -- yeah. And we need seven for a quorum, right?

CHAIR MAYERSOHN: One, two, three, four, five, six, seven. Correct. Seven. We have a quorum.

MR. BARNES: Okay. What I'm saying is, we seem to be having difficulty maintaining our quorum through long meetings. And I think if we say we're going to have a special meeting in April, how are you going to get the consent of those members who are not here?

Since Mr. Jabouin has said that this is important but it is not as time-sensitive, and since we are meeting -- our next meeting is in --

CHAIR MAYERSOHN: May.

11:30, but --

MR. BARNES: -- May, but we're going to be meeting at -- 11:30 or 11:00?

CHAIR MAYERSOHN: Well, currently

MR. BARNES: Well, why couldn't we meet at 11:00 o'clock as opposed to having a special meeting, since it's not time -- we meet 30 minutes early. That gives us 30 minutes, this is first on the agenda. Takes care of the April 15th date. But, just -- just a suggestion.

CHAIR MAYERSOHN: Okay. Mr. Jabouin and then Dr. Walsh.

MR. JABOUIN: Just wanted to let the Committee just sort of know that staging these meetings is a challenge, getting quorum, as Mr. Barnes says, is a challenge, also getting Mr. Harvey back and so forth -- and I don't know room availability or any of those type of things.

There is no time sensitivity to these issues on a transaction that occurred years ago. The findings that are here are not anything with respect to the three policies that were reviewed.

Also coming up is, the Auditor General is expected to be here for their audit at the end of March, early April. I am not sure if I can physically stage the meeting assuming room availability.

So, it's one of those type of things that we could -- I could try and -- but, I -- that would be the circumstances.

MS. SHAW: I'm in agreement with our Board members' suggestion and we can, in the next two weeks, because, you know, Mr. Woods is leaving, we can send all of our questions to -- through to you and hopefully be able to get responses to those questions for the meeting -- for the meeting for May 6th, including even meeting a little bit earlier if we need to.

CHAIR MAYERSOHN: Dr. Walsh and then Ms. Fertig.

DR. LYNCH-WALSH: Okay. So, my

preference would be to meet before Mr. Woods leaves, but -- and I also agree with sending questions and getting responses ASAP, because the -- the discrepancy between --

I went and pulled all of the minutes before the system went down because I knew that Mr. Jabouin would not respond to me, so I actually pulled the minutes.

The problem I'm having, this is for me to know that you got, you know, why are we having a discrepancy. So, I would like that answer sooner rather than later, sooner than May 6.

The grand jury report is coming out, it's anyone's bet what's going to be in there. So, by the time we get to May 6 it may be a done deal and we're talking about it after the fact. And all of this stuff could be in there, as well.

So, I would have preferred sooner, but if by May 6 Mr. Woods will be gone, and I'm not sure who will have --

Because, understand that Ms. Coker was hired the same day as the award of this \$80 million on the 9th of February in 2016.

So, she wasn't here for any -- she can't answer to --

And I wonder if there was a recording of the bid opening, because it's a procurement. And that -- and to your point of understanding who was in the room when the bid was opened, there should have been some sort of record of what transpired.

CHAIR MAYERSOHN: There's a sign-in sheet.

DR. LYNCH-WALSH: Sign-in sheet?
Well, yeah, but that doesn't tell us the stamping. Is there a recording?

MS. SHAW: Not all the time.

MS. COKER: No. There is no recording.

DR. LYNCH-WALSH: There is a recording? So, if we could get that --

MS. COKER: There is no recording. We do not record the bid opening.

CHAIR MAYERSOHN: Ms. Fertig?

MS. FERTIG: Yes. Here is my concern,
Mr. Barnes. Every one of these meetings is
going like this, so, we add this on, I don't
think it will be done in half an hour.

We've already gone way past half an hour today. And then, whatever that meeting is -- we just keep getting more and more behind.

So, I don't know what the answer is.

I'm happy to do it that way if that's the consensus of the group. But, what do you have on that agenda right now?

MR. JABOUIN: Oh. It's hard -- it's always difficult to know what's going to be on the agenda, because I don't know what I can complete between now and the next meeting.

MS. FERTIG: Okay. And are you going to move this? Are you going to take this to the Board before we meet?

MR. JABOUIN: No, no. No. I'll keep it on there. It won't go to the Board until the Committee has gotten all their answers -- all of their questions answered.

CHAIR MAYERSOHN: So, here's my -here's my thought process. This item itself
is not something that, if we were to have a
virtual meeting -- and the reason I use
virtual is that this way we don't have to

worry about somebody coming, it's just a matter of, we don't have to worry about a room, we don't have to worry about a lot of different things. And just ask informational questions.

And then, on our May 8th meeting -and like I said, I don't know if we can do
this, this may be a legal ramification of
it, but then, in our May 8th meeting have
this transmitted or whatever we do, so
saving everything, whether we make motions
or whatever it may be.

But, make a Teams meeting somewhere at a flexible time might be an alternative that fits -- and again, depending upon whether we can do that from a legal standpoint might be an idea. So, I don't know --

MS. SHAW: If we consider it a workshop, not a meeting.

CHAIR MAYERSOHN: Correct. In other words, we just workshop this through Teams, just because we're asking questions -- because, that's really what we're doing at this point with this item. And then, come May 8th we either transmit it or don't.

MS. FERTIG: I love that idea. 1 2 CHAIR MAYERSOHN: And again, like I 3 said, I don't know -- and I go back to whether or not we can, I mean, call it a 4 5 workshop? 6 MR. JABOUIN: There's no reason to not 7 have a -- like, for example, this meeting 8 would have been an informational meeting 9 without the physical quorum, so we could 10 explore having an informational meeting on 11 just this topic. 12 CHAIR MAYERSOHN: Right. But, do it 13 via Teams and we don't have to worry about 14 getting a room and --15 MR. JABOUIN: It would be a virtual informational meeting. 16 17 CHAIR MAYERSOHN: Correct. The only 18 thing we'd have to do is advertise it. 19 MR. JABOUIN: We would have to 20 advertise it and stage it on Teams just like 21 we did before the meetings that --22 MS. FERTIG: Can I move that? 23 Because --

United Reporting, Inc. (954) 525-2221

MR. DE MEO: Is someone going to move

24

25

this --

MS. FERTIG: I'm moving it, because I 1 2 have to leave. 3 MS. SHAW: Second. CHAIR MAYERSOHN: So, there's a motion 4 5 by Ms. Fertig, a second by Ms. Shaw that we 6 have this as a standalone workshop item via 7 Teams, correct? MR. JABOUIN: Virtual informational --8 9 CHAIR MAYERSOHN: Virtual 10 informational workshop via Teams. 11 will figure out a date, hopefully sooner 12 than later, so we can send out --13 MR. DE MEO: Can we move this --14 CHAIR MAYERSOHN: It's been moved by 15 Ms. Fertig, seconded by Ms. Shaw. Is there any further discussion? 16 17 those in favor signify by saying "aye." 18 COMMITTEE MEMBERS: Aye. 19 CHAIR MAYERSOHN: Anybody opposed? 20 Ms. Dahl? Okay. So, we will get back and 21 figure out a date that works and go from 22 there. 23 All right. We have -- we have two

more items, we don't have to worry about a

quorum at this point, if somebody has to

24

25

leave. I mean, there is the Chief Auditor's Report and then any Audit Committee members' comments.

Let's put it this way. It is now, obviously, 2:00 o'clock? 1:00 o'clock? What time is it? Almost 2:00 o'clock.

Is there any other -- I mean,
obviously we have the Chief Auditor's
Report. Everybody has read it. Are there
any questions on it?

The only question that I have is a follow-up with BECON, their job descriptions, just to let us know where they're at.

MR. JABOUIN: I will have to find that out for you.

CHAIR MAYERSOHN: Because, they were supposed to have by March. So, just wondering.

MR. JABOUIN: Okay. I will try to find that out.

CHAIR MAYERSOHN: Are there any other comments?

DR. LYNCH-WALSH: Yes. I have a couple real quick. Not on the Chief

Auditor's Report. 1 2 CHAIR MAYERSOHN: Okav. Just comments on -- Committee member comments? 3 DR. LYNCH-WALSH: Comments. Yes. 4 5 CHAIR MAYERSOHN: Okay. Understand 6 you've only got four of us. But, go ahead. 7 DR. LYNCH-WALSH: Yeah. T know. 8 not voting. First of all, so, Mr. Barnes, you 9 mentioned earlier that there's information 10 11 that you weren't privy to. Has your email 12 address changed? Because, I copied 13 everybody on the Cypress Bay thing. 14 MR. BARNES: Yeah. Yeah. 15 DR. LYNCH-WALSH: Your email has 16 changed? 17 MR. BARNES: No, no, no. I get them 18 all. 19 DR. LYNCH-WALSH: Okay. So then, you 20 have the information. So, that's one thing. 21 And then, the Audit Committee, in 22 terms of our purview is any financial matters that are of concern to the 23 24 Committee. So, that's the second thing.

And just because I'm trying to do this

25

quickly, we keep discussing SAC and I understand it's not part of internal funds, but there is no recourse if you have a question about what's happening with the SAC budget.

I mean, my recourse was to do a public records request and then they're playing shenanigans by not responding to the public records request.

It is absolutely absurd that a school has -- should know what their school budget is and doesn't send it to the Public Records Office.

So, this was almost a week ago, it was last Friday, and I've been dealing with this District long enough to know games when I see them. So, unacceptable.

And the last time that the OSPA chief said she was going to go get with the school, the school lost its youngest SAC member.

So, this -- there has to be a process by which a SAC member or member of the public that has a question can get answers.

And I know -- and everyone's mentioned

having the SAC budget online, the school budget. But also, when you ask for something that is of public record, there shouldn't be all of these shenanigans.

I was asking to put the matter to rest. I was unable to reconcile to their numbers based on the activity that they had going on there.

So, all I wanted was a school budget to see if I misunderstood something, I missed a number, they're bad at bookkeeping, recordkeeping. But, I can't have that now because they sent an email that was essentially my email without the school budget.

Which, now, if I was not suspicious before, I am convinced that there is something untoward going on over there.

Because, otherwise, you would have coughed up the school budget for the past two years as requested.

And then, like I said, this other school, Blanche Ely, a community member who was a CPA and forensic accountant brought to the OSPA Chief's attention that there are

issues going on over there. But, given who's in charge over there, do I think anything will be done about it? No.

So, without a process by which you can hold SAC or the schools accountable for their SAC budgets, we're going to keep having this.

Up until we -- and if the grand jury report, because it's outside their purview, the District is about to go through a reaccreditation process. That should clean up a lot of things, but it doesn't start until the fall.

So, I just want to bring that up again, because there is no recourse and every time the OSPA chief says she's gonna look into something the opposite of what should be occurring occurs.

She was copied on the email. The SAC chair at Cypress Bay never responded to my email. Which suggests that they were instructed not to.

So, it's not like they didn't know what I was asking for. If the school was -- if the SAC chair didn't know what the school

budget was, somebody else on that email sure
did. So, that's all I want to say.

Oh. And finally, as a teaser for next time, the Lenovo sales rep that would have been at Lenovo at the time of the bid that we're looking at went to Alertpoint, which is where Tony Hunter wound up. Which I find very intriguing.

CHAIR MAYERSOHN: Anything else?

Mr. Barnes? Mr. Medvin? Mr. Jabouin?

MR. JABOUIN: Yes. Thank you, for the

Committee.

I would like to, though, Dr. Lynch-Walsh, I mean, I understand some of your questions, but I would like to know, as the Chief Auditor, I mean, I understand you have questions on the facts, but do you have any thoughts of any misappropriations or do you have anything credible that would cause me to look at it from an audit standpoint that's different?

DR. LYNCH-WALSH: Okay. First of all, are you talking about the SAC?

MR. JABOUIN: Yes.

DR. LYNCH-WALSH: The DAC passed a

motion because they're concerned. So, you have District Advisory Council, which is not comprised of --

MR. JABOUIN: Do you have anything credible that I can have on that end besides what you're saying?

DR. LYNCH-WALSH: You're copied on the emails I sent.

MR. JABOUIN: There's nothing credible in the emails --

DR. LYNCH-WALSH: How do you know that? Are you able to reconcile to their numbers?

MR. JABOUIN: Do you have anything credible --

DR. LYNCH-WALSH: Yes. I -- listen to me. I'm going to say this one --

MR. JABOUIN: I withdraw my question and I'm done. Thank you.

DR. LYNCH-WALSH: You're -- there's an Excel spreadsheet showing that I can't tie back to their numbers.

CHAIR MAYERSOHN: Right. But, I think what Mr. Jabouin is asking is that, if you have a District with -- what is their

budget, \$3 billion?

MR. JABOUIN: It's a lot.

DR. LYNCH-WALSH: I didn't say -- I didn't ask for him to audit. I said we have to -- it's all -- just like internal funds.

CHAIR MAYERSOHN: Right. But
here's -- I understand -- again, this is
more of, to me, a Dr. Wanza operational and
a Ms. Marte operational. This is not
necessarily asking Mr. Jabouin, from an
audit standpoint, is that, this is more
operational and financial of the Chief
Financial Auditor.

Is he saying is that if there were -- let's say the SAC budget is \$50,000 and you believe that \$50,000 of that was misappropriated because somebody bought a new car, then there might be a reason to say, okay, let's do an audit.

If there's something where their budget, again, is \$50,000 and, well, maybe instead of a teacher buying, you know, a set of books, she bought a desk for herself --

DR. LYNCH-WALSH: That's not the issue. The issue is, we can't even tell

what they've done with it because they have one from one month to the next, they'll say the balance is this much, and then the balance is that much, but when you look at what the purported activity was, you can't tie to those numbers.

CHAIR MAYERSOHN: Right. But, I don't think Mr. Jabouin is saying for him to take Staff and --

DR. LYNCH-WALSH: Okay. But, we're commingling two thoughts. DAC, who you represent, passed a motion last year. They would like to see the SAC budget incorporated into the internal funds as a line item and have that be looked at. That's a separate issue.

MR. JABOUIN: And they were given the answer for that. And here's the reality, and you know this, as well, there are only so many audits that can get done.

DR. LYNCH-WALSH: I get all of that.

MR. JABOUIN: So, we have a State requirement on the internal funds audits. Otherwise the Auditor General is going to have an issue.

If there are some things that are true irregularities, I need to know about them as opposed to you having questions about this and that.

DR. LYNCH-WALSH: I can't reconcile their activity. That should be a problem.

But, that's okay. I don't need you for this, because eventually, it's public record, they will have to cough it up and I will see if there are shenanigans or not. I don't need you for it, but it would be nice. But, I don't need you for this.

MR. JABOUIN: Yes. And it would be nice to be able to translate some of these things to actual audit subjects if we can get some factual --

DR. LYNCH-WALSH: It shouldn't be that -- no one's saying they're buying a car, but we don't know what they're doing because they are so bad at recordkeeping.

CHAIR MAYERSOHN: Right. But,
Mr. Jabouin's point is that, is this
systemic to every SAC or is it just --

DR. LYNCH-WALSH: Yes. Probably.

But, I'm not at every SAC.

United Reporting, Inc. (954) 525-2221

CHAIR MAYERSOHN: Right. So, but, again, I'm on, you know --

DR. LYNCH-WALSH: Here's the thing, though, Robert.

CHAIR MAYERSOHN: Yes

DR. LYNCH-WALSH: If it's not included and it's not looked at in terms of the beginning balance, the activity and the ending balance, just like with internal funds account, you'll never know if there's the scope of the irregularities because no one's looking at it. You're looking at it on a case-by-case basis.

MR. JABOUIN: If you were to look at the audit plan and the areas that did not make the plan that's in the long-range plan, there are many things that can be deemed to be higher priority in it for the plan.

There are areas that are -- that we're not able to address. And to me this is just one of them. But, there are more challenging issues --

DR. LYNCH-WALSH: I'm not debating any of that. Because, again, we're commingling two thoughts. I am not District Advisory

Council. They all sit on SACs and have had this concern.

So, it sounds like what DAC needs to do is get with the State and have the State mandate that this be audited. So, that will solve that problem.

Then I have the foolishness of the school, when I ask for a school budget, not turning it over. That's a separate issue.

MR. JABOUIN: It is.

DR. LYNCH-WALSH: So, if there is no recourse that's coming out of the District, then all -- then District Advisory Council, which is comprised of all the SAC chairs across the District, will then have to go to the State and ask for help. And that can be done.

And again, this is a district that is about to go through a reaccreditation process and this time everybody's aware of it, so that will impact their reaccreditation, because we already know who we need to talk to, how to reach them and alert them as to this issue.

And then there's also the State

departments that look at SACs. So if it won't come from the ground up, it can come from the State down.

But again, the other issue is the public records request.

But, all of this is sort of falling on deaf ears because we still have all of this Lenovo foolishness that occurred.

So, it's -- you're not fighting me. I don't got to -- my kids are not at either Cypress Bay or Blanche Ely, but I'm -- the reason I brought this up is to emphasize why DAC passed the motion.

MR. JABOUIN: The DAC motion is not -- these motions are not mandatory on District Staff.

DR. LYNCH-WALSH: No one said -- clearly they're not.

MR. JABOUIN: What's required is that a response be provided and one was provided to the DAC.

Because, we know how audits get onto the plan. It's based on conversations between the Superintendent and the Board.

So, to me, what would provide a better

case would be if you saw some improprieties along the lines of what Mr. Mayersohn said. Things along those lines, I think -- and I'm not asking you to go create anything, but I need to have some --

I mean, I think you provide some very good valid points. But, I need be to able to translate those into audit items.

DR. LYNCH-WALSH: Okay. I can't reconcile their activity. That's an internal control problem.

MR. JABOUIN: That is. Because, every account should be reconcilable on that end.

DR. LYNCH-WALSH: It's not.

MR. JABOUIN: And in this particular case you have some questions that can't be explained and that's legitimate, but, to me that's not going to cause an audit to happen.

DR. LYNCH-WALSH: I never said you should -- I am not saying it. If you have another vehicle, which would be to strengthen internal controls for SAC, which I actually suggested in my email that Marte is also copied on --

Because, if she can produce clean 1 2 financial statements that win awards, I 3 don't understand why the SACs can't do the So, I'm less concerned about an audit 4 same. 5 if you clean up the internal control 6 problem. 7 There's more than one way to skin a 8 cat, but you don't want to touch the cat at 9 all, it seems to be the problem around here. 10 MR. JABOUIN: We will not hurt any 11 animals. 12 DR. LYNCH-WALSH: Well, my cat would 13 hurt you more than you would hurt her. 14 CHAIR MAYERSOHN: Is there anything 15 else? DR. LYNCH-WALSH: 16 No. I'm good. 17 CHAIR MAYERSOHN: All right. 18 that, obviously we don't have a quorum, so 19 the meeting, I guess, will be concluded. 20 DR. LYNCH-WALSH: We can adjourn. 21 CHAIR MAYERSOHN: We can adjourn. All 22 Thanks everybody for coming.

United Reporting, Inc. (954) 525-2221

(Meeting concluded at 2:11 p.m.)

23

24

25

Appreciate it.

REPORTER'S CERTIFICATE

2

1

3 STATE OF FLORIDA

COUNTY OF BROWARD 4

5

12 thereof.

6 I, Toni Freeman Greene, Court Reporter 7 and Notary Public in and for the State of Florida at Large, hereby certify that I was authorized to and did stenographically report the foregoing 10 proceedings, and that the transcript is a true 11 and complete record of my stenographic notes

13 I FURTHER CERTIFY that I am neither an 14 attorney, nor counsel for the parties to this cause, nor a relative or employee of any attorney 15 16 or party connected with this cause, nor am I 17 financially interested in the outcome of this 18 action.

Dated this 26th day of March, 2021, 20 Fort Lauderdale, Broward County, Florida.

TONI FREEMAN GREENE

COURT REPORTER

21

19

22

23

24

25



United Reporting, Inc. (954) 525-2221

	ACE 36:25	agencies 22:16	50:11 54:5 60:2	archive 128:18
	Acevedo 2:11	agenda 4:14,17 5:16	62:8 110:17 123:8	area 39:11,16,25
a.m 11:6	acknowledge 80:4	5:18,22,25 6:4 8:25	127:17 133:12	40:15 42:20 64:13
ability 75:7	81:13 106:18 115:2	12:12 13:23 14:1,11	134:2 135:5 147:18	68:14,24
able 5:10 14:24 15:7	Acknowledgment 5:7	21:17 23:16 25:11	answered 14:8	areas 6:24 48:2,10,17
22:1 23:11 42:14	action 42:2 43:2	29:8 30:17 32:2,25	125:20 135:20	149:15,19
46:6 47:2,17 48:9	88:11 105:7 154:18	37:12 38:9 104:12	answering 59:19	Arif 2:21 44:3
57:16 73:6 74:23	active 21:2	131:14 135:8,11	answers 61:13	arrived 81:15 112:21
75:2,3 78:6 109:13	activity 26:24 142:7	agent 2:22 108:13	135:20 141:24	112:22
119:7 123:17	147:5 148:6 149:8	122:3	Anthony 2:3 7:14	art 94:15 97:23 98:1
127:17 128:6,22	152:10	ago 5:22 22:19 41:1	78:21	Article 21:19
129:5 132:18	actual 44:21 49:18	44:22,23 56:13,14	anticipate 21:23	AS-400 98:13
145:12 148:14	109:22 124:8,8	110:19,19 132:3	104:1	ASAP 133:3
149:20 152:7	148:15	141:14	anybody 9:12 15:25	Ashley 2:11
absolute 95:1	add 28:23 51:1 74:6	agree 32:5,25 33:22	20:10 21:13 25:2	asked 64:18 86:15
absolutely 30:3 80:3	98:4 99:13 124:3	55:18 56:4 67:16	37:23 52:7 91:7	95:17 101:6 105:18
81:13 108:19	127:10 134:24	69:16 86:23 88:2,9	100:5,19 107:13	129:14
110:22 119:14,15	adding 5:21 48:12	88:25 92:18 112:11	113:18 138:19	asking 5:15 11:11
122:8 141:10	99:10	133:2	anymore 13:14 98:15	12:24 26:20 47:10
absurd 141:10	addition 5:15 98:22	agreed 89:11	anyone's 133:15	59:15 60:1 69:18
abundance 15:19,22	additional 17:18	agreed-upon 105:24	anyway 88:25	70:17 77:10 78:23
19:21	44:12 97:14 104:23	agreement 132:14	anyway 88.23 apart 23:6 81:12	85:8,20 94:6,16
accept 122:25	additionally 65:8	ahead 17:10 69:25	apologize 73:7,20	116:16 128:6
acceptable 39:5	address 67:18 140:12	72:20 140:6	apparently 114:1	136:22 142:5
110:17,18 116:10	149:20	alarmed 32:19	116:5	143:24 145:24
116:24 117:12	addressed 69:21	alarming 54:23	appears 27:21	146:10 152:4
accepted 17:8 122:20	105:11	alert 15:10 150:24	appreciate 14:3 26:4	assessment 84:14
accepting 122:23	addresses 67:21	Alertpoint 144:6	42:12 83:5,20,21,22	asset 94:25 104:23
access 12:19,21 13:17	addressing 105:14	Ali 2:8,21 8:10 38:12	86:22 87:8 109:4	asset's 49:22
13:18 73:5	adequately 120:10	44:3,6 45:3,20	114:18 153:23	assets 40:4,7 41:3,9
accomplish 98:6	adherence 26:2 40:5	52:18 72:21 81:5	approach 56:6 65:17	41:11 42:23,24 43:5
accomplished 93:14	50:18	Ali's 86:5	appropriate 103:22	46:14,16 58:10
account 29:21 106:19	adhering 115:13	Allegiance 3:10	appropriate 103.22 approval 8:24 20:24	63:20 98:23 107:3
149:10 152:13	adjourn 153:20,21	allow 9:22 10:1,13	22:2,12	assigned 34:18 64:13
accountability 2:16	administration 1:15		· ·	_
2:16 8:19 28:17	81:16 99:4	allowing 11:4 72:7 99:6	approve 9:1 20:5 21:1 100:1,2	73:13 assist 4:24 34:24
37:7 42:13 53:8,19	administrative 3:16	allows 10:3 22:12,17	approved 19:19	assist 4.24 34.24 assume 64:3 96:3
54:4 61:14 62:4	7:4	110:14	22:21	assuming 132:10
63:1 69:6 79:19	administrator 63:3	alluded 63:9	approximate 129:23	assumption 96:7
81:3,9 82:11 83:5	adopt 24:15	alright 30:24	approximately 106:9	121:10
84:1,6	advance 4:4	alternative 136:14	April 123:21,25	assurance 120:4
accountable 53:11	advertise 137:18,20	amount 37:3 41:14	124:1 125:14,16	assurance 120.4 assure 118:6 120:8
83:16 143:5	-	42:19 46:25 47:12	124:1 123:14,16	
accountant 27:2	advise 117:19		, ,	astounding 61:21 athletic 63:13
142:24	advised 20:2	114:9	131:15 132:8	
Accountants 105:25	Advisory 5:8 32:15 33:5 145:2 149:25	Andrew 2:2 7:22 animals 153:11	Arcese 2:8 8:10,10	attached 27:16,18 105:23
107:7			38:12 41:23 42:16	
accounted 38:21	150:13	Ann 2:9 8:8 25:14	44:25 45:2,3,3,19	attachments 27:19
39:22 42:25 43:5	Aftercare 45:10	26:13,14 announce 3:23 8:6	45:20 57:15 65:4	28:1
		. 200000000000 1:73 X'D	72:18,21,21 74:21	attempt 46:10
73:14	afternoon 24:6 43:19			_
	44:18 104:3 108:5 age 91:22	annual 22:10 64:23 answer 17:8 32:10	Arcese's 45:1 74:10 architect 6:13	attempted 46:17 attend 10:14

ATTENDANCE 2:1
attended 10:15
104:16 109:19
attention 15:15 84:2
142:25
attorney 14:22 103:6
154:14,15
Attorney's 103:3
105:19
Attucks 38:18
audio 11:25
audit 1:6 2:11 3:3 4:3
6:2,23 8:8,10,13
10:10 13:24 14:15
17:23 21:15,19
22:13,20 23:7 24:15
25:13 28:2 29:12,16
29:19 31:17 33:13
34:1,2,6,9 35:20
38:10,11 40:3 41:16
41:18,25 42:8 44:21
45:22 46:5,11,17
47:8,11 48:19 51:23
52:18 54:14 55:2,8
56:11,16,19 57:5,9
58:1,11 59:13,15,24
60:22 61:22 62:1
66:18 71:8,9,11
72:24 73:3,11,21
74:4 77:11,15 78:23
79:5,11,12 80:25
83:10 84:1,15,19
87:1,3,9,11 89:25
90:4,15,17 94:10
96:14 97:20 98:20
103:2,11 104:22
117:14 118:12
124:23 125:20
132:7 139:2 140:21
144:20 146:4,11,19
148:15 149:15
152:8,18 153:4
audited 26:17 29:12
40:1 57:14 58:19,25
59:8 60:18,25 61:4
150:5
auditor 2:6,7,7,10,10
3:15,19 8:22 11:2
17:14 34:16,20
45:21 46:13 53:14
62:9 72:12,22 84:14
,

126:9 127:25 129:2
120.5 127.25 125.2
144:16 146:13
147:24
Auditor's 22:14 79:7
139:1,8 140:1
auditors 117:23,23
128:3
audits 2:8,9,9 18:21
25:12,17 35:1 38:2
40:9,11 42:17 45:25
47:8 48:13 57:2,3
58:5 62:22 73:16
74:6,11 75:5 78:12
79:9,18 147:20,23
151:22
August 22:25 42:7
authorized 154:8
automated 61:24
62:4 84:9
automation 99:14
availability 131:24
132:10
available 5:5 118:4
122:13
avenue 1:15,24 32:11
award 101:15 133:24
awarded 113:10,10
121:4
awards 153:2
aware 51:13 59:14
93:7 123:13 128:5
150:20
awhile 5:22
aye 9:7,8,11 20:8,9
21:11,12 24:25 25:1
25:4 37:21,22,24
91:3,5,6,8 100:3,4,6
138:17,18
ayes 9:13 21:14 25:5
37:25 100:7
В

B back 8:7 16:18,20 18:18 19:9 27:25 36:13 41:1 48:7 51:22 57:1 64:17 65:3,22,25 66:4 69:10,17 74:16 75:13 76:21 81:20 85:5 88:6,21 89:4

00.14.05.12.14.06.2
90:14 95:12,14 96:3
97:5 100:12 101:16
101:19 102:10
109:6,22 124:13
128:7 129:17
131:23 137:3
138:20 145:22
backed 102:9
bad 142:11 148:20
balance 23:7 147:3,4
149:8,9
banana 87:18 90:23
90:24,25 100:12,13
100:14,15,15
band 63:10,10
bandwidth 48:9
barging 122:17
Barnes 2:2 7:9,10
31:1,5,7,9 32:5
34:15 52:8,9 54:10
54:25 56:4 63:9
65:15,16 66:20,22
67:16,21 68:3 69:16
75:14 79:2 82:11
85:9 130:12,13,19
131:6,10,22 134:23
140:9,14,17 144:10
base 52:13 53:9
based 14:22 22:9
47:5 82:22 86:25
111:8 115:24 119:7
121:16 142:7
151:23
basic 88:12
basically 45:24
basis 59:6 69:20
149:13
Bass 1:23
Bay 26:25 27:14
37:15 140:13
143:20 151:11
BCI 40:21 beat 114:14
BECON 65:18,20
66:18 69:16 75:14
75:15 76:4,14 78:12
85:8 139:12
beginning 23:24

belief 16:3 **believe** 13:4 15:20 16:25 65:17 70:25 79:22 98:14 104:5 109:11 110:10,14 127:18 146:16 best 23:23 48:6 **bet** 133:15 **better** 48:20 53:20 72:7 115:8 123:20 151:25 biannually 64:12 **bid** 101:8,8,12,18,19 102:2,4,16 105:5 106:1 108:3,11,18 108:23 109:14,20 109:25,25 110:4,7 110:13,24 111:10 111:13 112:4,5,8,22 113:2,10 114:11 115:15,15 117:16 118:13,14,15,19,23 119:1,4,8,21,22,24 120:12,25 121:5,20 122:5,23,23 123:1 123:10,11,14 125:1 126:11 128:2 134:4 134:7,20 144:5 **bidding** 43:25 biddings 114:8 **bids** 101:14 102:9 107:22 108:15 109:9,11,15 112:1 119:3,25 120:13 121:21 122:1,4 128:5 **big** 40:4 41:15 79:3 **bigger** 47:21 71:9 **billion** 146:1 **bit** 23:6 24:3 71:12 86:20 93:18 132:21 **Blanche** 26:25 27:14 142:23 151:11 **Blodgett** 67:13 blown 75:16 **blue** 68:21 **board** 1:5,16 5:8 6:10 6:17 10:2 11:3,4,14 11:17 23:8,14,17,20 29:14 54:22 91:14 91:15 92:11 93:4,24

94:8,9,11 96:3 97:20,22 99:2 101:15 104:20 111:2 115:19,22 116:16,20,21,22 117:7,8 125:2,17 126:20 132:15 135:16,18 151:24 **Board's** 9:21 97:2 **body** 92:12 99:7 boggles 27:22 **bond** 6:23 10:9,19 11:14 110:20,21 bond-issued 52:17 book 21:24 41:9 42:25 **booking** 21:23 bookkeeper 29:6 bookkeeping 142:11 books 51:23,24 55:23 55:24 146:23 **bother** 112:10 **bottom** 36:6 **bought** 53:12 67:22 146:17,23 **Bov** 21:1 bread 90:23 100:15 **Bright** 38:18 **bring** 15:14 16:18,20 27:2 31:20 60:13 62:12 91:16 102:22 115:8,10 124:13 143:14 **bringing** 17:15 38:4 97:21 103:15 115:1 **broken** 51:19 **brought** 15:14 16:3 84:2 87:13 142:24 151:12 **Broward** 1:5 36:3 91:16 97:22 154:4 154:20 **budget** 27:4,24 28:8 28:10,13,19 29:10 29:16,18,20 30:3,5 30:15 32:15,18,21 33:6 35:10,25 36:1 36:7,9,21 37:2,6,7 95:14 99:17 141:5 141:11 142:1,2,9,15 142:20 144:1 146:1

47:25 49:22 149:8

begun 112:22

behalf 55:19 99:3

	I	l	I	I
146:15,21 147:13	centers 118:5	107:11,13,17 109:3	139:1,8,25 141:18	150:12 153:22
150:8	century 80:13 94:1	111:16,18,19,22	143:16 144:16	comment 32:3,23
budgets 36:24 107:4	certain 36:1 40:10,10	113:17,21 114:16	146:12	49:24,25 53:23
143:6	47:12 108:2 118:16	114:17 115:17	Chief's 142:25	87:25 107:1 111:14
build 23:11	118:18,24,25	117:18 118:11	child 55:5	comment's 113:25
business 116:7	129:23,24	119:10,16 120:14	children's 70:24	comments 9:14,15,17
buying 126:5 146:22	certainly 26:5 28:20	120:22 121:18	choose 6:24	9:20,25 10:2,6,16
148:18	28:24 29:2 80:22	123:2,23 127:12,24	chose 105:3	11:5,19 13:24,25
Bye 100:17	117:15	128:11,14,20 129:1	circumstances 132:13	14:15 20:23 24:9,12
bylaws 21:20 31:12	CERTIFICATE	129:8,11,15,21	clarifies 95:6	30:24 35:20 43:7,10
bypass 25:23	154:1	130:3,7,12,16 131:5	clarify 73:19	83:21 102:17
	Certified 105:25	131:8,17 132:23	Clarke 2:19 44:6,9	103:21 104:22
C 1:15 3:1	107:7	134:9,21 135:21	classroom 126:19	107:9 109:5 113:22
	certify 154:8,13	136:20 137:2,12,17	clean 46:19 143:11	124:20 126:4 139:3
Cabinet 24:4	cetera 98:23	138:4,9,14,19	153:1,5	139:23 140:3,3,4
cafeteria 64:4,7 67:11	chair 2:1,2 3:2,12	139:17,22 140:2,5	clear 17:2 32:9 37:10	commingling 147:11
68:23 70:12,24	5:24 7:5,6,12,21	143:20,25 144:9	78:22 84:16 88:10	149:24
cafeterias 42:18	8:23 9:2,5,9,12,17	145:23 146:6 147:7	89:4 96:1	committed 80:18
CAFR 124:11	9:18 10:23 13:9,20	148:21 149:1,5	clearly 27:23 119:24	126:16
cake 87:18 90:24,25	13:21 14:12,15	153:14,17,21	120:12 151:18	committee 1:6 2:1 3:3
100:13,14	16:11,14 17:12,20	chairs 150:14	click 36:7	3:20,24 5:2,8,11,20
call 3:15 7:8 15:16	17:24 18:2,8,14	challenge 47:21 54:9	close 87:1	6:2 9:8 10:10,10,15
21:20 42:11 137:4	19:7,13,14,20 20:7	131:21,22	closely 81:5 96:12	11:15,24 12:3 14:15
called 130:8	20:10,19,22 21:5,9	challenges 21:23 67:4	closes 87:3	20:9 21:12,15,20
calling 57:4	21:13 24:11,16,20	challenging 23:18	code 70:19	23:1,8 24:15 25:1
calls 111:12	24:23 25:2,5 26:10	62:17 93:18 149:22	Coker 2:17 42:5	28:2 31:3,10,17
CAP 37:1	27:7,11 30:21,25	chance 40:15 75:6	103:25 104:2,3,4	32:17 33:13,22
capabilities 51:5	31:5,7,8 32:4 33:10	change 17:23 19:9	108:5,6 109:3,4	34:23 35:20 37:22
capacity 126:21	33:17 35:12,14,22	36:24 43:3 56:13	112:20,25 113:11	39:24 43:12 55:2
capital 52:16,16	37:13,17,23,25 38:4	61:15 76:7 77:18	115:1 117:18,20	56:16 62:2 72:19
67:22	43:10,13 44:17 45:5	118:3	119:18,22 120:3,19	74:16 80:23 87:10
car 146:18 148:19	50:21,22,23,25 52:4	changed 140:12,16	120:25 121:21	89:25 90:17 91:6
care 39:10,16 42:6	52:7 53:22 54:11	changes 56:17 78:2	133:23 134:15,19	93:6 96:14 97:21
81:17 131:15	57:11,19 61:8,13	115:5	colleague 98:10	100:4 103:12
carried 92:16	62:10,11 63:4,24	channels 20:1	collectively 63:6	104:15,22 107:10
carrier 6:14	64:14,17 66:16,21	charge 49:16 143:2	column 40:22 41:7	107:12 111:21
carrying 77:21	66:24 67:19 68:1,8	charged 31:11	come 4:11 5:12 6:1	128:8,20 131:20
case 5:5 17:17 22:18	69:22 72:16 75:8,9	chart 78:14 86:4	7:2 11:9 36:13 48:7	135:19 138:18
37:15 47:18 48:6	77:1,3,6 78:19	check 65:6 69:10	55:20 69:14 75:16	139:2 140:3,21,24
49:12 51:19 77:22	79:25 80:2 81:23	checklist 68:19 82:4	80:11 81:20 85:5	144:12
152:1,16	82:13 84:4,18 85:2	checkmark 68:20	89:4 90:13 96:13	Committee's 15:6
case-by-case 149:13	85:12,23 86:8,12,21	checkpoint 48:18	97:5 108:14 113:4	24:1,8
cases 41:21	87:12,15,19,23 88:3	checks 25:21	122:17 136:24	committees 10:12
cat 153:8,8,12	88:18 89:3,10,14,18	chief 2:6,7,7,13,13,14	151:2,2	15:11
cause 144:19 152:18	90:2,9,18,22,25	2:14,15 3:15,18	comes 53:14 69:1	communicated 26:6
154:15,16	91:4,7,9 92:2,22	8:14,18,21 11:1	92:20,20	39:4
caution 15:19,22	93:21 94:20 95:5,10	17:14 28:16 34:16	comfortable 87:7	communications 7:2
19:22	96:21 97:7,11,16	34:19 45:20 62:25	coming 3:20 38:7	community 5:4 27:1
caveat 93:24	98:3,7 99:15,21	72:22 79:7 84:14	65:3,9,11 66:4	43:22 142:23
CDI 106:2	100:5,7,11,14,22	104:10,25 105:2	84:20 88:6 98:12	companies 108:17
Center 1:15 38:19	103:24 104:7	127:25 129:2,5,6	132:6 133:14 136:1	110:24,25 125:23

company 107:23
111:7 123:13
complete 6:18 7:3
79:5 112:3 135:12
154:11
completed 78:16 96:5
completely 73:18
82:12,13
completes 68:19
compliance 22:15
compliant 83:7
118:10
compliment 33:11
comply 36:4,19 56:22
108:22
comprehensive 22:10
29:16 58:1 86:20
comprised 145:3
150:14
computer 44:5 45:11
106:22
computer-based 81:8
computers 46:1
concern 22:19 55:1
108:16 117:16
125:25 134:22
140:23 150:2
concerned 36:22
60:14 75:13,20
103:11 145:1 153:4
concerning 116:12
concerns 6:22 54:13
65:22 124:23 125:2
125:4
concise 92:24 100:24
concluded 43:9
153:19,24
concludes 7:4 26:8
concur 82:1
conducted 68:15
73:11
conference 42:11
108:12
confident 103:8
confirm 19:15 112:16
129:6
conflict 5:3,6
conform 61:15 62:6
conforms 36:2
confused 19:16 128:4
congratulatory 29:4

connected 154:16 Connie 2:5 7:24 consensus 6:3 135:7 consent 130:24
Connie 2:5 7:24 consensus 6:3 135:7
consensus 6:3 135:7
consider 10:18 51:7
136:18
consideration 24:8
70:10
considered 118:19
considering 60:23
consistent 56:5 63:23
114:23
consistently 10:19
constantly 37:2
constraint 127:16
Consultants 107:7
contemplated 85:15
context 43:8 60:16
continue 33:3 95:6
108:3
continuing 26:1
contract 106:7
control 50:8 152:11
153:5
controls 152:23
convection 67:14
conversation 17:14
76:12
conversations 151:23
conversion 98:13
converted 54:19
convinced 142:17
Conway 2:9 8:8,8
25:14 26:14 28:24
Conway's 25:21
29:12
coordinator 2:20
43:25
copied 93:5 140:12
143:19 145:7
152:25
copy 68:23 129:3
corporate 105:8
corporation 116:7
correct 17:20 19:20
35:7 52:18 58:4
62:19 99:18 108:4,9
120:2 126:6 130:17
136:20 137:17
138:7
corrected 57:8

corrective 43:2
correctly 117:5
cost 36:15 95:24
costs 17:18
cough 148:9
coughed 142:19
Council 32:15 33:6
145:2 150:1,13
counsel 154:14
count 70:12,24
counting 70:9
country 54:17
County 1:5 36:3
43:21,22 91:16
97:22 154:4,20
couple 139:25
course 43:18 52:17
74:11
court 2:24 4:20 8:16
12:11 102:11 154:6
154:24
cover 25:13 105:10
covers 105:25
COVID 4:5
CPA 2:24 142:24
create 152:4
creates 54:8
creating 86:6
credible 144:19 145:5
145:9,15
criticized 115:23
crossed 101:18 cure 15:25 16:5 17:3
17:5 19:17 20:3
current 44:4 54:20
currently 34:5 80:19
82:7 86:24 96:10
131:8
cushion 22:17
custodian 30:13,14
cycle 79:8
Cypress 26:24 27:14
37:15 38:19 140:13
143:20 151:11
173.20 131.11
D
D 3:1
DAC 26:18 27:13
144:25 147:11

60.14.24.61.4.20
60:14,24 61:4,20 66:20,23 67:1,6
69:14 73:12 79:15
79:23 81:1,7 82:23
82:25 83:2,7 85:5 94:12 98:20
department's 59:7 departments 38:13
39:7 40:11 53:7,9
53:11 56:18 62:6
74:5,9 151:1
depending 63:14
136:15
Depreciable 41:6
depreciated 60:21
Deryck 2:19 44:6
descriptions 139:13
design 50:17
desire 43:2
desk 146:23
desktops 106:2
despite 50:16
detail 25:16 112:2
determine 49:5 57:16
developed 94:7 96:19
device 126:21
devices 104:13
105:15 106:9 126:2
126:10
dialogue 114:18
dictates 11:15
difference 112:25
different 4:2 6:24
14:6 22:16 25:18,20
48:2 61:14 62:5
63:18 73:18 107:9
136:4 144:21
difficult 22:4 48:15
135:10
difficulty 130:20
diligence 31:18
direction 103:14
director 2:17,18,18
34:24 43:19 49:16
57:23 63:13 80:11
108:6 115:1 117:20
director's 63:11
disadvantage 31:22
Disch 5:15 7:16
Disch's 6:6
discipline 55:14

150:3 151:13,14,21 **Dahl** 2:3 7:11,13 9:10

discount 112:14 discovery 103:5 discrepancy 133:4,11 **discuss** 10:21 11:20 12:7 14:13 17:15 34:10,11 88:19 **discussed** 5:22 13:15 104:19 106:23 114:5 125:21 discussing 13:23 31:23 33:3,23 35:9 88:21 100:23 105:16 141:1 **discussion** 15:3 16:21 18:13,15 20:4 26:8 33:20 35:18 37:19 99:24 114:3 138:16 **dispense** 84:21 85:2 disposal 98:22 disposed 41:13 **distinct** 31:22 distinctly 11:12 **district** 2:12 4:14 6:8 6:15 11:21 12:8 23:15,19 35:25 36:6 36:8 40:7 41:18 47:22 49:20 54:17 56:6 57:24 58:3 64:2 66:22 67:1,23 69:1 80:19 83:18 93:2,8 99:14 105:13 106:8,8,20,25 112:6 117:2 120:18 121:6 125:11 141:16 143:10 145:2,25 149:25 150:12,13 150:15,18 151:15 **District's** 115:13 **District-level** 53:8 District-wide 36:1 49:25 50:6.14 54:7 74:4 106:21 Districts 33:4 document 109:9 118:13,14,21,23 119:1,11,21,23,24 122:9 127:10 documentation 107:21 108:18 121:3.11 documented 51:13

60:9 118:23 119:5 **documents** 30:5 36:9 46:23 47:1 119:8 120:12 122:15 doing 12:23 19:17 27:6 33:13 42:16 51:5 56:3 59:4 62:16 64:19 71:7 74:11 75:21 76:4,12 76:15 79:5,11,12 99:2 136:23 148:19 **dollars** 53:13 dont 124:3 door 21:25 113:4 double-check 89:22 **DPI** 41:4 **Dr** 2:4,15 3:13 7:18 7:19 8:18 9:4,5 10:24,25 11:18,23 12:4,15,23 13:6,12 14:3,19 18:17 20:11 20:13,14,18 21:3,6 24:22,23 25:7 26:1 26:11,12 27:10,12 28:15,16 30:1,10,18 30:20,23 33:16,19 34:14 47:23 53:5 55:9,13 57:11,12,18 58:12 59:12,14,18 59:25 60:4 62:19,24 63:5 64:18.21 66:12 78:20 80:10 87:17 87:18,22,24 88:5,20 90:24 93:16 94:20 94:22 95:15,21 96:4 96:16 100:12,13,17 101:2,3 102:19,24 104:2 108:24 111:17.22.23 112:23 113:9,13,19 113:24 123:3,19 124:1 125:11 127:13,15,21 129:9 129:13,15,19 131:18 132:23,25 134:11,17 139:24 140:4,7,15,19 144:13,22,25 145:7 145:11,16,20 146:3 146:8,24 147:10,21 148:5,17,24 149:3,6

149:23 150:11 151:17 152:9,14,20 153:12,16,20 **drop** 19:4 **due** 74:19 82:24 118:24 122:24 **Dunn** 47:23 104:9,10 **duplicate** 94:3

E 3:1.1 earlier 24:3 73:9 80:9 100:20 132:21 140:10 early 125:15 131:13 132:8 ears 151:7 easier 49:5 easily 12:21 13:18 116:20 easy 92:3 echo 54:25 61:2 **echoing** 61:10 **Education** 38:19 effect 59:1 effective 80:14 efficient 81:14 efforts 97:3 either 31:6 35:20 39:15 107:11 136:25 151:10 electronically 110:14 **elementary** 38:17,18 63:16 67:8 eligible 108:3 Ely 26:25 27:14 142:23 151:11 **email** 5:14,17 6:6 9:22 10:2 11:5,19 27:20 28:12 124:2 127:25 140:11,15

ends 50:2 engineering 6:16 ensure 30:8 64:19 82:15 115:8 118:8 120:9 122:11,12 **ensures** 110:12 entered 52:20 entertain 65:2 entire 29:10 58:7 60:10 78:23 115:16 115:18 epidemic 71:6 **equal** 74:7 **equipment** 2:19,22 40:2 44:7,11 46:5 51:18 52:15,20 53:13 56:10 58:10 63:10 64:2 67:22 70:16,16 73:12 equivalent 73:17 Eric 2:10 ERP 51:7 80:18 **error** 54:3 Erum 81:4 Erum's 81:6 **especially** 34:22 70:3 essence 3:7 **essentially** 18:6 19:6 28:11 60:25 142:14 established 61:19 64:1 84:15 establishment 21:20 et 98:22 evaluate 5:24 evaluation 40:17 55:12 eventually 148:8 **everybody** 33:8 59:2 69:13 94:5 111:15 116:4 123:9 139:9 140:13 153:22 everybody's 150:20 everyone's 141:25 evidence 121:16 128:2,4 evolves 50:8 evolving 37:2 Exactly 95:25 **example** 85:9 137:7

employees 94:14

empowered 32:16

examples 50:14 Excel 145:21 **exception** 39:3 66:11 exceptions 25:25 40:12 excluded 46:14 107:24 111:7 excused 8:4 Executive 2:11 exist 50:5 51:9 existing 50:14 51:7 expanding 45:10 expansive 63:15 **expect** 66:6 96:14 100:11 expectation 51:6 **expected** 7:18 132:7 expenditures 36:18 experience 4:1 experts 107:2 explain 46:6 53:12 explained 152:17 **explore** 137:10 **extensive** 46:4 73:25 extensively 115:19 extremely 14:23 eyes 98:20

F fact 34:22 47:6 54:6 60:17 110:3,4 111:8 118:5 120:3,4 122:7 122:14 133:18 **factor** 82:11 facts 31:19 144:17 **factual** 148:16 **failed** 16:17 failure 5:16 fair 10:6 **fairly** 103:8 **fall** 143:13 **falling** 151:6 familiar 4:22 fan 20:15 **far** 5:21 15:10 23:13 24:3 25:16 33:22 45:22 61:6,7 75:18 83:4 84:12 104:22 fashion 65:3 **faster** 76:5 fatal 117:6

142:13,14 143:19

143:21 144:1

emails 14:6 34:21

emergency 95:2

EMisted 4:6,7

151:12

emphasize 26:2

employee 154:15

152:24

145:8,10

fault 56:2	139:15,21 144:7	58:24 59:9,10,11	37:8 95:18,19	138:21 140:6
faulty 116:1	finding 46:12 86:6	60:10 79:1	funded 95:13 96:9	141:19 143:10
favor 9:6 20:7,20,21	111:11 113:22,23	follows 68:24	98:9	150:15,19 152:4
21:10 24:24 37:20	119:6 129:9	food 2:18,20,22 39:10	funding 98:4,5 99:11	goal 83:6 87:9
71:7 87:21 89:20	findings 61:23 74:14	39:19 43:20,24	99:13	goes 83:4 84:12 92:11
90:10 91:5 100:1,2	78:14 83:20 84:2	46:24 49:23 57:22	funds 2:9 25:12,17	94:8
138:17	85:11 90:3,14	58:1 68:17 73:3,13	26:9,17 29:19 37:9	going 3:6,22 4:11
February 133:25	106:11 107:9	85:4 89:23 90:13	141:2 146:5 147:14	6:12,15 10:1 13:6
feel 32:13	120:17 132:3	foolishness 150:7	147:23 149:10	22:3 23:12 26:21
Fertig 2:4 7:17 16:16	fine 86:2,3 103:15,18	151:8	further 32:24 33:20	27:4 32:23 33:21
16:23 17:16 27:8,8	finish 32:1 59:17,20	foregoing 154:9	37:19 99:23 138:16	34:11,14,19 43:4
31:1,6 32:4,5 54:11	finished 99:8 125:21	forensic 27:1 142:24	154:13	50:8 52:23,24 53:19
54:12 55:17 68:8,9	firm 6:16	forgo 13:1	future 18:21 47:8,16	56:20,24 58:23
69:3 75:10,11 77:7	first 1:16 18:18 21:21	forgot 45:7		60:11 61:19 62:3
78:11 81:18 85:4,7	29:2 40:23 43:14	form 5:3,13 36:2	G	64:22 65:25 66:8
85:14 86:2,9 87:8	46:3 50:24 63:3	68:13,14 69:8 82:6	G 3:1	70:25 76:12,24
87:20 89:10,12,15	71:24 73:10 79:24	formal 109:7	games 141:16	77:20,24,25 79:17
91:11,12,25 92:8,19	84:22 85:3 95:4,22	formalized 122:12	Gauci 7:17 8:4	83:22 85:18 86:4
94:4,19 95:7 96:21	96:20 99:20 107:14	former 104:25 105:2	general 37:8 46:13	87:25 88:13 90:11
96:22 97:16,17 98:5	107:20 114:6,7	127:24 128:14,19	50:1 62:20 119:3	91:12 93:15 94:23
99:9,22 102:11,12	123:7 131:14 140:9	forms 5:9 81:11	132:6 147:24	95:11 97:3,25
103:18 107:16,18	144:22	Fort 1:16,24 154:20	General's 14:22	103:16 108:21
107:19 108:16	fiscal 28:9	forth 38:8 76:6	germane 84:23	125:1 126:17 127:6
109:1 110:16	fit 84:13	124:14 131:23	getting 11:10,25	130:22,24 131:6
115:15,18 123:22	fits 136:15	forward 15:14 16:4	12:13 32:9,10,13	133:15 134:24
123:25 124:16	five 38:16 78:1 85:17	17:9 27:2 28:11	66:11 72:2 87:16	135:10,14,15
125:13 132:24	110:19,24,25	34:8 43:4 62:12	93:25,25 124:9	137:24 141:19
134:21,22 135:14	130:17	76:10 83:23 87:11	131:21,23 133:3	142:8,18 143:1,6
137:1,22 138:1,5,15	fix 112:7	92:16 102:8 103:16	135:3 137:14	145:17 147:24
Fertig's 18:19 61:2	FL 1:16,24	118:20	gigantic 79:23	152:18
99:3	flat 104:18	forwarded 93:6	give 12:6 48:17 75:17	gonna 62:5 64:23
fighting 151:9	flaw 117:6	found 31:21 38:24	86:19 91:23	69:19 71:2,2,24
figure 18:23 19:3	flexible 136:14	128:4	given 28:5 30:12	72:14,14 123:19
112:6 138:11,21	floor 1:16 17:1 84:22	four 25:8 47:17 78:1	48:17 60:18 67:23	124:16,17 143:16
figured 112:10	Florida 1:5 154:3,7	130:14,17 140:6	74:13 112:3 143:1	good 4:3 25:9 26:6
file 22:16 109:21	154:20	framework 88:13	147:17	41:24 42:19 43:18
110:13	flow 23:12 118:2	Freeman 1:23 2:24	gives 131:13	44:18 50:16,24,24
filed 112:4	FNS 2:19,19,20,21,21	4:21 8:16,16 154:6	glancing 40:19	71:4 85:9 86:5,5,13
FileMaker 73:4	2:22	154:23	glued 109:24	99:9,12 104:3 108:5
filing 22:10	folks 52:1 77:20	Friday 141:15	go 3:14,14,15 11:21 17:10 18:17 19:9	128:20,21 152:7
fill 123:13	follow 11:2 45:17	Fridays 23:21	25:22 32:2 34:9,20	153:16
finally 144:3	72:2 89:19 115:9	from-scratch 57:5	38:15 41:1 43:16	gosh 97:17
financial 2:13,13 8:15 22:10 31:14 39:9,12	116:14 120:7 122:10	front 102:16 110:7	57:1 64:17 65:11	gotta 70:9
· ·		full 47:9 48:19 61:18	69:10,24 70:12,23	gotten 43:2 135:19
80:11 140:22	follow-up 14:20 57:1 57:9 62:14 83:6	81:6 full- 75:15	72:20 75:13 76:1	government 4:1
146:12,13 153:2	105:7,10 139:12	full-blown 76:12	93:10,22 95:12	government 4:1 governs 74:25
financially 154:17 find 38:22,23 108:19	follow-ups 57:2	fully 60:21 61:24	103:2,17 107:5,8	grand 103:7 133:14
109:21 110:1	followed 50:16 65:14	80:21	117:3 121:8 123:15	143:8
116:24 117:6 126:9	118:9	fun 13:22	123:16 128:17	grant 37:1 52:17
126:18 128:1,22	following 6:4 11:13	fund 26:24 29:11	130:5 135:18 137:3	grateful 3:24 23:25
120.10 120.1,22	10110 Wing 0.4 11.13	10110 20.27 27.11	120.0 120.10 107.3	graciui 3.27 23.23
		I	I	l

great 26:13,13 33:14 head 73:21 I.D 70:19 indicated 27:23 interviewed 128:14 I.T 44:2.4 94:24 45:19 54:5 120:4 **heading** 62:21 indicates 91:20 intriguing 144:8 hear 43:11 45:4,19 indifferent 29:23 129:13,20 104:13 105:14 **introduce** 38:7 43:14 individual 31:17 76:14 91:25 107:14 introductory 43:9 greater 32:14 idea 48:20 59:9 Greene 1:23 154:6,23 116:3 136:17 137:1 36:21 37:4 66:1,2 inventories 50:5 **ground** 52:11,25 78:5 heard 11:1 62:13 identified 49:21 66:15.17 67:18 64:10,20 68:13 82:5 128:8 151:2 94:10 126:4 105:1 **inventory** 2:8,11 38:2 **group** 12:16,25 13:7 **held** 63:22 identify 47:3 67:2 individuals 69:11 38:10 44:13 47:25 14:19 101:6 123:24 help 36:16 49:3 51:8 106:15 information 17:16 48:13,24 49:4 51:2 **ignore** 101:11 135:7 66:2 150:16 18:24 31:16 47:6 54:16 62:3,22 64:15 guess 9:19 15:23 **helpful** 76:3 III 2:10.10 73:8 90:4.16 104:10 64:24 68:19 69:8 17:21 24:12 28:14 **helping** 96:13 **imagine** 61:24 129:4 104:25 105:2 70:2,8,9,13,14,20 63:24 101:1 129:22 **helps** 4:2 immediately 42:1,6 115:25 116:1 70:25 71:9 79:13,22 hey 87:16 121:15 127:22 153:19 **impact** 55:10,12 80:3 82:4,19,20,21 hi 27:12 106:5 150:21 83:2,9,9 84:10 **guest** 4:10 140:10,20 informational 136:5 high 53:3 63:9 66:8 implement 95:20 91:15 94:1,15 97:21 guests 2:23 38:7 guidance 83:22 66:10 67:8 implementation 137:8,10,16 138:8 investigative 121:9 **higher** 79:4 149:18 86:25 95:3 98:17 investment 99:1 **guide** 88:14 138:10 guys 21:2 90:8 hire 45:1.2 implemented 54:21 **informed** 98:10 **INVITED** 2:23 100:17 102:12 hired 133:24 74:21 82:9 87:6 120:21 **involve** 101:14 hires 57:17 95:4 109:8 involved 23:16 29:6 inherent 54:1 Η implementing 75:23 128:2.23.25 **hiring** 6:15 initiative 106:22 **Hagen** 7:16 historical 47:2 **imply** 84:5 **initiatives** 45:8,16 involvement 105:3 half 82:8,8 134:25 importance 99:6 106:20 irregularities 148:2 128:17 135:1 **important** 40:6,8,13 ink 68:21 history 101:12,14 149:11 hampered 96:17 126:13 43:7 48:16 51:25 **input** 42:4 81:7 issue 16:12,15,15 **handle** 60:7 hit 78:5 61:12 92:15 99:5 26:13 32:6,14 37:5 **inquire** 61:18 happen 5:9 34:11 **hold** 53:11 56:6 69:22 105:20 106:17 instances 115:6 71:6,10 79:3 81:21 56:23 82:17,19 88:16 98:24 146:25 143:5 131:2 instructed 143:22 95:23 108:25 109:2 home 36:3.5 **impose** 62:9 instruction 118:1 146:25 147:16,25 152:19 homework 31:18 impossible 101:11 insurance 6:14 150:9,24 151:4 happened 5:17 honest 111:24 impressed 61:6 integral 63:7 issues 13:25 26:16,18 117:10 hope 12:2 26:5 improprieties 152:1 integrated 80:21 26:23 27:2,14 35:3 happening 94:12 hopefully 97:2 132:18 **improve** 42:15 66:3 integrates 45:12 35:5 39:14,18 41:22 141:4 138:11 66:14 **Integration 2:18** 42:6,10 49:21 50:3 happens 93:1,13 97:4 **hoping** 22:1 improvement 42:19 interactive 104:18 50:4,12,17 62:2 112:5 Horizons 38:18 51:2 66:7 interested 79:6 69:21 85:10 93:20 happy 87:10,12 89:12 host 127:5 **in-depth** 31:13 154:17 105:8 132:2 143:1 135:6 hour 134:25 135:1 **in-person** 3:21 15:2 interim 75:25 76:20 149:22 hard 42:1 111:1 Housekeeping 19:12 86:16 **inaudible** 36:10 45:3 item 12:11 21:18 huge 58:13 65:21 112:16 135:9 included 28:1 29:11 internal 2:9 25:12,17 30:16 38:1,9 47:13 Harpalani 2:9 73:25 99:1 109:8 149:6 26:9,17 29:10,19,20 94:25 100:23 102:7 Harvey 2:24 107:8,14 Huh 66:21 includes 94:15 33:13 37:9 72:11 104:12 105:12 118:11,22 119:14 human 54:3 including 93:23 117:23 141:2 146:5 116:19 117:7 120:2 124:13 **hundred** 71:3 132:21 147:14,23 149:9 129:22 135:22 128:13,16 129:4,16 hundreds 83:1 inconsistencies 54:3 152:11,23 153:5 136:24 138:6 129:25 130:5,9 **Hunter** 96:19 126:15 incorporated 147:14 internally 10:21 147:15 131:23 144:7 incorrect 70:6 11:20 12:7 60:8 items 3:8 33:23,24 **HCT** 35:2 100:24 **hurt** 153:10,13,13 incredible 83:12 interpret 58:21 38:20,22 39:13,14 105:25 107:6 incumbent 125:8 interview 127:24 39:17,22 40:21,24 Ι HCT's 107:2 **Independent** 22:13 128:19,21 41:12 46:1,2 47:3

71:3 73:23 105:10 143:8 133:10,10 135:5,10 49:7 77:1,17 84:21 48:14 49:20 102:6 105:21 107:1 135:11 136:7,17 85:2 88:18 92:4 118:23 129:17 K 125:22 138:24 137:3 139:13 140:7 100:22,24 102:20 147:15 149:7 KATHLEEN 1:15 141:11,16,25 102:21 111:16 looking 47:13 49:14 152:8 keep 22:7 23:3 31:10 143:23,25 144:15 121:2 139:4 146:15 65:25 66:1,15 86:10 J 37:4 54:15 66:8 145:11 146:22 146:19 86:10 91:21 102:4 **Jabouin** 2:7 3:17,18 80:22 84:11 100:25 147:19 148:2,19 letter 22:14 29:4 103:8,12 104:23 7:9.11.14.16.20.22 120:10 135:3.17 149:2,10 150:22 **letters** 14:23 144:6 149:12,12 7:24 8:1,3,21,21 141:1 143:6 151:22 level 52:11 62:24 looks 107:23 9:16,19 10:8 11:18 **kept** 64:22 66:9 knowledge 3:25 63:2,14 115:5 **Lord** 61:6 12:4,18 13:4,15 key 6:21 50:8 known 60:11 leveraging 51:7 lose 85:16 14:5,10 16:24 18:5 kevs 81:12 knows 30:3 60:17 **lieu** 13:10 losing 18:19 60:22 18:10 20:12,17 kids 151:10 life 41:14 92:3 lost 141:20 \mathbf{L} 21:16,17 25:8 30:16 kind 15:15 32:19 **limit** 101:16 **lot** 23:15 42:23 45:16 lack 54:3 107:21 30:19 34:4 38:3,6 34:13,15,24 35:6 line 94:24 147:15 46:22 52:24 60:20 49:5,13 51:25 62:17 lag 93:12 44:24 45:6 47:20 lines 152:2,3 61:1 65:21 95:22 49:17 51:3 52:3 63:12 67:5 68:9 Landi 2:20 43:23 **links** 106:18 114:8 136:3 143:12 57:15 58:20 59:12 70:18 72:8 76:25 lane 32:2 **Lisa** 55:19 146:2 78:18 117:6 121:8 59:17,20 60:2 65:4 language 92:23 **list** 40:20 73:25 74:1 lots 88:23 65:16 72:16,18 74:2 **kinds** 54:19 **laptops** 106:2 75:17 121:12 love 137:1 80:7 89:21 90:11,20 knew 102:2 112:15 large 39:25,25 41:10 listed 29:3 33:12 lucky 47:1 91:1,23 92:3 93:1 133:6 42:21 44:16 45:8 38:14 39:8.23 Lugo 2:10 95:9 96:12 97:4.7.8 48:17 75:5 154:8 knock 113:3 **listen** 13:22 145:16 lunch 83:18 87:16 97:12 99:19 104:1,8 **know** 5:2 6:21,25 larger 51:2 listening 68:10 **Lynch-** 9:5 11:18 124:6 131:1,17,19 12:8 14:18 17:19 largest 54:16 literally 81:10 24:23 94:20 144:13 133:7 135:9,17 24:2 25:18 26:2 **late** 112:15,16,21 little 23:6 24:3 60:14 Lvnch-Walsh 2:4 137:6,15,19 138:8 28:10,13,25 30:11 113:6 122:19 123:1 71:12 86:20 93:18 7:18,19 9:4 10:25 139:15,20 144:10 34:1,3,20 37:3 Lauderdale 1:16,24 109:23,24 132:21 11:23 12:4,15,23 39:24 40:20 42:19 154:20 144:11,24 145:4,9 Local 5:4 13:6,12 14:3 18:17 **lead** 103:1 145:14,18,24 146:2 43:10 46:8,8,12 locations 75:8 20:11,13,14,18 21:3 47:7,11 48:15 50:10 leadership 26:5 146:10 147:8,17,22 **logic** 22:6 21:6 24:22 26:12 148:13 149:14 51:4,16 53:25 54:20 leading 6:19 logical 105:4 27:10,12 30:1,10,18 150:10 151:14,19 55:18 56:19 58:23 **leads** 109:10 110:10 **long** 41:1,16,20 42:22 30:20,23 33:16,19 152:12.15 153:10 59:3.22 63:17 64:21 leave 14:1 100:18.20 43:1 44:22,22 46:22 57:11,12,18 58:12 **Jabouin's** 71:18 65:4,9,22 67:9,13 124:22 138:2 139:1 48:8 55:1 56:16 59:12,14,18,25 60:4 148:22 68:5 69:12 70:15 **leaves** 133:2 61:22 75:22 130:21 78:20 84:24 87:22 Jane 2:20 43:23 71:2,10 72:13,24 **leaving** 132:17 141:16 87:24 88:5,20 94:22 **January** 20:25 22:12 73:2,15 74:25 75:22 led 58:21 long-range 149:16 95:15,21 96:4,16 22:18 76:9,24 79:1,12,16 ledger 50:2 longer 51:18 123:16 101:2,3 102:19,24 Jennifer 2:9 79:17,20 81:11 leeway 53:5 125:4 104:2 108:24 **iob** 26:14 33:14 56:9 85:18 86:5,24 87:16 **left** 92:17 96:19 look 31:12 36:5 40:3 111:23 112:23 83:12 94:14 139:12 87:17 90:8 94:9,11 **legal** 32:11 136:8,16 40:15,20 41:6,8 113:9,13,19,24 **joining** 103:25 96:6,8,25 98:15 legislative 35:24 47:24 48:7,24 52:9 123:3,19 124:1 Joris 2:7 3:18 8:21 100:19 101:9 legislatively 35:7 53:2 65:12 66:13 125:11 127:15,21 **iudicial** 124:20 legislature 32:16 109:24 113:15 67:24 68:4 70:21 129:9,13,19 132:25 **Judith** 2:13 8:14 114:19 115:21,22 legitimate 152:17 72:8 74:18 75:3 134:11,17 139:24 **July** 42:7 98:16 116:1,14 117:7 **lends** 54:2 93:24 95:12 105:5 140:4,7,15,19 jump 18:9 21:1 119:2 122:10 **Lenovo** 101:24 103:7 106:4 118:13 144:22,25 145:7,11 jumping 101:1,10 124:13,24 126:7,25 106:2,25 144:4,5 143:17 144:20 145:16,20 146:3,24 **June** 41:18 104:21 127:1,13 128:3,7 151:8 147:4 149:14 151:1 147:10,21 148:5,17 jury 103:7 133:14 131:20,24 132:16 **let's** 3:14,15 14:13,13 **looked** 42:17,22 148:24 149:3,6,23

150.11 151.17	126.2 142.5	124.0 21 125.21	mambar 5.9 6.2 27.1	101.16 106.6 10
150:11 151:17 152:9,14,20 153:12	136:2 142:5 matters 3:16 7:5	134:9,21 135:21 136:20 137:2,12,17	member 5:8 6:2 27:1 63:11 140:3 141:21	101:16 106:6,10 108:23 110:20,21
		7 7		123:6 126:11
153:16,20 Lynne 2:22 44:10	58:15 106:16 140:23	138:4,9,14,19 139:17,22 140:2,5	141:23,23 142:23 members 2:1 4:22 5:2	133:25
Lynne 2.22 44.10	Maurice 2:14 116:9	144:9 145:23 146:6	5:10,21 9:8 15:4	mind 22:7 27:22
	Maximo 2:18	147:7 148:21 149:1	20:9 21:12 24:4,9	31:10 47:14 87:24
machinations 101:24	Maxwell 55:19	147.7 148.21 149.1	25:1,15 31:4,17	116:18
Mack 34:14	Mayersohn 2:1 3:2	153:17,21	37:22 38:11 39:21	minute 122:22
mailed 5:18	3:12,18 7:6,12,20	mean 32:9 34:10	42:12 43:12 44:12	minutes 4:19 13:11
maintain 15:4,7	7:21 8:23 9:2,5,9,12	44:22 45:15 53:14	44:14 46:9 48:12	15:20,21 20:25 25:8
maintained 110:23	9:18 10:23 11:11	53:20 60:21 62:13	61:10 91:6 93:4	28:1 85:1 128:1,15
maintaining 130:21	13:9,20 14:12 16:11	62:19 64:1 65:2	100:4 104:22	128:17,18,22
major 78:12 111:11	16:14 17:12,20,24	67:14 70:15 84:4	107:12 111:21	129:10 131:13,14
making 16:1 96:7	18:2,8,14 19:7,13	87:17,19 100:23	116:16,21,22	133:5,8
manage 4:16 39:5	19:20 20:7,10,19,22	108:20 110:25	126:20 130:25	mirroring 67:5
97:10	21:5,9,13 24:11,16	119:17 121:14,19	138:18	misappropriated
managed 38:12	24:20,23 25:2,5	123:23 125:10,10	members' 128:9	146:17
management 22:14	26:10 27:7,11 30:22	137:4 139:1,7 141:6	132:15 139:2	misappropriations
52:10 65:21 87:5	30:25 31:5,8 32:4	144:14,16 152:6	memo 101:15	144:18
93:19 94:25 118:3,7	33:10,17 35:14,22	meaning 47:24	Memorandum 5:3	missed 142:11
management's 77:11	37:13,17,23,25 38:4	means 110:5 124:4	memory 57:13 96:18	mistake 28:10
manager 2:8,9,9 64:8	43:13 44:17 45:5	meant 84:8	mention 5:20 6:6 12:5	misunderstood
68:13,18	50:22,25 52:4,7	mechanisms 120:9	45:7,18 74:3 103:6	142:10
managing 107:6	53:22 54:11 57:11	Medvin 2:2 7:22,23	103:7,10	mixers 67:13
mandate 150:5	57:19 61:8 62:11	144:10	mentioned 6:10 11:20	modify 6:22
mandatory 151:15	63:4,24 64:6,14,17	meet 14:24 54:20	23:24 74:12 75:7	moment 91:2
manual 81:1,9 82:8	66:16,21,24 67:17	126:22 131:11,13	95:7 97:9 140:10	Mondays 23:18
map 118:1	67:19 68:1,8 69:22	133:1 135:16	141:25	money 36:25 37:1
March 1:11 22:17,21	72:16 75:9 77:1,3,6	meeting 1:6 3:3,21	mentioning 27:13	95:19 114:8
22:22,24 130:11	78:19 79:25 81:23	5:23 6:11 11:6	menu 43:25	monitor 71:18,21
132:8 139:18	84:18 85:2,12,23	13:18 14:14 15:17	Meo 2:3 7:14,15 61:8	month 147:2
154:19	86:8,12,21 87:12,14	21:16,21,21 23:1,14	61:9 78:20,21,21	months 62:14 71:23
Marquardt 2:11 8:12	87:15,19,23 88:3,18	23:17,20,25 28:2	79:1 84:4,8 92:6,9	71:25 72:3,5,6
8:12	89:3,10,14,18,22	69:12 85:24 88:4	92:22 94:18 99:23	75:21 76:1,7,9,18
Marte 2:13 8:14,14	90:2,9,18,22,25	89:5 90:1,17 94:8	137:24 138:13	77:12 78:1,7,8,24
9:20 30:21 31:1,3	91:4,7,9 92:2 93:21	99:16 104:16	mere 47:6	84:16 85:25 86:17
35:6,24 37:14 47:23	94:20 95:5,10 96:21	115:19 117:9 123:5	mess 69:14 71:1	86:19 88:1,2,7 89:8
79:25 80:2 82:2	97:7,11,16 98:3,7	123:18 124:17,18	messenger 114:14	89:11 106:6
84:15 93:3 95:9,10 95:11,17,25 97:8	99:15,21 100:5,7,11	124:19 125:15	met 14:19	moot 15:8
98:10 99:12 146:9	100:14,22 103:24	126:16 127:6 130:1	method 69:4,6	morning 50:24,25
152:24	104:7 107:13,17	130:23 131:3,4,7,12	Miami 36:17	Moses 2:2 7:9
Marte's 98:8	109:3 111:16,19,22	132:9,20,20,21	mic 45:7	motion 9:1,2 15:17,20
Mary 2:4,17,18 7:17	113:17,21 114:16	135:2,13,24 136:6,9 136:13,19 137:7,8	Michael 7:17 8:4	15:25 16:2,4,8,16
18:19 43:19 57:21	115:17 118:11	, , , , , , , , , , , , , , , , , , , ,	Michele 2:11 8:12	16:16,18,23,24,25
68:16 92:22 104:4	119:10,16 120:14 120:22 121:18	137:10,16 153:19 153:24	Micro 62:20 63:6 microphone 102:14	17:6,7,11,13,25 18:3,11,16,18,20
108:6 112:12	120:22 121:18	meetings 5:11 6:21	mid-year 68:25	19:5,18 20:5,25
113:14 114:2	128:11 129:1,8,11	10:14 12:14,20,24	middle 11:7 38:18	21:6,7 24:14,20
117:20	129:15,21 130:3,7	23:6,9,16 24:1,5,5	67:8	26:19,22 27:13
masks 4:10	130:12,16 131:5,8	130:22 131:21	midst 115:11	33:14,17 35:13,16
matter 112:13 117:4	130.12,10 131.3,8	134:23 137:21	million 34:20 58:9	35:18,19 37:18
	131.11 132.23	137.23 137.21	111111011 JT.20 JO.7	33.10,17 37.10
	ı	<u> </u>	1	ı

62:13 69:19 75:10	nature 106:13,14	63:20 72:7 85:10	officially 15:18 17:7	66:18 146:8,9,12
76:16 77:7 81:19	nay 25:3	100:24 104:13	oh 21:9 49:15 70:12	operationally 21:22
84:12,21,21,23 85:3	necessarily 52:12	123:10,11 126:20	70:21 91:9 93:2	Operations 2:14,14
87:20 88:8 91:10,19	55:18 65:25 66:19	142:11	97:17 113:4 119:14	opinion 14:23 19:25
91:24 92:5,6,11,13	146:10	numbers 40:23 74:7	127:20 135:9 144:3	opportunity 10:5
92:23 93:14,23 94:3	need 17:18 22:15,21	142:7 145:13,22	okay 7:6 8:23 9:12,18	40:16 53:25
97:10,13 99:22,25	22:24 31:10,25	147:6	10:25 16:11 17:10	opposed 9:13 20:10
100:2 101:5,6	36:22 51:13 56:9,21	numerous 11:1	17:12 18:8,14 20:22	21:13 25:2,6 37:23
129:22 138:4 145:1	66:13 71:14,15,20	Nutrition 2:18,20	24:11,20 25:5 27:7	63:16 66:14 85:25
147:12 151:13,14	76:13 77:17,19,19	39:10,20 43:20	27:10 30:20 31:5	91:7 100:5,25
motions 92:15 93:2,4	79:16,17 94:13 95:8	46:25 49:24 57:22	44:17 50:20 52:7	131:11 138:19
93:5 103:20 136:11	102:21,23 103:20	58:2 68:17 73:3,11	55:17 57:18 58:12	148:3
151:15	108:10 117:9	73:13 85:4 89:23	64:23 68:6 77:6	opposite 143:17
motivation 103:13	123:15 126:7	90:13	78:19 86:12 89:3,19	opposition 20:12
Motiwala 81:4	130:14 132:22		91:4 92:3,8 94:11	option 14:7 32:12
move 14:1 17:8 35:17	148:2,7,11,12	0	94:22 95:5 96:21	order 15:17 16:7,17
67:15 76:5 91:12	150:23 152:5,7	0 3:1	97:5,11 98:2 99:9	23:11 48:23 126:11
97:19,19 102:20	needed 5:5 18:24	o'clock 14:2 24:13	99:21 100:22	ordered 49:22
124:7 125:14	22:20 46:19,23 49:9	119:12 121:13	102:15 103:2,24	organization 50:9
135:15 137:22,24	115:7	131:11 139:5,5,6	107:13,19 108:16	organized 47:16
138:13	needs 23:12 48:14	objection 16:1	110:16 111:22,23	original 29:5 68:22
moved 21:3 46:15	49:10 51:21 72:9	obligation 9:25	113:9 129:8,21	originally 73:1
49:6,7,11,15 111:10	80:4 94:9,11 103:17	obtain 119:7	130:19 131:17	Oriole 38:17
118:20 138:14	123:7 126:22 150:3	obviously 58:8 64:2	132:25 135:14	Osgood 14:19
moving 25:7 34:8	neither 19:2 154:13	82:9 83:8 96:23	138:20 139:20	OSPA 141:18 142:25
76:10 87:11 101:1	Nesmith 93:16	108:17 113:6 122:4	140:2,5,19 144:22	143:16
114:25 115:12	Network 2:18	139:5,8 153:18	146:19 147:10	outcome 154:17
138:1	never 32:1 35:11 59:7	OCA 2:7,8,9,9,10,10	148:7 152:9	outcomes 29:7
Mulder 2:18 41:25	59:22 60:25 61:4	2:11,11	once 18:9 21:1 47:17	outside 14:25 17:4
43:11,14,18,19	78:17 87:24 143:20	occur 87:2	47:18 61:24 87:1	105:16 107:25
48:18 57:20,21,22	149:10 152:20	occurred 40:18 132:2	one's 78:15,16,16	143:9
63:25 64:6,16 67:3	Nevertheless 40:5	151:8	148:18 149:12	outstanding 75:19
68:16,16 71:19	new 24:13,16,18 37:1	occurring 82:5 96:18 143:18	ones 23:2 108:23	ovens 67:13,14
74:15 80:1 81:24	45:11 52:15,20	occurs 143:18	112:17 113:7	overhaul 76:25
82:1 84:7 86:15,21	53:13 90:4,15 111:5	offered 92:6,7	115:23	Oversight 10:9,20
86:22 87:14 100:9	146:18	offerings 63:18	ongoing 50:4	11:14
100:10	nice 148:12,14	office 2:6,7,13,14,16	online 142:1	owns 80:19
Mulder's 45:9	night 4:6,8 26:20 nine 72:6 75:20	6:19 27:19 28:4,8	onward 101:7	P
multi-billion-dollar 116:6	Nominating 23:1	28:12,20 29:13 30:6	open 110:7 122:1 123:10,17,21	P 3:1
multiple 6:8 11:13	noncompliance 39:1	33:13 45:20 68:22	opened 110:4 121:21	p.m 1:12,12 108:10
_	normal 121:8	69:2 71:18 72:21	122:3 134:7	110:6 113:1,8 120:1
Municipal 5:4 mystery 32:20	normally 119:4	74:4 103:4 105:20	opening 108:15	120:5,13 122:16,24
mystery 32.20	Notary 154:7	141:13	112:22 113:3 119:4	153:24
N	notes 154:11	Officer 2:13,13,14,15		package 21:18 22:5
$\overline{\mathbf{N}}$ 3:1	notice 123:11	2:16 8:15,20 28:18	134:4,20 operate 11:16 19:23	package 21.18 22.3 page 15:21 36:3,5
name 4:21,23	November 10:16 22:8	63:1 104:11,25	operates 11:3,17	38:15,15 41:8,13
name 4.21,23 narrowly 119:7	22:9 28:2	105:2	operating 10:11,13	103:5 106:4 107:20
Natalie 7:18 108:20	number 15:4 21:18	Officers 5:5	16:6 19:22 117:24	113:20 127:23
Nathalie 2:4	25:11 37:11 38:1,9	offices 71:21	117:25	pages 106:23
National 83:18	40:21 41:5,11 44:19	official 19:8	operational 14:17	paid 54:18
1,0000000000000000000000000000000000000	70.21 41.3,11 44.19	J	operauonai 14.1/	Para o mio
	<u> </u>	I	<u> </u>	I

pandemic 10:13 **panels** 104:18 paper 53:16 56:12 81:7 82:8 91:20 109:22.24 110:11 110:21 paper-based 54:1,7 54:18,23 61:3,5 80:5 88:17 98:23 paper-driven 81:1 part 6:20 29:19 35:12 35:15 44:13 63:7 88:6 93:13 96:13 128:24 141:2 partial 78:16 85:14 participate 24:4 **particular** 23:3 42:9 43:6 50:11 51:18 70:20 110:2 113:19 114:10 126:2 152:15 particularly 33:5 **parties** 154:14 partners 107:6 partnership 28:25 party 154:16 pass 24:10 99:19 passed 26:19 35:11 99:18 101:6 144:25 147:12 151:13 passes 20:22 91:10 **payroll** 80:16 **people** 3:22 4:14 9:22 10:1 11:5,5 32:12 52:10,25,25 56:7 60:7,10 63:22 72:2 83:1 127:2 perceive 19:23 percent 39:2 41:10 82:9,16 perfectly 110:22 Performance 2:15.16 8:19 28:17 62:25 performed 25:13 performing 6:8 **period** 43:1 106:7 periodically 79:11 periods 88:9 89:2 perpetual 84:10 **person** 6:1 27:9 64:11 69:5,7 71:1 117:3,3

123:12 **person's** 85:17 **personally** 34:4 76:3 personnel 105:13 persons 8:6 perspective 54:8 pertains 26:3 90:18 90:20 **Phillip** 104:10 **phone** 3:22 7:12 9:9 27:9 104:4 phonetic 93:16 **Phyllis** 2:5 8:1 18:13 24:14 physical 9:23 15:1 137:9 **physically** 3:4 53:15 73:14 132:9 pick 65:12 116:14 125:14 **pie** 100:12,15 **piece** 51:18 70:15,16 70:20 71:3 73:12 110:21 piecemeal 47:9 **pieces** 58:10 piggyback 34:15 101:17,18,20 **place** 35:21 49:3,10 52:2,23 53:10 65:13 66:5 68:25 71:16,20 72:1,10 76:23 77:14 78:3 79:4 82:3.8.18 90:6 109:6 111:6,7 114:4,12,22 118:2,8 **placed** 114:10 **places** 4:10 **plan** 6:22 34:6,9 47:15 66:14 74:24 80:12 88:11,22 94:24,24 96:2 98:8 106:21 149:15,16 149:16,18 151:23 **plan's** 75:1 **planned** 95:16,17 **planning** 23:16 43:25 95:2 plans 47:8 48:21

74:14 105:7

players 51:12

plate 65:8

playing 141:7 **please** 4:23 8:5,6,7 18:11 30:25 56:10 59:17 90:12 91:23 97:14.15 **pleased** 87:10 **Pledge** 3:9,10 **plus** 90:4 117:25 **point** 6:5 10:9 15:8,9 18:19 25:24 31:9 33:22 46:15 61:2 63:25 70:4,5 81:18 88:7 92:24 94:23 95:6,9 98:8 99:3 113:13,14 117:15 119:17 134:5 136:24 138:25 148:22 **pointed 58:13** pointless 30:11 points 45:18 152:7 policies 25:20 26:3 40:6,17 50:15,18 52:2 59:2,5 60:5,5 61:16 71:15,19 72:1 77:16,18,21 90:5,19 90:21 105:9 115:14 118:9 119:19,20 132:4 **policy** 9:24 11:15 14:19 39:1,14,18 45:17 49:10 51:12 51:13.15 64:25 72:10 106:12,14 128:24 position 27:5 possibilities 75:4 possibility 17:15 **possible** 4:18 97:24 123:4 possibly 15:3 46:16 46:21 post 36:17,21 101:15 **posted** 12:13 32:18 33:7 36:1 68:23 potential 106:5 potentially 24:10 **Pou** 2:5 7:24,25 15:18 16:3,10,12,24 17:10 17:13,21 18:1 19:12 21:4,8,9 36:15 77:2

77:4,5,8,9 78:10 100:18 practice 119:3 practices 98:18 pre-function 21:25 44:14 **pre-June** 95:12 preceded 46:7 **predated** 45:1 57:17 104:2 predates 96:9 preference 133:1 preferred 133:20 preoccupied 111:25 **prepared** 25:22 31:14 preparing 23:19 **present** 3:5 9:23 23:9 24:7 31:20 82:20 109:17 110:3 117:22 **presented** 47:6 90:3 90:15 96:2 115:25 presently 121:22 pretty 61:9 85:21 111:11 prevailing 16:19 **previous** 36:18 61:10 105:19 primarily 106:1 principal 29:1 **principals** 55:2,7,19 55:21 80:10 printers 46:2 **prior** 44:1 73:16 112:5 114:10,25 128:5 priorities 80:16 prioritized 95:1 **priority** 79:5,24 81:16,21 149:18 privilege 43:21 privy 31:24 140:11 **probably** 44:20 48:23 53:4 68:6 71:13 83:1 86:14 91:21 112:10 148:24 **problem** 14:4 52:12 53:18 61:25 66:10 68:5,5 70:1 101:4 117:17 124:17 133:9 148:6 150:6

152:11 153:6,9 **problems** 17:3 23:21 procedural 14:17 15:13 106:15 114:21 115:6 117:17 procedurally 16:6 **procedure** 9:21 60:6 105:24 106:13 procedures 25:20 26:3 40:6.18 45:17 50:15,18 58:24 59:3 59:5,8 71:16,19 72:1 77:17,18,21 90:6,19,21 105:9 115:9,14 116:13 117:3,24,25 118:8 118:15 119:19,20 122:10 **proceed** 14:11,13 121:6 proceeded 111:2 **proceeding** 7:1 111:8 proceedings 154:10 process 4:25 10:22 15:1,12 22:3 29:7 29:12 47:25 48:14 48:24 49:20 50:7 51:2 55:14 66:2,12 68:25 72:10 80:17 91:15 108:3 109:7 110:12 111:5,6,13 115:16.18 117:16 118:1 120:6 121:9 135:22 141:22 143:4,11 150:20 process-wise 102:23 **processes** 4:6 40:17 42:15 43:3 72:8 76:23 78:2 82:7 114:4,9,12 115:9 118:6 122:11 procurement 2:17 108:6 117:21 134:5 produce 153:1 **product** 125:2 program 4:3 45:11 49:3 83:19 programs 63:17 progresses 14:14 progressing 48:21

progressive 55:14,15 project 51:2 80:17 projects 17:17 proper 20:1 properly 10:11 20:3 43:5 **Property** 2:8 38:2,10 **proposed** 21:15 22:4 24:7 **protest** 101:19 110:9 112:4,9 120:15,24 121:2,15 123:11,14 **protested** 121:1,3 122:21 protests 121:8 **provide** 18:24 40:16 43:7 47:2 56:20 73:7 85:5 86:18 89:5,24 90:14 94:13 98:4,5 105:18 151:25 152:6 **provided** 4:14 12:20 13:19 30:2 46:25 121:4,11,12,14,17 151:20,20 **providing** 28:7 60:3 **public** 5:4 9:14,14,16 9:20,25 10:6,14 13:24,25 27:6,15,19 28:3,7,12 32:7,8,18 32:21 33:5,24 36:3 105:25 107:7 108:14 110:8 125:7 126:16 141:6,8,12 141:24 142:3 148:8 151:5 154:7 publicly 122:1 126:4 **puddle** 101:1,10 pull 88:23 **pulled** 133:5,8 purchase 106:1 **purchased** 40:24,25 52:15 98:16 106:9 107:4 125:3,22 126:10.11 purchases 104:24 purchasing 2:22 108:13 122:2 purported 147:5 **purpose** 15:6 59:13 59:15,24

pursue 32:11 purview 34:5 79:21 140:22 143:9 put 4:3 6:4 10:21 13:5 27:5 42:4 52:22 55:21,23 66:5 71:19 72:9 74:15 76:23 77:13 82:18 97:25 98:1 99:10 101:19 123:12 139:4 142:5 puts 31:21 putting 5:25 45:11 65:7 90:6 97:1 99:10

0 quality 107:2,3 quantifies 19:11 **quarter** 62:15 76:13 95:4 **quarterly** 57:9 69:20 **question** 14:8 27:3 28:14 30:1 47:21 49:1 51:11 53:2 55:6 56:25 59:19 60:1 68:11 72:24 74:12 77:2,3 86:14 103:23 107:20 108:8 111:13 118:12 123:8 125:19 126:8 128:13 139:11 141:4.24 145:18 questioned 115:19 **questions** 16:5,22 26:11,15 44:20 107:15,16,17 116:17 123:6 127:5 127:8,8,9,17 129:18 132:17,19 133:3 135:20 136:5.22 139:10 144:15,17 148:3 152:16 **aueue** 48:23 quick 139:25

quickly 48:8 93:15

quite 44:15 81:14

quorum 3:4 7:7 8:24

141:1

114:12

9:23 14:21,21 15:2 15:5,7 123:16 130:15,18,21 131:22 137:9 138:25 153:18

R **R** 3:1 radar 85:16 97:2 raised 26:16,18,23 ramification 136:8 **Ravsa** 2:10 **re-answer** 72:23 reaccreditation 143:11 150:19,22 reach 150:23 reaching 5:23 reaction 94:10 read 52:14 111:24 112:1 139:9 readily 118:3 **reading** 108:21 real 71:25 117:15 139:25 **reality** 147:18 really 15:23 31:25 34:17 35:2 45:5 53:3 58:22 78:1,18 92:14 124:6,10,14 136:23 reason 27:22 29:18 47:10 66:17 70:17 93:19 102:5 135:24 137:6 146:18 151:12 reasonable 10:7 reasons 23:4 36:23 reassure 125:6 **Rebecca** 2:3 7:11 recall 11:10 13:2 57:25 65:20 receive 29:4 110:15 **received** 30:9 93:6 107:22 108:11 109:12.16 110:6 120:5,13 122:16 recited 3:11

93:22 recommendation 53:6 79:7,8 86:7,23 92:12 recommendations 41:23 75:18 76:10 78:15 85:11 87:4 recommended 24:15 recommending 102:8 recommends 97:21 reconcilable 152:13 reconcile 142:6 145:12 148:5 152:10 reconsideration 15:24 record 6:13 27:8 32:22 33:6 37:10 43:16 80:24 83:25 108:1 118:18 120:10 134:8,20 142:3 148:9 154:11 Recordex 104:17 recording 13:13 134:3,13,16,18,19 **recordings** 12:1,1,10 12:16 13:1 recordkeeping 142:12 148:20 records 27:6,15,16 27:17,19,23 28:3,4 28:7,12,19 30:13 32:7.8.13 33:4 46:18 81:7 92:4 141:7,9,12 151:5 recourse 27:3 141:3,6 143:15 150:12 rectified 122:11 redacted 28:3 redoing 19:18 **reducing** 14:21 15:4 **refer** 9:19 referenced 51:3 reflect 20:17 34:14 **refresh** 57:12 106:22 refrigerators 45:14 regard 69:24 **regarding** 5:16 6:5 9:20,25 14:20 15:17 24:12 107:21 118:15,15

regardless 96:22 118:7 regular 59:6 regulations 56:22 **reiterate** 99:6 109:5 rejection 102:8 relate 129:17 **related** 26:12 30:18 relates 47:21 relating 35:19 **relative 154:15 remaining** 8:5 41:13 remember 11:12 13:8 58:18 73:20 102:13 102:14 reminded 51:14 renew 16:8 renewal 15:24 17:5 rep 144:4 **repair** 126:13 repeat 17:11 90:12 replacing 45:13 **report** 6:17 22:11,14 23:12 35:2 45:24 52:14 65:19,21 67:17,21,25 74:13 74:15 76:21 78:8 90:7 100:24.25 104:14,18,21 105:6 105:14,15,19,21,23 106:12,19 107:5,10 133:14 139:2,9 140:1 143:9 154:9 Reported 1:22 reporter 2:24 4:20 8:17 12:11 154:6,24 **REPORTER'S** 154:1 **Reporting** 1:23 2:24 36:15 39:9,12 80:11 reports 22:15 23:9 26:9 31:14 64:22 70:3.8 84:10 105:16 represent 40:23 147:12 req'd 49:11 51:22 request 14:17 27:6,15 27:17,23 28:22 30:7 32:7,8 141:7,9 151:5 requested 13:17 17:16,22 127:22

recognize 48:13

recognized 115:7

recommend 79:20

114:20

review 6:12,20 31:13 142:21 137:14 143:16 18:12 21:4 24:22,23 requesting 30:9 41:21 60:9 69:20 **rooms** 22:3 scale 58:16 60:19 29:9,25 33:16,18 127:22,25 91:14 105:21 Rosario 2:18 scan 84:10 37:18 57:20 64:11 requests 128:9 128:15,18 routed 50:1 scenario 48:6 64:12 65:11 69:23 reviewed 25:19 38:14 require 4:9 119:11 **RSM** 6:23 17:14 scene 81:15 76:19,25 77:7 80:17 **required** 36:11,14 38:17 39:7 104:20 rules 14:6 15:16 16:7 schedule 25:9 87:20 90:12 91:24 school 1:5 2:15,16 5:8 65:1 151:19 128:16 132:5 16:17 17:4 19:24 92:10,18 94:3 99:22 requirement 35:8,9 reviews 6:9 81:22 56:22 8:19 9:21 10:2 11:2 138:3,5 140:24 35:25 36:20 74:3 **Rickards** 5:17 6:7 **run** 38:19 124:16,17 11:4,14,17 21:22 **seconded** 16:13 18:15 124:9,15 147:23 **right** 3:12,14 7:7 124:18 27:20,21,24 28:7,8 21:5,7,10 92:23 requisition 51:11 14:12 19:7 21:15 runaround 11:25 28:10,13,17,21 94:17 138:15 **reside** 28:20 25:6 29:22 37:13,17 running 78:5 79:14 29:21 30:2,2,5,14 Secretary 2:11 38:1 43:8 63:4,24 resides 37:8 30:14 32:15,19,20 section 6:3 21:19 98:15 resolved 121:16 66:24 67:24 68:3 33:5,6,7 35:10 see 9:24 28:20 30:2,6 S Resource 36:7 72:5 73:6 75:9 36:17,21 37:4 38:22 33:8 38:15 39:21 **S** 3:1 41:4 **resources** 56:8,21 78:19 81:23 86:8,12 39:10 42:16 49:8,8 40:21,25 41:24 42:3 **S.E** 1:24 75:1 80:19 94:13 87:17,19 89:18,19 49:9,14,15 52:13 42:7,19 53:6,7,9,17 **SAC** 26:18,23,24 115:12 90:2,9 91:10 95:21 53:9 54:17,22 55:5 58:9 65:13 66:7 respect 4:5,13 6:7,25 27:4,13,14 29:10,18 98:11 100:7,16 58:14 62:18,22,24 71:22,23 72:8 74:19 29:20 33:25 34:1,2 12:10 39:19 104:12 101:15 102:24 62:25 63:2,10,15,16 76:4 77:14 79:10 37:6 141:1,4,20,23 105:8 107:1 122:7 111:16 113:16 64:1,4,13 66:9,15 86:4 92:12 93:9 142:1 143:5,6,19,25 95:13 96:5 100:11 132:4 115:4 116:2 119:10 67:8,23 68:23 71:8 144:23 146:15 **respond** 14:5 44:25 119:16,16 120:2,6 71:9 79:9,11 80:10 101:23 104:8 106:5 128:8 133:7 121:18 122:8 125:7 147:13 148:23,25 83:18 91:15 93:24 106:23 111:1 150:14 152:23 125:19 141:17 responded 143:20 125:9 127:15 97:22 105:12 **SACs** 150:1 151:1 responding 141:8 130:15 135:8 141:10,11,20,20 142:10 147:13 153:3 responds 65:17 137:12 138:23 142:1,9,14,20,23 148:10 Safeguarding 40:7 response 11:10,22 145:23 146:6 147:7 143:24,25 150:8,8 seeing 20:5 37:19 sailed 125:12 12:6 18:25 19:5 148:21 149:1 school's 28:19 70:24 64:22 69:4,7 71:13 sales 144:4 27:16 32:10 42:3 153:17,22 school-based 64:8 78:2 99:25 **samples** 87:13 53:20 54:12 77:11 **rise** 3:9 **school-by-** 71:7,8 seek 61:13 **SAP** 45:12 51:4 80:20 schools 3:25 25:13,25 93:8 101:5 116:25 risk 84:13 seen 56:17 74:22 98:16 117:1 127:2 151:20 risks 96:8 26:6 29:3.16 33:12 78:13 102:7 satisfied 18:25 responses 52:10 87:5 Riverside 38:17 36:4,11,14,24 38:13 Seifer 2:10 **saving** 136:11 132:19 133:3 road 72:4 38:16,20,25 39:4 select 65:6,12,13 saw 52:14 102:2 **Responsibilities** 5:9 Robert 2:1 7:20 40:10 53:3 58:8,14 79:14,14 115:7 122:18 152:1 responsibility 31:13 149:4 62:17 65:6,12,13 selecting 67:7 saving 9:6 20:8 21:10 37:3 42:24 82:15 **Robert's** 15:16 16:7 66:1,3,10,17 67:9 **semiannual** 50:5 64:9 24:24 29:3,22,23 83:15 16:17 17:4 19:24 67:10,18 68:2,4 64:15,24 68:12 82:4 37:20 52:22 54:15 responsible 43:24 **rodeo** 114:7 69:15 71:20 74:5,8 semiannuals 50:9 58:22 60:4 66:4,25 56:7 58:15,17 64:5 **Roderick** 2:24 107:8 74:22 75:3 79:9,14 send 28:11 72:11 82:14 86:16 89:20 64:9.11 67:7 127:3 143:5 127:5,7 132:17 124:13 91:5 95:15,16 98:14 responsive 27:17 **roll** 3:14 7:8 **scope** 17:4,23 25:17 138:12 141:12 100:3 108:20 28:21 30:7 **room** 1:16 4:6,7,16 26:4 33:1 37:11 sending 133:2 114:11 116:11 rest 61:15 62:6 92:16 58:16 60:18 62:16 sense 18:5 47:22 8:6 21:24,24,25 130:19 138:17 103:15 142:6 44:14 63:12 68:19 67:2 149:11 54:10 74:13,18 145:6 146:14 147:8 result 18:23 82:3,21 108:11,12 screen 117:11 112:3,12 122:6,15 148:18 152:21 results 79:18 106:15 109:14,17 112:14 **scroll** 36:6 sensitivity 132:1 savs 31:12 36:6 45:24 return 89:24 113:1,8 121:13,20 **season** 130:8 sent 18:22 27:20 64:25 74:19 75:12 reverse 49:11 51:11 123:9 131:24 seat 117:4 28:21 127:24 128:24 131:22 51:22 132:10 134:6 136:3 **second** 9:4,5 18:9,10 142:13 145:8

standpoint 15:13 **subjects** 148:15 **separate** 81:22 88:16 sign 68:13,14,21 sooner 133:12,12,20 83:5 136:16 144:20 submitted 30:7 147:16 150:9 **sign-in** 109:18,19 138:11 146:11 separately 92:7 134:9,11 **sorry** 7:13 57:21 93:3 109:20 signature 29:5 102:12 116:9 130:1 start 3:2 29:2 42:9 **submitting** 59:5 60:8 September 85:24 88:4,15 89:5,13,14 signatures 121:24 sort 17:22 26:12 71:14,15 72:2 78:2 substantive 35:3 89:25 90:16 99:16 **signed** 69:5,7,9 40:19 48:18 88:12 102:20 143:12 success 67:3 started 4:24 41:16,17 99:20,20 109:15 110:5 131:20 134:8 151:6 sufficient 72:4 **serves** 96:18 **signify** 9:6 20:8 21:10 sounds 127:12 150:3 41:19 78:5 101:5 suggest 14:11 33:2 service 1:23 2:22 24:24 37:20 87:21 **SOUTHEAST** 1:15 104:5 117:2 124:7 starting 8:7 60:24 43:24 85:5 89:23 89:20 91:5 100:3 **space** 4:16 23:5 suggested 152:24 services 2:17,18,21 138:17 spaces 4:8 70:4,5 113:2 suggestion 65:24 2:21 39:11 43:20 **signing** 70:2,7,14 speak 6:2 state 4:23 32:16 36:2 131:16 132:15 44:5 49:24 57:22 71:1 109:9 speaker 33:25 37:7 94:15 97:23 suggests 143:21 58:2 68:17 90:13 **similar** 62:18 speakers 10:14 98:1 103:3,6 105:19 **Suite** 1:24 **simple** 102:1 112:20 108:7 117:21 speaking 4:24 119:23 120:12 **summary** 41:8 Simplicity 104:17 **speaks** 58:16 Sunshine 32:17 serving 43:21 147:22 150:4,4,16 set 32:3 47:16 67:9 single 22:13,20 **special** 123:18 127:6 150:25 151:3 154:3 **Superintendent** 6:10 6:16 7:3 29:15 146:22 sir 64:16 119:15 130:23 131:12 154:7 **setting** 63:19 sit 30:6 109:13 150:1 specialist 2:11,19 stated 16:25 80:9 151:24 seven 130:14,17,17 **sitting** 85:17 109:17 44:7 statement 59:21 **supervisor** 2:21 44:1 **Shame** 56:12 specialists 82:22 113:2,8 117:4 91:13 97:20 44:4,10 64:13 68:14 121:25 122:5 **specific** 38:13 102:3 share 129:1.6 statements 153:2 68:24 **Shaw** 2:5 8:1,2 9:1,3 130:13 speculative 121:1 states 119:25 **Supper** 45:11 13:20,21 14:4 18:12 **situation** 6:7,9 57:8 **spend** 56:3 status 26:21 74:16 **Supplies** 2:20,22 44:7 18:13,14 19:13,14 **six** 62:14 72:6 76:1,7 **split** 81:11 86:7 104:9 44:11 20:6 24:14,14,18,21 76:17 77:11 78:8,23 **spoke** 126:21 Statute 36:2 **support** 97:3 99:13 stay 32:6 95:8 111:17 31:2 33:10,11,18 84:16 85:25 86:17 **spot** 14:8 supported 128:23 35:12,17 43:17 86:19 88:1 89:10 spreadsheet 145:21 stenographic 154:11 **supposed** 96:23 stenographically 44:17,18 47:5,20 130:14,17 **staff** 2:6,12 4:15 139:18 48:16,25 49:17 sixth 54:16 23:15,19 31:14 154:9 sure 10:8 19:15 33:4 44:12,14 81:6 93:2 50:20 51:10 52:5,6 size 82:24 83:2 Stephanie 8:3 37:9 43:3 51:25 69:17,23 70:1 75:12 skills 4:2 99:2,6 102:2 108:13 stepped 3:6 64:6 77:16 78:22 76:1,17,19 77:7,13 **skin** 153:7 117:22 122:2.3 steps 55:16 83:24 87:9 93:10 78:25 86:13,14 **skip** 32:7 147:9 151:16 stick 4:17 31:25 114:3 119:1 122:21 87:21 89:7 90:7 sleep 60:22 **staffing** 115:5,8 **stop** 116:11 132:9 133:22 144:1 91:3 92:18 100:21 slew 127:9 stage 132:9 137:20 story 101:13 surplus 49:9 **staging** 131:20 114:1 123:2,4 124:3 slighted 83:14 straighten 98:25 surprised 81:15 stamp 108:2 109:22 127:4,20 130:11 small 58:5 **strategic** 88:22 94:24 survey 126:18,24 132:14 134:14 smaller 63:18,19 109:23 111:1 120:3 94:24 96:2 106:21 127:1 136:18 138:3,5,15 **stamped** 107:22 **Strategy** 2:14,14 smart 41:3 80:20 suspicious 142:16 **Shaw's** 56:25 74:12 smell 112:19 108:10 109:25 streamlined 72:9 sworn 58:20 **sheet** 109:18,19 snoozefest 101:22 110:13 strengthen 152:23 **system** 36:15 45:12 **stamped-in** 108:18 134:10,11 **software** 49:2,13,18 structural 5:16 49:13 51:4,7,9 54:1 shenanigans 103:9 50:10 84:9 98:16 **stamping** 134:13 **student** 37:14 54:18,23 55:5 56:12 141:8 142:4 148:10 software's 98:19 **stamps** 122:13 students 63:19 61:3,5,18,25 62:3 **Shim** 8:3 **solve** 150:6 **stand** 83:11 126:2 125:23 126:12,23 66:13 70:18 79:3,13 stuff 35:5 63:12 93:17 **ship** 125:12 somebody 16:19 standalone 138:6 79:22 80:3,5,13,21 **shorter** 48:23 70:13 81:12 116:14 standard 63:23 82:10 133:18 80:24 81:9 82:2,3 **show** 51:24 119:8 136:1 138:25 144:1 117:24,25 **sub-dates** 22:23 84:5 91:20 94:7,16 **showing** 145:21 146:17 standards 91:17 **sub-funds** 25:19 94:25 95:13.19 96:6 side 16:20 68:20 97:9 soon 97:23 97:23 98:1 subject 5:24 96:13 97:22 133:6

systematic 52:12	74:10 82:19,20	thing 20:16 29:9,25	147:11 149:25	timely 109:12,16
53:18	83:12 96:12	30:12 33:21 34:13	thousands 53:12	110:15
systemic 148:23	Teams 12:20,24	53:6 58:18 64:18	three 47:18 58:11	times 11:1,13 51:3
systems 82:18	13:17 14:25 136:13	76:11 80:20 92:20	71:23,25 72:3,5	65:23
	136:21 137:13,20	102:1,25 103:13	76:9 80:6 82:25	timestamp 107:24,25
T	138:7,10	111:12 116:17	88:1,7 89:8 130:16	111:9 119:8 120:11
table 123:5,17 124:4	teaser 144:3	124:12 125:7,9	132:4	timestamped 118:17
129:22	Tech 62:20 63:6	126:6,15 137:18	three-part 81:11	119:2,4,24 120:17
tablets 106:3	Technical 2:21	140:13,20,24 149:3	threshold 39:3	122:9
TAC 127:24 128:2,14	technology 40:2 44:1	things 5:21 12:5 22:7	throw 51:20	today 3:8 5:12 17:6
128:19,23,24	46:1 54:21 58:6	23:10 33:7 34:21	THURSDAY 1:11	21:2 29:3 35:1
tagged 73:15	63:8 73:23 93:25	46:19,23 47:3 49:5	Thursdays 23:22	44:15 51:8 94:10
tags 84:9	95:14 96:1 104:13	49:7 52:23 54:19	tie 92:9,10 145:21	120:7 124:20
take 10:3 35:19 40:15	104:23 105:15	55:4,7 56:1 62:7	147:6	125:24 126:12
40:20 41:6,7 48:24	107:2	66:5 67:14 87:2	tied 94:6	129:20 135:2
49:1 51:22 57:2	Telephonically 2:3,17	88:8 95:8,23 96:17	ties 70:20 106:20	today's 29:7
70:9 71:24 72:14,14	television 117:11	114:21 119:5	time 3:25 4:10 14:14	token 63:21
74:18 76:24 77:25	tell 56:10 68:1,2	124:11 131:25	19:18 24:1,13,16,18	told 42:18 55:11
83:25 93:16 105:5	72:19 80:25 81:4	132:11 136:4	34:22 40:14 41:1,16	tone 128:7
106:4 114:21	89:8 117:9 134:12	143:12 148:1,15	41:19,20,25 42:23	Toni 1:23 2:24 4:21
115:21 118:13	146:25	149:17 152:3	43:1,12 44:22,23	8:16 154:6,23
135:15 147:8	telling 69:13	think 7:7 11:9,23	46:3,20 56:3,16	Tony 144:7
taken 42:6,13 58:11	ten 36:8,9 41:22	12:19 13:9,9 18:18	57:3,13 60:10 61:22	top 73:21 81:2 95:8
60:15 81:17	56:13 84:25	26:20 31:9,25 37:2	64:22 72:4,15 73:2	topic 32:6 124:25
takes 34:17,21 93:24	tending 5:7	44:25 46:3 48:16,22	73:10 75:22 76:24	137:11
106:19 118:2	tends 102:2	49:18 51:25 53:4,25	77:25 81:6 86:4	totally 82:14 110:17
131:15	tenure 104:24	54:2,6,8 55:1,25	88:9 89:2,15 91:17	110:18 122:7
talk 33:25 34:25	term 29:15	56:25 57:4,15 59:10	93:11,12,16 94:7	touch 55:5 104:17
102:14 111:4,15	terms 17:17 26:24	61:12 62:1,7 66:13	96:20 98:12 99:7	153:8
115:17 116:23	58:24 77:14 127:16	67:5 69:17 71:12,14	101:21 107:21	track 49:3 52:19
150:23	127:21 140:22	71:17 72:6 74:21	108:2 110:19 111:4	54:15 56:9 84:11
talked 13:11,12 25:18	149:7	76:2,3,8,13 79:6,16	112:9,17,21 113:12	86:25
34:3,4,22 78:17	test 59:23 79:10	79:17,19,24 80:8	114:2,7,24 115:4,4	trackable 46:16
85:19	126:3	81:20 84:12 88:11	116:23 118:16,19	tracked 49:12
talking 35:4 55:20	thank 3:17,19,21 4:4	91:1 92:14,19,22,25	118:25 119:9 121:5	tracking 62:3 70:18
69:5 84:19 133:17	7:6 11:11,18 21:17	94:9 96:16 97:1,8	121:20,22 124:8,8	tracks 49:19 93:17
144:23	25:9 26:1 27:11	98:7 99:5 102:18	124:15 125:25	trail 53:16
talks 35:2	28:24 38:3 44:18	111:6,11 116:3	126:3 127:16	training 77:22 118:5
tandem 11:16	47:5 48:25 51:10	117:11 123:15	129:23,23 131:12	transact 116:7
taped 109:25	52:3,6 53:24 57:10	124:19 125:8 126:7	132:1 133:16	transaction 105:4
task 97:6	59:21 64:7 75:8	127:4 128:20 130:9	134:14 136:14	132:2
task-assigned 44:4	78:10 84:3,7 87:14	130:22 134:25	139:6 141:18	transactions 105:1
tax 130:8	93:3 94:19 99:4	143:2 145:23 147:8	143:16 144:4,5	transcript 12:17,22
taxpayers 83:17	100:9,10,16 107:11	152:3,6	150:20	154:10
teacher 146:22	107:19 108:7 109:2	thinking 78:18	time's 103:22	transcripts 12:18
teachers 126:18	111:23 117:13,13	130:11	time-sensitive 131:3	13:1,5,10,16
team 25:14,21 38:12	144:11 145:19	Third 1:15,24	timed 120:9	transition 114:24
39:20 41:25 42:12	thanking 29:5	thought 25:23 33:9	timeframes 4:13	115:11 116:4,5,8
43:15 44:13,16 45:9	Thanks 153:22	76:5 87:15 128:9	23:23	translate 148:14
46:9,9 48:1,12 63:6	theory 59:3	135:22	timeline 77:24	152:8
63:7,15 64:1,4	thereof 154:12	thoughts 24:2 144:18	timelines 66:6	transmit 33:15,18

37:18 91:13,20 92:5 39:17 we've 19:5 26:18 120:16 121:12,23 12:19 15:10 16:5 92:16 93:23 94:2 **understand** 16:9 28:6 121:24 19:15,24 20:3 43:6 34:22 40:1 43:1 97:13,19 136:25 51:21 66:25 67:19 verification 64:12 45:18 68:11 72:19 45:23 46:4 49:19,20 transmitted 125:17 77:9 82:12,13 69:1 72:23 73:19 74:2 54:18,21 55:11 136:10 114:20 130:10 **verify** 128:6 129:12 83:24 95:25 116:23 56:11,16 58:5 64:18 transpired 103:9 133:23 140:5 141:2 129:16 120:24 121:2 75:18 78:13 85:8 134:8 144:14,16 146:7 versus 41:10 59:10 131:19 142:9 88:3 98:24 101:23 treated 55:3 153:3 **viable** 126:1 wanting 34:1 116:4 124:19 125:7 **true** 128:10 148:1 understanding 32:17 **Vice** 2:2 Wanza 2:15 8:18,18 125:9 135:1 51:17 52:1 75:12 view 108:14 website 12:2 32:19 154:10 25:7 26:1 28:15,16 78:4 134:6 **try** 3:7 4:17 5:12 23:5 **violation** 19:17.21 28:16 47:23 53:5 33:8 35:10 virtual 135:24,25 23:11 99:13 100:24 understands 66:12 55:9,13 62:19,24,25 Wednesday 4:7 137:15 138:8,9 132:12 139:20 understood 57:6 63:5 64:18,21 66:12 Wednesdays 23:15 trying 16:9 19:8 unfortunately 73:4 **vote** 13:7 24:10 81:19 80:10 87:17,18 week 11:7 23:13 United 2:24 81:25 94:5 95:18 99:20 141:14 21:22 28:6 84:25 90:24 100:12,13,17 86:3 89:16.16 **unmute** 102:13 **voted** 115:20 116:22 146:8 weeks 132:16 124:20 140:25 unrealistic 84:13 voting 5:3,6 20:14 Warehousing 2:17 weight 63:12 75:1 84:17 140:8 108:7 117:21 weights 63:11 **Tuesdays** 23:14,20 unreasonable 88:12 turn 117:19 **untoward** 142:18 warranties 127:8 welcome 27:7 44:19 \mathbf{W} turned 101:8 121:5 **update** 14:16 57:5 wasn't 16:12 35:8 91:10 108:14 wait 30:23 42:8 57:19 121:20 77:10,19,20 85:6,21 61:6 66:19 75:15 Wells 2:22 44:10 58:2 57:19 75:20 120:22 101:17 113:11 86:18 89:1,6,24 went 19:25 20:16 **turning** 150:9 122:22 124:25 90:2,14 99:16 **twenty** 56:13 114:13 118:18 83:25 88:21 102:18 **twice** 68:15 **updated** 80:4,23 125:4 128:11,12 134:1 102:19 116:20 **waited** 41:21 **two** 5:7,10 11:16 12:5 use 36:12 47:17 51:19 watching 117:10 133:5,6 144:6 waiting 45:6 28:9 38:25 40:23 82:3,5 135:24 way 11:21 15:25 55:3 weren't 76:4 113:7 walk-in 45:13 62:2,7 65:23 67:8,8 **useful** 41:14 55:21 65:18 78:11 113:14 120:16 Walsh 3:13 9:6 10:24 67:8 80:7 82:25 usual 128:7 93:11,17 102:9,10 121:25 140:11 11:19 24:24 25:4 92:9,11 94:6 108:17 usually 23:14,18 102:19 109:22 wholeheartedly 110:24 111:9 62:22 67:15 78:13 26:11 94:21 111:17 110:9 125:6 126:8 112:11 111:22 127:13 120:16 121:4 usurped 15:16 130:5 135:1,6,25 wide 67:2 129:15 131:18 utilizing 12:12 willingness 42:14 123:11 125:22 139:4 153:7 132:23 144:14 130:14.16 132:16 we'll 12:8 66:5 74:18 win 153:2 \mathbf{V} want 3:6.19.21 4:15 138:23 142:20 75:3 100:11 **wiped** 4:9 Valerie 2:15 8:18 5:20 9:24 10:6 147:11 149:25 we're 3:22 4:18 11:13 **wiping** 4:11 28:16 62:25 15:14 16:8 19:9,21 type 40:3 43:8 45:22 12:12,23 13:23 15:7 wish 116:11 valid 119:13 152:7 25:24 29:2,16 34:8 46:11 49:2 73:3,10 18:19 19:16,18 25:8 wishes 16:20 value 41:7,9 42:25 35:22 37:9 39:24 119:5 124:11 34:19 45:6 47:11,13 **withdraw** 145:18 variance 83:11 46:13 54:25 56:19 131:25 132:11 52:1,23,24 54:14,14 won 108:23 111:9 variety 4:2 57:1 62:7,9 66:7 typical 84:9 121:7 54:16 58:9 60:24 **wonder** 134:3 typically 63:3 various 6:21 22:15 68:4 69:23 70:23 64:23 69:5,13 71:4 **wonderful** 13:22 55:4 106:19 71:22,23 73:22 **typing** 91:2 71:13 75:25 76:11 55:7 56:1 vast 46:25 75:13 76:17,17 77:9 78:22,23 84:17,18 wondering 68:11 U **vehicle** 152:22 78:21 80:23 83:14 84:19,19,20 86:4 139:19 **Uh** 87:22 vein 125:18 84:16 88:7 89:21 87:25 88:16 91:21 Woods 2:14 43:11 ultimately 38:23 vendor 113:3 119:11 91:19 94:4,6 99:4 97:6 100:23 118:9 47:24 50:21,23 115:22 120:14,24 121:2 103:1,10 107:14,15 124:4,16,16 125:15 53:22,24 80:9 104:5 **unable** 142:6 122:4,17 109:5 115:2,10 127:6 130:22 131:6 111:18,19,20 unacceptable 114:12 **vendors** 107:22 124:3 127:10 133:17 136:22,23 114:16,17 119:18 118:20 141:17 109:16,18,20 110:2 143:14 144:2 153:8 143:6 144:6 147:10 120:23 121:7 unaccounted 39:13 112:6 119:21 wanted 5:1 6:6 10:8 149:19,24 132:16 133:1,21

Woods' 127:18	103:18 112:11,18	122:16,24 139:5,6	4 38:15,15 106:4	
word 36:12 101:18	124:1 127:21	2:11 1:12 153:24	45.6 106:10	
wording 18:6 89:22	130:14 134:12	2:17 122:18	10.00.10	
97:13,14	140:7,14,14	2:20 113:4 122:18,23	5	
words 10:4 72:20	year 21:22 22:19	200 1:24 63:19	5 21:19 37:14 106:23	
84:20 98:4,14 99:10	27:13 36:18 48:2,5	2000-whatever	5,000 58:10	
136:21	61:5 68:15 71:4	126:17	50,000 146:15,16,21	
wordsmith 91:18	74:5 79:10 147:12	2002 29:1		
work 23:23 26:4,6	yearly 118:6	2014 88:22 102:10	6	
43:8 69:10 70:11	years 28:9 36:9 40:24	2014-15 94:23	6 125:16 133:13,16	
72:7 81:5,19 86:11	45:10 47:17,18	2015 46:8 101:7	133:21	
99:2,7 106:15 118:1	56:13,13 57:25 58:4		60-minute 128:21	
118:1	58:11 61:21 74:7	2016 95:14 133:25	600 1:15	
worked 42:1,1 45:9	80:6,7 83:11 85:17	2010 95:14 133:23 2017 95:4,12 96:5	62 15:21	
80:8	106:6 110:19 132:2	98:17	633 1:24	
working 15:11 41:17	142:20	2018 41:18 42:7	6th 132:20	
42:9 66:9 72:12,14	years' 36:8	109:8		
75:25 76:22 78:9	yesterday 6:11 44:23	2019 42:7 106:8	7	
83:1 96:10,11	yesterday 6:11 44:23 youngest 141:20	2019 42:7 106:8 2020 104:16,21	7,168 41:9	
126:19	youngest 141.20	2021 1:11 54:14		
works 63:5 80:13	$\overline{\mathbf{z}}$	56:10 61:6 89:25	8	
138:21		90:16 91:16 154:19	8 21:18 41:8	
workshop 96:3	0	2022 91:17 97:25	8,594 41:14	
-			80 48:4 133:25	
136:19,21 137:5	1	21st 80:13 94:1	800 110:21	
138:6,10	1 39:2 82:9,16 101:16	226 63:22	81 108:23 110:20	
world 108:22 109:1	1.7 14:19 41:10 83:11	230-plus 58:8	126:11	
worry 125:12 136:1,2	1:00 14:2 100:21	230-some-odd 62:16	82 106:6	
136:3 137:13	139:5	25 34:20 58:9	83,400 106:9	
138:24	1:18 100:16,18	25,000 37:16	8B 5:3	
worse 61:1,7	1:30 100:20	25th 130:11	8th 136:6,9,25	
worth 36:8,9 53:13	1:45 100:19	26 25:13,25		
wouldn't 55:9,10	10 38:1,9	26th 154:19	9	
112:8 118:20 122:5	11 1:11 41:13 100:24	28th 20:25 2nd 127:19	9 25:11 37:11 127:23	
wound 144:7	104:13 106:6	2na 127:19	90s 41:2	
wrangled 103:12	11:00 24:13 131:7,11	3	954-525-2221 1:25	
wrangling 103:14	11:30 11:6 24:2 131:7	3 106:6 146:1	9th 104:21 133:25	
WRIGHT 1:15	131:9	30 83:11 131:13,14		
write 55:22	11:41 1:12	30th 85:24 88:4,15		
written 55:9 60:7 116:13 117:2	14 73:22 94:25	89:13,14,25 90:16		
	14th 104:16	99:16		
wrong 29:23 35:7	15 107:20	30th's 89:5		
36:12 50:1 52:19 62:20 68:7 130:10	15th 130:6 131:15	31 57:25 61:21		
	16059E 106:1	31st 22:22		
wrote 119:6	18th 22:9	32 106:4 107:20		
X	19th 10:16 28:2	127:23		
		3298 82:6		
Y	2	33301 1:16,24		
yea 25:3	2 21:19	34 58:4		
yeah 61:9 67:16 69:8	2:00 108:10 110:6	J-1 J0.7		
75:2,11 88:5 90:11	113:1,8 119:12	4		
70.2,11 00.0 70.11	120:1,5,13 121:13			
l		<u> </u>	<u> </u>	