

SCHOOL BOARD OF BROWARD COUNTY
AUDIT COMMITTEE MEETING

KC WRIGHT ADMINISTRATION CENTER
BOARD ROOM
600 SE 3RD AVENUE
FORT LAUDERDALE, FLORIDA

THURSDAY, JUNE 17TH, 2021

10:32 A.M. - 1:38 P.M.

Court Reporter:
Timothy R. Bass, Stenographic Reporter
Bass Reporting Service, Inc.
633 SE 3rd Avenue, Suite 200
Fort Lauderdale, FL 33301

INVITED GUESTS:

MR. MICHAEL GAUCI
MS. CONNIE POU
MR. DAVID LUKER, Director, RSM
MR. MATTHEW BLONDELL, RSM CPA, Business Risk
Consulting, RSM
MR. CHRIS GUMS, Risk Advisory Services, RSM
MS. ASHLEY CARPENTER, Atkins
MS. KATHLEEN LANGAN, AECOM
MS. TAMMY WHIPPY, PMOR
MR. RODERICK HARVEY, CPA, HCT
DR. FRED HICKS, IT Consultant for HCT
MR. TIMOTHY BASS, Court Reporter, Bass Reporting

COMMITTEE MEMBERS IN ATTENDANCE:

MR. ROBERT MAYERSON, CHAIR
MR. ANDREW MEDVIN, VICE CHAIR
MR. MOSES BARNES
MS. REBECCA DAHL
MR. ANTHONY DE MEO
Ms. HAGEN DISCH
MS. MARY FERTIG
DR. NATHALIE LYNCH-WALSH
MR. ADAM SABIN
MS. PHYLLIS SHAW
MS. STEPHANIE SHIMM
OFFICE OF THE CHIEF AUDITOR STAFF:
MR. JORIS JABOUIN, Chief Auditor
MS. ALI ARCESE, Manager, Property and Inventory Audits
MS. ANN CONWAY, Manager, Internal Funds Audits
MS. JENNIFER HARPALANI, Manager, IT Audits
MR. ERIC SEIFER, Auditor III
Ms. RAYSA LUGO, Auditor III
MS. MICHELE MARQUARDT, Executive Secretary
MS. WANDA RADCLIFF, Clerk Spec B

DISTRICT STAFF:

MS. JUDITH MARTE, Chief Financial Officer, Office of
the Chief Financial Officer
DR. VALERIE WANZA, Chief School Performance &
Accountability Officer, Office of School
Performance & Accountability
DR. JERMAIN FLEMING, Acting Chief Strategy &
Operations Officer, Office of the Chief Strategy
Operations Officer
MR. FRANK GIRARDI, Executive Director, Office of Chief
Facilities & Construction Management
MS. SHELLEY MELONI, Director, Pre-Construction
MR. MAXIMO ROSARIO, Director, Network Integration
MR. RONALD MORGAN, Assistant Chief Building
Official-Inspections
MS. KAY BLAKE, Director, Student Transportation and
Fleet
MR. ROLANDO ALVAREZ, Executive Director,
Transportation and Fleet
MS. MARY COKER, Director, Procurement & Warehousing
Services

Thereupon, the following proceedings were had:

MR. MAYERSON: Good morning. This is the
Thursday, June 17th, Audit Committee Meeting.

If we can all rise for the Pledge of
Allegiance?

(Whereupon, the Pledge of Allegiance was
recited.)

MR. MAYERSON: Roll call?

MR. JABOUIN: Mr. Moses Barnes?

MR. BARNES: Here.

MR. JABOUIN: Ms. Rebecca Dahl?

MS. DAHL: Here.

MR. JABOUIN: Mr. Anthony De Meo?

MR. DE MEO: Here.

MR. JABOUIN: Ms. Hagen Disch?

MS. DISCH: Here.

MR. JABOUIN: Ms. Mary Fertig?

(No response.)

MR. JABOUIN: Mr. Adam Sabin?

MR. SABIN: Here.

MR. JABOUIN: Dr. Nathalie Lynch-Walsh?

MS. SHAW: She's here. She stepped out.

MR. JABOUIN: Mr. Robert Mayersohn?

MR. MAYERSON: Here.

Page 5

1 MR. JABOUIN: Mr. Andrew Medvin?
 2 MR. MEDVIN: Here.
 3 MR. JABOUIN: Ms. Phyllis Shaw?
 4 MS. SHAW: Here.
 5 MR. JABOUIN: Ms. Stephanie Shimm?
 6 MS. SHIMM: Here.
 7 MR. JABOUIN: Can we please also acknowledge
 8 others in the room?
 9 I'm Joris Jabouin, the Chief Auditor.
 10 MRS. MARTE: Judith Marte, Chief Financial
 11 Officer.
 12 COURT REPORTER: Tim Bass, Court Reporter.
 13 MR. JABOUIN: I forgot to announce -- did I
 14 announce Sabin?
 15 MR. SABIN: Yes.
 16 MS. MARQUARDT: Michelle Marquardt, Office of
 17 the Chief Auditor.
 18 MS. ARCESE: Ali Arcese, Office of the Chief
 19 Auditor.
 20 MS. CONWAY: Ann Conway, Office of the Chief
 21 Auditor.
 22 MR. GAUCI: Michael Gauci.
 23 MS. POU: Connie Pou.
 24 MS. SHIMM: Stephanie Shimm.
 25 MR. MAYERSOHN: We already got you.

Page 7

1 Mayersohn, Mr. Medvin, members of the committee,
 2 distinguished guests.
 3 I'm Joris Jabouin, the Chief Auditor. Thank
 4 you. The district thanks you for your attendance
 5 at today's meeting, being here in person. I'm
 6 grateful for the committee, that we're able to
 7 meet and conduct business.
 8 With respect to the meeting, thank you for
 9 coming in at 10:30 instead of 11. We do have a
 10 long agenda where many people are expected to
 11 attend portions of the meeting and we provided
 12 them a timeframe so that they can manage
 13 themselves.
 14 We are still observing COVID procedures. The
 15 room was demisted last night as it is every
 16 Wednesday night. The spaces that you're sitting
 17 in were wiped down. We do require the use of
 18 masks all the time and we'll be wiping the guest
 19 areas as they come in.
 20 I will pause for Dr. Lynch-Walsh to introduce
 21 herself.
 22 DR. LYNCH-WALSH: Dr. Lynch-Walsh.
 23 MR. JABOUIN: So we do thank the committee
 24 for coming in early at 10:30. We do kindly
 25 request that you attend the next meeting on

Page 6

1 All right. Can I get a motion to approve
 2 the -- or actually approval -- are there any
 3 changes to the agenda? Approval of the -- it
 4 says approval of the agenda. This is not the
 5 minutes; correct?
 6 MR. JABOUIN: No, it's not the minutes.
 7 MS. SHAW: Motion to approve, Phyllis.
 8 MR. MAYERSOHN: Phyllis Shaw. Do I have a
 9 second?
 10 MS. DAHL: Rebecca Dahl, second.
 11 MR. MAYERSOHN: All those -- is there any
 12 discussion?
 13 (No response.)
 14 MR. MAYERSOHN: Seeing none, all those in
 15 favor signify by saying, aye.
 16 COMMITTEE MEMBERS: Aye.
 17 MR. MAYERSOHN: Any opposed?
 18 (No response.)
 19 MR. MAYERSOHN: Okay. The agenda is
 20 approved. Just a note, it says May 6th, it
 21 should say June 17th.
 22 MR. JABOUIN: Yes, thank you very much.
 23 MR. MAYERSOHN: So it's just a little typo.
 24 Chief Auditor Administrative Matters.
 25 MR. JABOUIN: Thank you. Good morning, Mr.

Page 8

1 August 12th, also at 10:30 for the members that
 2 are participating in the nominating committee.
 3 The regular committee will meet at 10:45, but, of
 4 course, both meetings are open to the public, but
 5 the start of business will be at those particular
 6 times. The reason why we're asking for a 10:30
 7 start for the next meeting is because there are a
 8 lot of items that I am working on that I may need
 9 to put on the agenda, but it's just very
 10 challenging to estimate them. Given the
 11 difficulty it is to anticipate the times I would
 12 like to ask the committee to come in earlier at
 13 the next meeting. With respect to the
 14 timeframes, they are only as a guide, but we have
 15 given them to district staff that will come in
 16 and out at the times that we have listed. We
 17 value the committee's time and we are very
 18 respectful for it. I am very grateful for your
 19 assistance throughout the three years that I've
 20 been here.
 21 Our court reporter is here, Mr. Tim Bass. To
 22 make it easier for him, if you could please
 23 announce your name and your position before you
 24 speak to make it easier for him.
 25 Also BECON has asked that I ask you to please

<p style="text-align: right;">Page 9</p> <p>1 turn on your microphone and speak into the 2 microphone, particularly since we're all wearing 3 masks, so that way your voice can be picked up. 4 With respect to the Memorandum of Voting 5 Conflict for Community, Municipal and Other Local 6 Public Offices, we do have those forms if they're 7 needed during the voting process. We have 8 received all of the acknowledgment forms from the 9 audit committee members except for one and we're 10 going to go ahead and print that out and give it 11 to that one person and collect it. So we have 12 been in full compliance with the training and 13 with the forms. 14 And, finally, as I close out my introductory 15 piece I would like to thank the person on my 16 right, our Chief Financial Officer, Ms. Judith 17 Marte. This is her last audit committee meeting 18 with the district. Ms. Marte has been a source 19 of knowledge for the district. Her decades of 20 experience has been extremely valuable to the 21 district, her colleagues and me, personally. She 22 has worked with me on so many initiatives and was 23 critical to my transition into the district. I 24 was lucky to have met her and you will not be 25 able to shake me off, Ms. Marte, as you and I</p>	<p style="text-align: right;">Page 11</p> <p>1 around the budget, around the budget book, around 2 the public facing documents provided to the 3 budget. 4 Quite frankly, and I think I've said this to 5 this group before, I had very little work to do 6 on the CAFR. Erum Motiwala is a rock star and 7 you are very lucky to call her your fiscal 8 financial reporting leader. She is amazing. We 9 have currently on staff seven CPAs, which is a 10 lot for a school district. Ms. Pou, who worked 11 in Miami-Dade with me for two decades, will tell 12 you that Miami-Dade does not have that many. So 13 finances here are in good hands. They're a very, 14 very good team that works very, very hard. 15 And I will celebrate my 63rd birthday next 16 month. And it was -- an opportunity was afforded 17 me to, quite frankly, take on a lot less stress. 18 I've led two of the largest school districts in 19 the nation for a very long time and it was time 20 to think about me. 21 So I will be moving to Florida Virtual School 22 as their chief financial officer, a little bit of 23 a new venture for me. I'm going to be working 24 100 percent remote. Me and the dog will be home 25 all day. It's going to be different. It's going</p>
<p style="text-align: right;">Page 10</p> <p>1 will maintain contact into the future. She's a 2 champion of finance and respected throughout the 3 industry. Thank you very much, Ms. Marte. 4 Mr. Chair? 5 MRS. MARTE: May I? 6 MR. MAYERSOHN: Yes, you may. You may be 7 recognized. 8 MRS. MARTE: Can I be recognized, sir? 9 MR. MAYERSOHN: Yes. 10 MRS. MARTE: So I want to thank Mr. Jabouin 11 for the very kind words and I have no intention, 12 sir, as you put it, of shaking you off. Aside 13 from a respected colleague I consider you a 14 friend. You started with the district about a 15 year after I did and we have done some good work 16 together and hopefully we can continue to do 17 that. 18 And to the audit committee, keep doing the 19 good work. I mean, it's important. I have a 20 great deal of respect and thank you all for your 21 service and contribution of your time. I know 22 how much time it takes to go through all these 23 documents. And I completed four years with the 24 district last year -- not last year, last week. 25 We've made significant strides in transparency</p>	<p style="text-align: right;">Page 12</p> <p>1 to be different. But from the bottom of my 2 heart, thank you all very, very much. And to 3 you, Connie. 4 MR. MAYERSOHN: Does anybody want to add 5 anything to that? No? 6 Ms. Fertig? 7 MS. FERTIG: Just thank you and we've 8 appreciated your input in our meetings and you've 9 always made it a point to come and be here and to 10 give us the pros and cons. And thank you and I 11 wish you luck wherever you may land, which sounds 12 like it'll be in virtual space, so thank you. 13 MRS. MARTE: Thank you, Ms. Fertig. 14 MR. MAYERSOHN: Ms. Shaw? 15 MS. SHAW: It has been an absolute pleasure 16 meeting you and working alongside with you the 17 last four years and I wish you a lot of luck in 18 all your endeavors. And thank you for all of the 19 strides you have made and I know you are leaving 20 it in great hands. 21 MRS. MARTE: Thank you, Ms. Shaw. Thank you. 22 MR. MAYERSOHN: And I will ditto those same 23 comments. And just to let you know, you are 24 welcome to attend an audit committee any time you 25 want.</p>

<p style="text-align: right;">Page 13</p> <p>1 MRS. MARTE: This is my last audit committee 2 actually ever in my career. 3 MS. POU: Don't say that. 4 MR. MAYERSOHN: That's what Ms. Pou said and 5 she's back. 6 Moving on to our next item, Acknowledgements. 7 I can do it; right? 8 MR. JABOUIN: Sure. 9 MR. MAYERSOHN: There -- this is -- I mean, 10 as Chair, I guess I took the personal privilege 11 and I spoke to Mr. Jabouin. Being a volunteer 12 and being on this committee is a task that you've 13 got to be committed to. There's got to be 14 dedication. And it certainly takes a lot of your 15 time, as Ms. Marte said, reading through all 16 these documents. 17 There are two members that we have that have, 18 I'll say, stepped aside, and I just wanted to 19 acknowledge their service to this committee, 20 their service to this school district, and I 21 thought it was important for us to do it here 22 publicly, to acknowledge them as opposed to just 23 sending a certificate in the mail. 24 So I want to thank Ms. Pou and Mr. Gauci. We 25 don't have to social distance. Although, I have</p>	<p style="text-align: right;">Page 15</p> <p>1 is a contribution that is invaluable to the 2 community and to the children of Broward County. 3 So, thank you, and keep up the good work. 4 MR. MAYERSOHN: Thank you. Does anybody want 5 to add anything. 6 MR. JABOUIN: Yes, please. I do want to 7 thank you, Ms. Pou. You were very good to look 8 through our internal funds reports when you came 9 on board on the committee and you provided me 10 with some advice based on what you saw at 11 Miami-Dade. I am very grateful for that. You've 12 had comments that were very worthy during the 13 various meetings. Your comments regarding the 14 working with RSM on the diversity statistics. 15 You've had comments on the CAFR, comments on our 16 engagement with HCT. All those which were very 17 valuable to me. So thank you very much for your 18 contributions as well. 19 MRS. MARTE: What comments did she have on 20 the CAFR? She's the one that told me how good it 21 was. 22 MS. POU: Only good comments. 23 MR. JABOUIN: All positive comments, Ms. 24 Marte. 25 MRS. MARTE: Thank you.</p>
<p style="text-align: right;">Page 14</p> <p>1 to -- and this is a Certificate of Appreciation 2 awarded to Connie Pou in recognition of your 3 volunteer service to the School Board of Broward 4 County, Florida Audit Committee Meeting November 5 2009 through May 2021. 6 MS. POU: May I say something? 7 MR. MAYERSOHN: That's for you and these are 8 for you. 9 MS. POU: Thank you. 10 MR. MAYERSOHN: Yes, you can, but you've got 11 to speak into the microphone. 12 MS. POU: I'll go back to my chair. 13 MR. MAYERSOHN: And before you do let me do 14 Mr. Gauci. Again, Certificate of Appreciation 15 awarded to Michael Gauci, CPA in recognition of 16 your volunteer service to the School Board of 17 Broward County, Florida Audit Committee February 18 2020 to April 2021. 19 Now, you can make your comments, Ms. Pou. 20 MS. POU: Okay. I just want to thank you. 21 Thank you for your kind words. It has really 22 been a pleasure and a privilege to sit, to work 23 with you guys. You're a group of individuals 24 that are committed, committed to help and enhance 25 the business processes of the school board. That</p>	<p style="text-align: right;">Page 16</p> <p>1 MR. MAYERSOHN: Anybody else? Mr. Gauci, did 2 you want to say anything? 3 MR. GAUCI: Oh, yeah, I just want to thank 4 everyone for all the work they've done. I have a 5 vested interest just living in the community and 6 having children going through the schools, 7 Broward County Public Schools. It's very 8 important to me that it's a strong school board 9 and it's a strong school district. So I thank 10 you for supporting all of that. 11 MR. MAYERSOHN: Thank you. Anybody else? 12 MR. JABOUIN: Yes. And thank you, Mr. Gauci. 13 I recall when I presented my plan last September 14 you had some very good comments as far as 15 identifying which of the project were statutory 16 required, so I -- and the new plan will have 17 that. And you've also had comments when MSL 18 reviewed the annual financial reports, all of 19 which were valuable, so thank you very much. 20 MR. GAUCI: It's my pleasure. 21 MR. MAYERSOHN: And just to reiterate, you 22 know, speaking on behalf, I guess, of all of us 23 here, we're just thankful for your service. You 24 know, we understand, I'll call it sometimes life 25 gets in the way and you've got to make choices,</p>

<p style="text-align: right;">Page 17</p> <p>1 we're all volunteers, but we appreciate you being 2 part of this committee.</p> <p>3 And, again, the same think that I said to 4 Mrs. Marte, you're welcome to come back any time 5 you want.</p> <p>6 MR. GAUCI: Thank you.</p> <p>7 MR. MAYERSOHN: You guys can stay or -- it's 8 up to you.</p> <p>9 Moving on to Introductions. Welcome to Mr. 10 Sabin. You've got the floor.</p> <p>11 MR. SABIN: Okay. Thank you very much, Mr. 12 Chair.</p> <p>13 Hi, everyone. My name is Adam Sabin. This 14 is obviously my first meeting. So I'm thrilled 15 to be here and thrilled to meet you all over 16 time.</p> <p>17 So just a little bit of background about 18 myself. I'm a CPA since 2010 and I am a product 19 of public schools. I've been -- I have gone to 20 public schools my whole life, originally in 21 Chicago and then I moved to South Florida when I 22 was 12 years old in 1998 and went to high school 23 in Palm Beach County and then went to -- after 24 high school went to the University of Central 25 Florida and then came back down to South Florida</p>	<p style="text-align: right;">Page 19</p> <p>1 earlier. I just want to acknowledge your 2 presence formally.</p> <p>3 MS. FERTIG: I'll be sure to speak again.</p> <p>4 MR. MAYERSOHN: Audit Committee Chair 5 Comments.</p> <p>6 I just have actually two comments. One, I 7 believe that the director's position was approved 8 by the school board, so --</p> <p>9 MR. JABOUIN: Yes, I can talk about that 10 either a little bit now or a little bit later.</p> <p>11 MR. MAYERSOHN: Later is fine.</p> <p>12 So we know that was -- that was approved. 13 That was something that we had in our audit plan 14 and it's moving -- moving forward.</p> <p>15 The other item that I want to address, and, 16 hopefully, I can get support and maybe we can get 17 a motion on is, when you take a look at the 18 district's organizational chart, the chief 19 auditor is hired and reports to the 20 superintendent. There have been some previous 21 concerns about that with a new superintendent 22 coming in and changes being made. I think the 23 timing, especially as an audit committee, for us, 24 is to voice our opinion. And, again, my opinion 25 would be that the chief auditor should report and</p>
<p style="text-align: right;">Page 18</p> <p>1 for my master's at Florida Atlantic University. 2 And now I've been living in Broward County since 3 2014. And the reason I wanted to join is because 4 this community means a lot to me.</p> <p>5 I currently serve on the City of Fort 6 Lauderdale's Budget Advisory Board and I was 7 approached to try to help out the school district 8 and to sit on this board which I'm really 9 thrilled to do so.</p> <p>10 So just a little bit about me, I currently 11 work also in Broward County at Citrix Systems, 12 which is a software company, and I am in charge 13 of all the organization's income tax compliance 14 for federal and state matters.</p> <p>15 So, again, I'm thrilled to be here and 16 looking forward to getting started.</p> <p>17 Thank you so much.</p> <p>18 MR. MAYERSOHN: Thank you. Next item. 19 Public Comments. Do we have any members of the 20 public?</p> <p>21 MR. JABOUIN: Mr. Mayersohn, I just checked 22 and there are no members here and there are no 23 public comments.</p> <p>24 And if I may, Ms. Fertig, I didn't get a 25 chance to introduce you. Obviously, you spoke</p>	<p style="text-align: right;">Page 20</p> <p>1 be hired by the school board not necessarily by 2 the superintendent to remain independent. I 3 bring it up for discussion and, hopefully --</p> <p>4 Yes, Ms. Fertig.</p> <p>5 MS. FERTIG: I would just like to put that 6 motion on the floor.</p> <p>7 MS. SHAW: Second, Ms. Phyllis Shaw.</p> <p>8 MR. MAYERSOHN: Okay. So is there any 9 discussion on that motion?</p> <p>10 Yes, Ms. Fertig.</p> <p>11 MS. FERTIG: Since at least 1998 there have 12 been calls from this community for an independent 13 auditor or inspector general because of the very 14 fact of the structure of the chief auditor's 15 office reporting to the superintendent rather 16 than reporting to the school board directly. I 17 believe the community has spoken again and again 18 on this. I think that autonomy -- I think -- I 19 think what this department does, and I used to 20 say to Pat Reilly, this is the finest running 21 department in the entire school board, it's just 22 phenomenal -- sorry, Ms. Marte, I'm sure yours 23 is, too, but they're exceptional. I think they 24 deserve that autonomy and I think when it comes 25 to some very difficult audits like we've seen</p>

Page 21	Page 23
<p>1 over the years that it's really critically 2 important for them to be able to speak completely 3 as bluntly as they need to the school board about 4 what they see.</p> <p>5 So thank you for bringing this up and I hope 6 we will support it and support the policy change.</p> <p>7 MR. MAYERSOHN: Is there any more discussion 8 on the item?</p> <p>9 My only question is, from a procedural 10 standpoint, how does this motion get forwarded to 11 the board?</p> <p>12 MR. JABOUIN: So I just wanted to mention, 13 the structure as it is now where the audit 14 function reports to the superintendent has been 15 discussed several times as Ms. Fertig indicates. 16 The board has asked the legal department to get 17 an opinion from the Attorney General. They have 18 concluded that the setup is correct within state 19 statutes.</p> <p>20 I, myself, when this item has come up at the 21 board level, have commented there and it is a 22 board matter.</p> <p>23 So, Mr. Mayersohn, I'm thinking that you -- 24 with respect to this motion you'd want to have a 25 conversation with the chair on that front.</p>	<p>1 attorney, the same way as the superintendent of 2 schools, so their office reports directly to the 3 school board? And I think that should be our 4 recommendation to the school board, that they 5 adopt that format. If they don't want to, they 6 don't have to. But we send many motions to them 7 that they accept and we send others that they 8 don't. I think we just recommend that structure 9 to them and let them accept it or reject it.</p> <p>10 I don't know if that's -- Ms. Shaw, is that 11 what you were thinking when you seconded it? I 12 mean, I'm asking.</p> <p>13 MS. SHAW: Yes, it's fine with me. May I 14 speak?</p> <p>15 MR. MAYERSOHN: Yes.</p> <p>16 MS. SHAW: I agree. I think it's important 17 that they are -- I understand about the Florida 18 statutes, we all can read that, but I think in 19 terms of the dynamic of how the office operates 20 and even going through what's happening right 21 now, it is -- and this office is critically 22 important to have a level of independence here. 23 And so for that reason, and I don't want to just 24 leave it up to chance, that they -- I think maybe 25 we, as a board, we may need to go and do a</p>
Page 22	Page 24
<p>1 Because the organizational chart was recently 2 approved at the May 18th school board meeting and 3 there was a board member that opined -- Ms. 4 Alhadeff opined, similar to what you did, and 5 that would be the process that you'd go through, 6 is talk to the chair about it.</p> <p>7 MR. MAYERSOHN: Right. Well, like I said, 8 whether or not it's legally sufficient is not my 9 concern. And I don't think it's this committee's 10 concern as opposed to the reporting method. You 11 know, obviously, we're not challenging the legal 12 sufficiency of it. We're looking or opining that 13 this is a better method to create the 14 independence than it is necessarily the way it's 15 currently structured.</p> <p>16 Ms. Fertig.</p> <p>17 MS. FERTIG: And I'm leaving my motion that 18 we ask the school board to consider the change 19 rather than going to the chair of the school 20 board or an individual member. I think this is 21 of great community interest. Eventually that 22 drive for an inspector general is going to come 23 and it's a duplication of effort. So why not do 24 the right thing and just put the auditor with 25 that direct line, the way as the school board</p>	<p>1 presentation to them so they can understand the 2 criticality of having this change, and it goes up 3 to the school board or the designee which would 4 be the chair.</p> <p>5 MR. MAYERSOHN: Okay.</p> <p>6 MR. JABOUIN: I have a comment. One of the 7 things to also remember, Mr. Mayersohn, is that 8 you do the annual speech to the board. And I 9 think I have that in my mind for the September 10 14th meeting. So, regardless of how you choose 11 to go, there's another opportunity there as well. 12 So there could be two opportunities for you to 13 express your thoughts or the committee's 14 thoughts.</p> <p>15 The reason why I had suggested, Ms. Fertig, 16 that there could be a conversation with Mr. 17 Mayersohn and the board is because the motion is 18 going to get a staff response. It's going to be 19 copied to all the people and it's going to be one 20 of those where this has been evaluated and so 21 forth. So I think what you can -- what that 22 could do, if that's what the committee chooses, 23 would be, how is it board members bring up agenda 24 items and that would be it and they would discuss 25 it with legal and so forth, but, either way.</p>

Page 25

1 MS. FERTIG: And there's another opportunity.
2 If we pass this motion today to change the
3 reporting structure of the chief auditor and Mr.
4 Mayersohn reports directly to the board and the
5 committee report. So that's like three
6 opportunities to get the message out there that
7 as an independent audit committee we believe that
8 we should have an independent auditor who reports
9 directly to the board. And just in case I wasn't
10 clear, that was the motion I was making.

11 And I -- I, personally -- of my personal
12 knowledge, know this has been going on for at
13 least 25 years, I think it's time to move it to
14 them. Move it to them and let them make a
15 decision up or down in front of this community as
16 to what they want to see done.

17 MR. MAYERSOHN: Ms. Disch.

18 MS. DISCH: I just wanted to also add that
19 this is the same --

20 MR. MAYERSOHN: You've got to speak into
21 the--

22 MS. DISCH: I just also wanted to add
23 quickly, I have an 11:00 I have to jump out for,
24 but this mirrors the structure of most corporate
25 companies where internal audit functions directly

Page 27

1 MS. SHAW: Phyllis Shaw, second.

2 MR. JABOUIN: One second, please.

3 MR. MAYERSOHN: That was all you want it to
4 say?

5 MS. FERTIG: Uh-huh.

6 MR. JABOUIN: Move that the audit committee
7 recommend to the School Board of Broward County
8 that office of the chief auditor be a direct
9 report to the school board similar to the general
10 counsel, and I missed the last one.

11 MS. FERTIG: And the superintendent of
12 schools.

13 MR. JABOUIN: Thank you.

14 MS. FERTIG: And currently those are the two
15 people the board hires. And what I'm suggesting
16 is, they also hire the chief auditor and he
17 reports directly to them. So it would be a
18 similar structure.

19 MR. JABOUIN: And one more time on the
20 motion, which I have is, move that the audit
21 committee recommends to the School Board of
22 Broward County that the office of the chief
23 auditor be a direct report to the school board
24 similar to the general counsel and the
25 superintendent of schools. That is the motion on

Page 26

1 reports to the board to maintain that level of
2 independence and effectiveness of what you're
3 reporting.

4 MR. MAYERSOHN: Right. No, I agree with Ms.
5 Fertig, this has been going on for years.

6 But I think bringing this forward today, the
7 timing is where it needs to be at, and just
8 hopefully the board will have a good listening
9 ear and I believe that this being a fluid
10 process, you know, I mean, they can change the
11 organizational chart tomorrow if they want.

12 So, with that being said, we have a motion by
13 Ms. Fertig.

14 MR. JABOUIN: I'm sorry. I need to make sure
15 that I've got the wording of the motion down.

16 MR. MAYERSOHN: Okay. So, Ms. Fertig, would
17 you like to repeat the wording of the motion?

18 MS. FERTIG: Okay. Well, I'll just do it
19 from scratch here.

20 I move that the audit committee recommend to
21 the School Board of Broward County that the
22 office of the chief auditor be a direct report to
23 the School Board of Broward County in a matter
24 similar to the school board attorney and the
25 superintendent of schools.

Page 28

1 the table?

2 MR. MAYERSOHN: Correct.

3 MR. JABOUIN: Thank you.

4 MR. MAYERSOHN: Did you have anything further
5 to say Ms. Shaw?

6 MS. SHAW: The one thing I want to say, there
7 have been some changes to Florida statutes. It
8 does say that internal audit should report to the
9 school board or it's designee. So unless the
10 school board is --

11 MR. JABOUIN: The superintendent is a
12 designee based on the evaluation.

13 MS. SHAW: So I think that just needs to --

14 MR. MAYERSOHN: Right, that's what Mr.
15 Jabouin said. It's legally sufficient to report
16 to the superintendent if the board gives that
17 direction. But we're telling the board that they
18 shouldn't be giving that direction, they should
19 take it upon themselves to do that. So that's --

20 MR. JABOUIN: And just for the committee's
21 knowledge, and I understand your concerns, it has
22 been expressed many times apparently since 1998,
23 I do want to just mention to the committee on how
24 we work day to day, that there is no influence by
25 other members of the school district, including

Page 29	Page 31
<p>1 the superintendent, on the decisions that I make, 2 the areas that I look at, there's no meddling, 3 there's no changing of -- or any pressure 4 whatsoever. But I certainly understand your 5 concern and I just wanted you to please know that 6 piece of it. You know, you may not always have 7 somebody like me in this role, somebody that can 8 push back and have the experience that I do. I 9 have worked in places where I reported straight 10 to the board as well as, you know -- I believe 11 this is probably the first time I've reported to 12 someone outside of a board, but I have not seen a 13 difference in it in how I have worked in the 14 three years I've been here with the school 15 district. So I just wanted to make that point 16 but I certainly understand your comments. 17 MR. MAYERSOHN: That being said, is there any 18 more discussion? 19 (No response.) 20 MR. MAYERSOHN: Seeing none, all those in 21 favor signify by saying, aye. 22 COMMITTEE MEMBERS: Aye. 23 MR. MAYERSOHN: Anybody opposed? 24 (No response.) 25 MR. MAYERSOHN: The ayes have it.</p>	<p>1 MR. MAYERSOHN: Second by Dr. Nathalie 2 Lynch-Walsh. 3 Is there any discussion? 4 (No response.) 5 MR. MAYERSOHN: Seeing none, all those in 6 favor signify by saying, aye. 7 COMMITTEE MEMBERS: Aye. 8 MR. MAYERSOHN: Anybody opposed? 9 (No response.) 10 MR. MAYERSOHN: The ayes have it. 11 Approval of the audit committee nominating 12 committee. 13 MR. JABOUIN: The members that you had 14 nominated, Mr. Mayersohn, were Mr. Anthony De 15 Meo, Ms. Phyllis Shaw and Ms. Mary Fertig. 16 We would like to have the committee's motion 17 to approve those individuals to serve on a 18 nominating committee that would meet on August 19 2nd -- I'm sorry, August 12th, 2021. 20 MR. MAYERSOHN: So do I have a motion to 21 approve the audit committee nominating committee? 22 MR. MEDVIN: So moved. 23 MR. MAYERSOHN: First by Mr. Medvin. Do I 24 have a second? 25 MS. DAHL: I'll second.</p>
Page 30	Page 32
<p>1 MR. JABOUIN: So unanimous is what I will 2 note. 3 MR. MAYERSOHN: All right. We need a motion 4 on approval of the March 11th, 2021 audit 5 committee meeting. 6 MS. FERTIG: So moved. 7 MR. MAYERSOHN: By Ms. Fertig, second by -- 8 anybody want to second it? 9 MS. DAHL: Rebecca Dahl, second it. 10 MR. MAYERSOHN: Seconded by Ms. Dahl. 11 Any discussion? 12 (No response.) 13 MR. MAYERSOHN: Seeing none, all those in 14 favor signify by saying, aye. 15 COMMITTEE MEMBERS: Aye. 16 MR. MAYERSOHN: Anybody opposed? 17 (No response.) 18 MR. MAYERSOHN: Motion passes unanimously. 19 Approval of the minutes for the April 22nd, 20 2021 virtual audit committee informational 21 meeting. Do we have a motion to approve? 22 MS. SHAW: Phyllis Shaw, so moved. 23 MR. MAYERSOHN: Phyllis Shaw moved. 24 Do I have a second? 25 DR. LYNCH-WALSH: Second.</p>	<p>1 MR. MAYERSOHN: Rebecca Dahl, second. 2 Is there any discussion? 3 (No response.) 4 MR. MAYERSOHN: Seeing none, all those in 5 favor signify by saying, aye. 6 COMMITTEE MEMBERS: Aye. 7 MR. MAYERSOHN: Anybody opposed? 8 (No response.) 9 MR. MAYERSOHN: Seeing none, the motion 10 passes and I thank the members of the nominating 11 committee for volunteering to serve. 12 Item number 12, Internal Funds Audit of 13 Selected Schools. 14 MR. JABOUIN: Thank you. Agenda item number 15 12 is the standard audit of internal funds 16 accounting for all -- for 38 schools. At a 17 previous meeting I did describe the scope of 18 these audits from different funds that are 19 sub-funds that were looked at, so I was not going 20 to go into that again. 21 I do want to ask the committee to please note 22 the specific schools that were reviewed in the 23 table of contents area of the page and note that 24 there were no exceptions in these audits. 25 So pending any questions I would like to ask</p>

Page 33	Page 35
<p>1 the committee's approval for transmittal?</p> <p>2 MR. MAYERSOHN: Are there any questions?</p> <p>3 Ms. Fertig.</p> <p>4 MS. FERTIG: Move to transmit.</p> <p>5 MR. MAYERSOHN: Do I have a second?</p> <p>6 MS. SHAW: Phyllis Shaw, second.</p> <p>7 MR. MAYERSOHN: Motion by Ms. Fertig, second</p> <p>8 by Ms. Shaw. Any discussion?</p> <p>9 (No response.)</p> <p>10 MR. MAYERSOHN: Seeing none, all those in</p> <p>11 favor signify by saying, aye.</p> <p>12 COMMITTEE MEMBERS: Aye.</p> <p>13 MR. MAYERSOHN: Anybody opposed?</p> <p>14 (No response.)</p> <p>15 MR. MAYERSOHN: The motion has been</p> <p>16 transmitted.</p> <p>17 Item number 13.</p> <p>18 MS. DAHL: Excuse me, Mr. Mayersohn.</p> <p>19 MR. MAYERSOHN: Yes, Ms. Dahl.</p> <p>20 MS. DAHL: Through the Chair, I just want to</p> <p>21 say to Dr. Wanza, when I was a principal this was</p> <p>22 a terrible thing sometimes to go through, even</p> <p>23 though you thought you were doing the very best</p> <p>24 job that you can. Having been on this committee</p> <p>25 and seeing the great improvement in these audits</p>	<p>1 inventory audit of six locations. The specific</p> <p>2 locations are listed on page 4 of the report.</p> <p>3 You will see that all of the departments were all</p> <p>4 within the transportation division. We do have a</p> <p>5 one percent threshold for exceptions. The total</p> <p>6 number of items that were either not compliant or</p> <p>7 not accounted for were below the threshold, but I</p> <p>8 did look at the specific list and they're all</p> <p>9 rather older items. Some of them date back to</p> <p>10 1990. I think all of them except for one that</p> <p>11 was damaged was fully depreciated. So it is a</p> <p>12 good performance by the transportation department</p> <p>13 under Dr. Jermaine Fleming with respect to the</p> <p>14 results of this audit. That is it for my</p> <p>15 introduction of the report.</p> <p>16 MR. MAYERSOHN: Are there any questions?</p> <p>17 MR. JABOUIN: -- performed by Ms. Ali Arcese</p> <p>18 and her team. Thank you.</p> <p>19 MR. MAYERSOHN: Are there any questions?</p> <p>20 (No response.)</p> <p>21 MR. MAYERSOHN: Seeing none, do I have a</p> <p>22 motion to transmit?</p> <p>23 MR. MEDVIN: So moved.</p> <p>24 MR. MAYERSOHN: Motion by Mr. Medvin.</p> <p>25 Seconded by?</p>
Page 34	Page 36
<p>1 and everything, it's to your -- to you should be</p> <p>2 given the acknowledgment of it because you've</p> <p>3 done a very good job of making sure everybody is</p> <p>4 trained. And I want to thank you for the hard</p> <p>5 work that you do with the schools. Thank you.</p> <p>6 DR. WANZA: So thank you for that, but it's</p> <p>7 really the team, that we all work together with</p> <p>8 property and with the finances. So I want to</p> <p>9 thank my colleagues in the audit department as</p> <p>10 well as different departments that work with us</p> <p>11 as a collaborative effort and definitely at the</p> <p>12 school level, the individuals who are responsible</p> <p>13 for implementing what is then the district</p> <p>14 expectation or what are in the business practice</p> <p>15 bulletins, but, thank you, I will share that with</p> <p>16 all of them. I have done congratulatory letters</p> <p>17 to the principals, the bookkeepers, the business</p> <p>18 support center, everybody. And I will say,</p> <p>19 lastly, Happy Father's Day to all the dad's.</p> <p>20 MR. MAYERSOHN: And just for the record, Dr.</p> <p>21 Wanza is there as well as Dr. Fleming.</p> <p>22 All right. Next item, 13, Property and</p> <p>23 Inventory Audits of Selected Schools.</p> <p>24 MR. JABOUIN: Thank you. With respect to</p> <p>25 Agenda Item 13, this is the standard property</p>	<p>1 MS. SHAW: Phyllis Shaw, second.</p> <p>2 MR. MAYERSOHN: Phyllis Shaw.</p> <p>3 All those in favor signify by saying, aye.</p> <p>4 COMMITTEE MEMBERS: Aye.</p> <p>5 MR. MAYERSOHN: Anybody opposed?</p> <p>6 (No response.)</p> <p>7 MR. MAYERSOHN: The ayes have it, motion to</p> <p>8 transmit the property and inventory audit.</p> <p>9 Number 14, Policy 3100, Annual Financial</p> <p>10 Audit.</p> <p>11 MR. JABOUIN: Thank you. Regarding Agenda</p> <p>12 Item Number 14, Florida State Statute 218.391 was</p> <p>13 updated in 2020. It was applicable to the</p> <p>14 district when the time to renew the written</p> <p>15 contract with the external auditor. Our</p> <p>16 contract -- our current contract that expires</p> <p>17 with MSL expires in November of this year. It</p> <p>18 was a three-year contract that covered fiscal</p> <p>19 years 2017, 2018, 2019 with two one-year renewals</p> <p>20 that covered 2020 and the current year 2021. The</p> <p>21 cost of the audit with MSL is \$250,000 except for</p> <p>22 the years when the auditor general performs a</p> <p>23 financial statement audit and the single audit</p> <p>24 where it costs 210,000. That's this year. The</p> <p>25 auditor general was here.</p>

1 So the auditor general will perform those
2 audits. As they did in 2018 they'll do that
3 again in 2021. But the financial statement audit
4 that's done by the auditor general is not a
5 comprehensive annual financial or it's not a
6 CAFR. So the current reports that will be
7 covered by the contract are the financial
8 statements, the internal control over financial
9 recording report, the management letter, the
10 independent accountant's report and the single
11 audit.

12 Please take a look at the older policy as
13 well as the new track changes and take a look at
14 paragraph 2. The previous language had stated
15 that the audit committee will select -- the audit
16 committee selected by the school board shall
17 serve as the audit selection committee. But
18 under 218.391 the statute requires that a member
19 of the governing body, which is the school board,
20 participate and serve as the chair of the
21 committee. So the current update reflects that
22 in -- in the paragraph where the school board
23 chair or the vice chair or a decision of the
24 board if those individuals are not available will
25 occupy that first seat. The second would go to

1 the audit committee chair or their designee. And
2 then the third would go to another member of the
3 audit committee. And I've put it as a financial
4 person. I know those of us that have a
5 background in SEC or public accounting might
6 think of a financial expert, but I wanted to
7 avoid that specific definition and I wanted to
8 capture people that had experience within the
9 areas that I mentioned, a CFO, an auditor, and so
10 forth in that particular paragraph.

11 The next change is the inclusion of language
12 that describes my role as chief auditor.

13 And then the most significant change -- well,
14 the other significant change relates to paragraph
15 3, the current paragraph 3, that prohibits the
16 current term from succeeding itself. My
17 colleagues, Ms. Marte and Ms. Motiwala, they did
18 a survey amongst various districts, Dade, Orange,
19 Volusia, Osceola, Polk, Sarasota, Marion, Manatee
20 and Duval, and none of these have the
21 restrictions that we currently have in our -- in
22 our policy. Also something to note, that when
23 this policy was put together back in 1991 the
24 current audit situation was likely different.
25 Because right now there are two firms -- three

1 firms, RSM, that does very good work for us on
2 SMART Bond and a variety of different projects,
3 MSL, that currently has the engagement, and
4 Cherry Bekeart, which is a reasonable sized firm,
5 I understand, based out of Virginia.

6 So we are -- it's not a large market as it
7 possibly was when the policy was first put
8 together. There also has been audit committee
9 comments in the past preferring that we make this
10 change as well.

11 So I have discussed this with Deputy General
12 Counsel Robert Vignola and some of his counsel
13 impacted the word choices that we used. He did
14 inform me that there is a school board policy
15 1007 that prohibits school board members from
16 serving on selection committees. His conclusion
17 is that state law is a higher authority than
18 school board policy.

19 When this is presented at a school board
20 workshop he is going to provide me with a
21 memorandum that I will present with that
22 particular statement from him.

23 So I do want to ask the committee for a
24 motion at the end because a state law requires
25 two rule development workshops and one rule

1 adoption meeting. But we do have some time
2 constraints because the current policy expires --
3 excuse me, the current contract expires in
4 November. If I'm able to present this at the
5 July 27th workshop, I have to -- within the
6 timeframes that I'm allowed, I would then be able
7 to present this for adoption at the September
8 14th school board meeting.

9 I will then be able to go to the street with
10 the RFP, probably the day after, and I'll have to
11 provide approximately a 30-day window for
12 responses. The selection committee would have to
13 evaluate it, make a selection, go through
14 contract creation and negotiation. And my
15 concern is that the start of the next audit could
16 be delayed. And that is a very important audit
17 that would be done.

18 So because of that particular reason there
19 are time constraints that I would like to have
20 the committee consider as you provide me with
21 your comments on these policies.

22 So this concludes my introduction.

23 MR. MAYERSOHN: Ms. Fertig.

24 MS. FERTIG: Okay. I -- I've sat on this
25 audit committee long enough, as have a couple of

Page 41

1 other members, that we have gone through this
2 process a couple of times.

3 First of all, I don't agree with the change
4 in the selection committee. I've always thought
5 one of the great things about the way that the
6 outside auditor was picked was the autonomy of
7 the audit committee not involving anybody else.
8 Last go around we recommended that they retain
9 McGladrey. The school board was told by the
10 superintendent, I believe I'm correct in saying,
11 that past practice, the community practice, the
12 best practice was that you not keep someone
13 longer than five years. So whereas state statute
14 may have changed, I don't know that best
15 practices may have changed. I'd be more
16 interested in a workaround around an absolute
17 five years than I am in changing a selection
18 committee process that has worked well for many,
19 many years, which is the audit committee makes a
20 recommendation to the board and the board then
21 votes it up or down.

22 But just as far as your timing, I don't
23 believe policy changes of this nature, of this
24 magnitude, should be subject to, we're on a tight
25 schedule because we might have to replace the

Page 42

1 current person we have. The fastest thing you
2 could do is today put together someone to start
3 working on that and get it to an audit committee
4 meeting to get it to the board in time.

5 So I -- I don't understand why the change
6 removing the audit committee, the audit selection
7 committee, as has been the practice now for --
8 since 1991 when this was created is in here.

9 MR. JABOUIN: So, Ms. Fertig, the new state
10 law requires a change to the audit selection
11 committee. So you would still have audit
12 committee involvement, but it now requires a
13 member of the school board. And under the
14 proposed change you'll have that member of the
15 school board and two audit committee members.
16 But it is a state statute that's requiring that.

17 MS. FERTIG: I can see -- I can see that the
18 state statute has changed. But in my mind, the
19 process, and this is what I want you to ask Mr.
20 Vignola, the process that we have in place is the
21 audit committee then goes -- the recommendation
22 goes to the board. The board has the final say
23 on whether to do that or not. So, in fact, they
24 are involved in the process. It's just that the
25 entire audit committee weighs in on the

Page 43

1 recommendation.

2 MR. JABOUIN: The thing is, though, the
3 statute has specific guidelines of how the audit
4 selection committee is going to operate. So it
5 has to meet at a regular selection committee with
6 the members of the audit committee and the board
7 member. So this is not something that the audit
8 committee can do amongst themselves and then
9 proceed with the board. So that the whole
10 selection process has to be with the audit
11 selection committee. So this is different than
12 how other selections are made, but that is what
13 the statute is calling for.

14 MS. FERTIG: So there's like no choice on it.
15 So you're just bringing this to us to rubber
16 stamp this policy change. And, if so, when did
17 the statute change?

18 MR. JABOUIN: The statute changed in 2020.

19 MS. FERTIG: And we're just seeing this now?

20 MR. JABOUIN: Well, it's applicable when the
21 contract expires. So the contract is expiring
22 this year. And so even though -- we would not --
23 of course, we could have addressed it back
24 then --

25 MS. FERTIG: Yeah, we could have.

Page 44

1 MR. JABOUIN: -- but the change would not
2 have been different, though. If the statute came
3 into -- I mean, if we were doing this a year ago,
4 which we couldn't because of other things that
5 were going on, it still would be the same
6 situation.

7 MS. FERTIG: Okay. I don't see it that way
8 because I see you're up against a very tight
9 timeline to get a new person in place. If we're
10 going to get a new person, and by taking the
11 five -- that five years out of here, you
12 accomplish letting that happen. I don't know, I
13 just think process-wise this should have been
14 done prior to today.

15 MR. MAYERSOHN: Okay. Dr. Lynch-Walsh.

16 Dr. Lynch-Walsh, Mr. Medvin and Ms. Dahl.

17 DR. LYNCH-WALSH: Yes. Mr. Mayersohn --

18 MR. MAYERSOHN: Yes.

19 DR. LYNCH-WALSH: -- so I'm looking at three
20 sheets of paper, and unless I lost it, are any of
21 these that state statute?

22 MS. DAHL: No.

23 DR. LYNCH-WALSH: Okay. So that's my first
24 problem and why I would not be supporting this
25 policy change.

<p style="text-align: right;">Page 45</p> <p>1 MR. JABOUIN: I'm sorry, what is your 2 concern, Dr. Lynch-Walsh? 3 DR. LYNCH-WALSH: I'm talking to the chair. 4 I'm sorry. 5 MR. JABOUIN: And I didn't hear you. Could 6 you please repeat it? 7 DR. LYNCH-WALSH: I said are any of these 8 sheets of paper the statute which appears to be 9 218.391? 10 MR. JABOUIN: Yes, it is. 11 DR. LYNCH-WALSH: One of these is state 12 statute; these three pieces of paper is the state 13 statute? 14 MR. MAYERSOHN: No. 15 MR. JABOUIN: No, these are, as described, 16 you have the existing policy, you have the new 17 proposed policy and the track changes. 18 DR. LYNCH-WALSH: Okay. Mr. Jabouin, as Dr. 19 Osgood says, you're going to have to allow me 20 some grace. If I'm asking the chair a question, 21 which he answered, then I honest to God do not 22 need you chiming in. So it's not here? 23 MR. JABOUIN: Correct, it's not here. 24 DR. LYNCH-WALSH: Okay. So I cannot support 25 any change without the underlying state statute</p>	<p style="text-align: right;">Page 47</p> <p>1 This is a situation where there really is very 2 little choice among firms that perform this work. 3 MR. MAYERSOHN: Okay. Dr. Walsh, continue. 4 DR. LYNCH-WALSH: Thank you. So one of my 5 concerns is, and I'm not seeing it in the 6 statute, these restrictions to a financial person 7 and the definition of a financial person. I'm 8 not seeing them in the statute. Mr. Mayersohn -- 9 MR. MAYERSOHN: That's not in the statute. 10 DR. LYNCH-WALSH: Okay. That's another 11 concern I have. Because, depending on who the -- 12 while definitely people with accounting 13 background should be selecting auditors, it 14 precludes, depending on who's the chair, who's 15 been chosen, and I'm not clear on how the school 16 board would be designating an appointee from its 17 membership, you may preclude somebody that has 18 been a member of the audit committee and has a 19 lot of knowledge of past -- the experiences with 20 past audit firms and then they're not sitting on 21 the committee. Or if you have a younger audit 22 committee member who doesn't fit any of these and 23 hasn't had a license for over 10 years but you 24 could conceivably get somebody appointed that is 25 a CPA but hasn't had it for 10 years.</p>
<p style="text-align: right;">Page 46</p> <p>1 being a part of the review processes. So I've 2 now pulled it, because while I may -- I 3 understand changing something out every five 4 years, having an accounting background, I agree 5 with Ms. Fertig about the timing of this, that 6 you waited until we were backed into a corner, as 7 is common practice in this district, to then 8 bring this forward, when, in fact, this did 9 change and you've been aware of it and nobody has 10 a chance to read this. Because I have other 11 concerns. I need to make sure that what's being 12 proposed in here is coming straight from the 13 statute in terms of requirements and not from 14 somewhere else. 15 MR. JABOUIN: It is coming from the statute. 16 DR. LYNCH-WALSH: I'm sorry, but your word is 17 not good enough. I need to read it myself. 18 MR. JABOUIN: That's fine, Dr. Lynch-Walsh, 19 but I will tell the committee that it is -- this 20 is crafted with the statute. 21 Regarding the timing, unfortunately, there 22 are a lot of challenges that have been going on 23 and I'm unsure as to what new challenges may come 24 about that will also impact the timeline. But it 25 is very important that we get the audit firm in.</p>	<p style="text-align: right;">Page 48</p> <p>1 MR. JABOUIN: I can explain the logic to 2 this. 3 DR. LYNCH-WALSH: Again, it's not -- you -- 4 MR. JABOUIN: I can explain the logic to 5 this. 6 DR. LYNCH-WALSH: You made a statement that 7 it was coming from the statute. 8 MR. JABOUIN: I'll wait for you to finish and 9 then I'll make a comment. 10 MR. MAYERSOHN: Hold on. Let just Dr. Walsh 11 speak and then we can hear everybody speak and we 12 can then address issues. 13 Go ahead, Dr. Walsh. 14 DR. LYNCH-WALSH: All right. Thank you. 15 So, while I don't necessarily disagree with 16 the list, and if you're working for a 17 governmental agency, then and you -- I don't 18 where it leaves somebody that doesn't fit one of 19 these but has worked in government for a while. 20 Like let's say you're the city auditor but you 21 might not be the chief auditor, so there may be a 22 roll that doesn't quite fit. Whenever we make a 23 list restricting people, you may inadvertently 24 leave out people that are perfectly qualified to 25 sit on the selection committee.</p>

1 So I agree with Ms. Fertig's concerns. I
2 understand rotating after five years, but it
3 seems like we did this the exact same way last
4 time where it was at the end and we had to make a
5 decision. It's like we wait until you have to
6 make the decision and then something like this
7 comes forward.

8 MS. FERTIG: And we actually asked them to
9 allow us to do another year's extension with
10 McGladrey and we were denied doing that because
11 we were told it was best practices to rotate
12 every five years. It was an absolute rule that
13 that was the best practices and that was the
14 testimony at the school board meeting.

15 DR. LYNCH-WALSH: And I can get on board with
16 five years.

17 MS. FERTIG: Yeah, I can get on board, too.

18 DR. LYNCH-WALSH: But not, you know, at the
19 end of four years 11 months and you must make a
20 decision today kind of thing. So those are my
21 thoughts, Mr. Mayersohn.

22 MR. MAYERSOHN: Mr. Medvin.

23 MR. MEDVIN: I'm very uncomfortable with
24 this.

25 MS. MARQUARDT: Speak into the mike, please.

1 what does it look like? You know, if the school
2 board, you know, they have the final approval,
3 but if they're -- if they're having a say in the
4 process, it looks to me a little gray. And I
5 think we should consider that in whatever we do
6 and I guess we have to rely on the attorneys to
7 advise us the most appropriate way. And I don't
8 know if -- at the time I was there no one
9 realized until too late about the five-year rule.
10 And I think the problem that the selection
11 committee is going to have is finding another
12 qualified firm that is willing to do the job and
13 able to do the job because it's a very, very
14 specialized job. Most auditing firms are not
15 attuned to that particular area and I think
16 that's not even considered here.

17 MR. MAYERSOHN: Ms. Dahl?

18 MS. DAHL: Thank you, Mr. Mayersohn.

19 I agree with Dr. Lynch-Walsh, that state
20 statute should have been included. I don't
21 believe this is the time for us to look at it and
22 agree it fits.

23 Number two, we've been having face-to-face
24 meetings now for quite some time, and had you
25 known that this was coming up, obviously, you

1 MR. MEDVIN: I'm uncomfortable with the
2 statute. Because, once again, Tallahassee tells
3 us what to do at times. As you recall our
4 conversation before regarding who the chief
5 auditor answers to, it's a matter of perception
6 of independence. I had the pleasure of serving
7 on the audit committee selection group quite a
8 number of years ago and we had a meeting and
9 there were several firms scheduled to meet and
10 present to us. And one of them who was the one
11 that was the current auditor came in with quite a
12 proposal and it became apparent, I think the
13 chair was told about the five-year policy. So
14 this particular firm was immediately disqualified
15 and they weren't too happy about it and the
16 committee was rather shocked about it. And I
17 think it's a good policy as a general rule to
18 rotate auditors periodically, because, like
19 anything else, we tend to get complacent. But I
20 think the current structure, and, again, it's
21 apparently in violation of the new law that the
22 selection committee is made up exclusively of
23 members of this committee, I think the best way
24 to go, and I'm not sure there's a way around it
25 from what the law says. Because, again, it's

1 did, this should have been on one of the first
2 agendas, not today.

3 And I'd also like to know, will there be a
4 procedural manual going along with this so that
5 the concerns Dr. Lynch-Walsh mentioned and Ms.
6 Fertig that we have direct information about how
7 each part of this is being chosen? I sometimes
8 think that we're a little too loose on things
9 that we do.

10 So those are my comments. Thank you.

11 MR. JABOUIN: Just to mention, regarding the
12 comment on best practices, we did survey the
13 different districts, including the large
14 districts, and they do not have the restriction
15 on the rotating of the firm.

16 With respect to paragraph two, there is no
17 choice. The state statute requires participation
18 on the selection committee as the chair a member
19 from the school board. So we wouldn't be able to
20 change that.

21 Now, the comments regarding a financial
22 person, that's not part of state statute. So if
23 the committee does not wish to proceed with that,
24 then I will note that when it goes to the school
25 board, which ultimately will determine the new

<p style="text-align: right;">Page 53</p> <p>1 policy 3100.</p> <p>2 Unfortunately, due to timing and all the</p> <p>3 other factors that are going on, we are where we</p> <p>4 are now. The timing is difficult. But at the</p> <p>5 same time I'm unaware of what other challenges</p> <p>6 may come that also may impact my future timing as</p> <p>7 well. So it is extremely important that we have</p> <p>8 an auditor in place to be able to perform the</p> <p>9 fiscal year 22 audit.</p> <p>10 There also are a limited number of firms that</p> <p>11 do this. So we really are with MSL now and we</p> <p>12 would pretty much automatically have to go with</p> <p>13 RSM if we don't make the change. But we would</p> <p>14 have the opportunity to keep MSL with a situation</p> <p>15 where the chief financial officer, whether it be</p> <p>16 an interim or a new chief financial officer,</p> <p>17 having a new firm coming in is challenging for</p> <p>18 accounting functions to do an audit. So there</p> <p>19 are some benefits to being able to keep the same</p> <p>20 firm.</p> <p>21 So as far as the policy is concerned, you</p> <p>22 know, those are the recommendations.</p> <p>23 Thank you.</p> <p>24 MR. MAYERSOHN: Ms. Fertig.</p> <p>25 MS. FERTIG: Okay. So I'm trying to find</p>	<p style="text-align: right;">Page 55</p> <p>1 audit committee? So you'll have four members</p> <p>2 total, the governing board member and three audit</p> <p>3 committee members, is that what you're --</p> <p>4 MS. FERTIG: No, I'm saying you'd have four</p> <p>5 because you want an uneven number on any</p> <p>6 committee. From my long years of -- and when I</p> <p>7 even taught following linear procedure you want</p> <p>8 an uneven number.</p> <p>9 MR. JABOUIN: But three audit committee</p> <p>10 members plus the chair --</p> <p>11 MS. FERTIG: Plus the chair.</p> <p>12 MR. JABOUIN: -- plus the chair of the board,</p> <p>13 which gives you four.</p> <p>14 MS. FERTIG: Plus the chair. Plus the chair.</p> <p>15 That's four members.</p> <p>16 MR. JABOUIN: We're fine with four? Then an</p> <p>17 even number is fine?</p> <p>18 MS. FERTIG: No, that's four plus the chair</p> <p>19 of the school board or their designee.</p> <p>20 MR. JABOUIN: Oh, I thought you said three</p> <p>21 plus the chair.</p> <p>22 MS. FERTIG: Okay. So you would leave .1 the</p> <p>23 same, .2 the same --</p> <p>24 MR. JABOUIN: Oh, I see. Thank you.</p> <p>25 MS. FERTIG: -- and where it says other audit</p>
<p style="text-align: right;">Page 54</p> <p>1 something here that's gonna move us along. I</p> <p>2 have to leave at 12:30 and I really want to get</p> <p>3 the RSM audit today. But does the state audit</p> <p>4 say it has to be a committee of three people?</p> <p>5 MR. MAYERSOHN: No.</p> <p>6 MR. JABOUIN: At a minimum.</p> <p>7 MS. FERTIG: At a minimum, three people.</p> <p>8 Okay. So I'm going to be proposing an</p> <p>9 amendment to this section that says, because I</p> <p>10 believe committees should be an uneven number,</p> <p>11 three other audit committee members selected by</p> <p>12 the audit committee, which I think gives us, the</p> <p>13 same way we do our nominating committee, we would</p> <p>14 nominate three people. And because of that I</p> <p>15 don't think we need to put financial or anything</p> <p>16 else in there. We just put three members of the</p> <p>17 audit committee. I'm going to move that right</p> <p>18 now as an amendment and then I have another</p> <p>19 amendment.</p> <p>20 MR. MAYERSOHN: Okay. So do I have a second?</p> <p>21 DR. LYNCH-WALSH: Second.</p> <p>22 MR. MAYERSOHN: Second by Dr. Walsh.</p> <p>23 MR. JABOUIN: Sorry. I do have a clarifying</p> <p>24 question, though.</p> <p>25 Ms. Fertig, three members recommended by the</p>	<p style="text-align: right;">Page 56</p> <p>1 committee members, it would say three members of</p> <p>2 the audit committee chosen or selected by --</p> <p>3 elected by the audit committee.</p> <p>4 MR. JABOUIN: Three members of the audit</p> <p>5 committee elected by the committee.</p> <p>6 MS. FERTIG: Yeah.</p> <p>7 MR. JABOUIN: Thank you.</p> <p>8 MS. FERTIG: And, yes, that leaves four, but</p> <p>9 that cuts out everybody else that's been doing</p> <p>10 it. But I think that's fine because I think, as</p> <p>11 Mr. Medvin said, we've always had a smaller</p> <p>12 selection committee that brought their</p> <p>13 recommendation.</p> <p>14 MR. JABOUIN: I'm sorry. I count five. You</p> <p>15 have the governing board member is the first</p> <p>16 person, the chair of the audit committee is the</p> <p>17 second, three other audit committee members.</p> <p>18 MS. FERTIG: That's five. That's five. And</p> <p>19 that's an uneven number.</p> <p>20 MR. JABOUIN: Yes, that's an uneven number.</p> <p>21 Yes. Thank you. Okay.</p> <p>22 MR. MAYERSOHN: Okay. So we have a motion by</p> <p>23 Ms. Fertig to have five, Dr. Lynch-Walsh second.</p> <p>24 Is there any further discussion?</p> <p>25 Seeing none --</p>

<p style="text-align: right;">Page 57</p> <p>1 MR. DE MEO: I have a question.</p> <p>2 MR. MAYERSOHN: Yes, Mr. De Meo.</p> <p>3 MR. DE MEO: What about the provision about</p> <p>4 the five years? Are you --</p> <p>5 MS. FERTIG: I'm coming to that next. I just</p> <p>6 wanted to do this one section and then get to</p> <p>7 that.</p> <p>8 MR. MAYERSOHN: She's doing one by one.</p> <p>9 MR. DE MEO: Okay. So this amendment won't</p> <p>10 take into consideration the background; that'll</p> <p>11 be up to the audit committee to determine who it</p> <p>12 chooses to serve on that committee. Yeah, I --</p> <p>13 that sounds good to me.</p> <p>14 MR. MAYERSOHN: Dr. Walsh?</p> <p>15 DR. LYNCH-WALSH: Yeah, just on that point,</p> <p>16 that would basically remove the section</p> <p>17 restricting this paragraph because the audit</p> <p>18 committee would select members of -- and it</p> <p>19 wouldn't be restricted to this paragraph.</p> <p>20 So I just want to make sure that when this</p> <p>21 comes back that this section is gone and that the</p> <p>22 number is changed to three other committee</p> <p>23 members elected by the audit committee.</p> <p>24 MR. MAYERSOHN: Correct.</p> <p>25 DR. LYNCH-WALSH: Those would be the changes</p>	<p style="text-align: right;">Page 59</p> <p>1 ourselves asked the board to suspend that policy</p> <p>2 and they did not and we ourselves asked the board</p> <p>3 to look at what other large districts did. And</p> <p>4 now it's taken however many five years, to get to</p> <p>5 this point and we're in a rush to do this.</p> <p>6 So I am assuming that the independent audit</p> <p>7 firm, if you left that sentence the way it is,</p> <p>8 that you have at the discretion of the school</p> <p>9 board for five consecutive years, that that</p> <p>10 automatically would trigger a new selection</p> <p>11 committee process. Does that -- does that seem</p> <p>12 right?</p> <p>13 So do we need to put a qualifier in there, at</p> <p>14 which time the selection committee will meet to</p> <p>15 discuss options? The reason I'm saying that is I</p> <p>16 would hate to see us get to the point where it</p> <p>17 just automatically becomes -- we just kind of</p> <p>18 keep somebody forever without looking to see if</p> <p>19 we need to make a change and we may not need to</p> <p>20 make a change.</p> <p>21 MR. JABOUIN: If I can please add, something</p> <p>22 that came out in some internal conversations is</p> <p>23 we could put in some language that requires the</p> <p>24 firm to rotate the partner if that same firm is</p> <p>25 kept. But that's something to -- that I have</p>
<p style="text-align: right;">Page 58</p> <p>1 we -- I think that we're agreeing to.</p> <p>2 MR. JABOUIN: Three members of the audit</p> <p>3 committee elected by the committee and then</p> <p>4 removal of the paragraph that starts --</p> <p>5 MR. MAYERSOHN: One of the two audit</p> <p>6 committee members.</p> <p>7 MR. JABOUIN: Right below that; yes.</p> <p>8 MR. MAYERSOHN: Right.</p> <p>9 MR. JABOUIN: So in other words --</p> <p>10 MR. MAYERSOHN: The audit committee, I mean,</p> <p>11 to consider it, but it doesn't mean that it is</p> <p>12 gospel.</p> <p>13 MS. FERTIG: Exactly.</p> <p>14 MR. MAYERSOHN: So any other discussion on</p> <p>15 the item?</p> <p>16 (No response.)</p> <p>17 MR. MAYERSOHN: Seeing none, all those in</p> <p>18 favor signify by saying, aye.</p> <p>19 COMMITTEE MEMBERS: Aye.</p> <p>20 MR. MAYERSOHN: Anybody opposed?</p> <p>21 (No response.)</p> <p>22 MR. MAYERSOHN: The motion carries.</p> <p>23 Ms. Fertig for another --</p> <p>24 MS. FERTIG: Okay. I want to talk through</p> <p>25 this five consecutive years. I know that we</p>	<p style="text-align: right;">Page 60</p> <p>1 seen in some places as well.</p> <p>2 MS. FERTIG: But I just think the point here</p> <p>3 is, if we're not going to go with an absolute,</p> <p>4 that we at least every five years review -- have</p> <p>5 a review process in place to make sure that we</p> <p>6 want to continue. It looks to me like this may</p> <p>7 accomplish that, and that the selection</p> <p>8 committee, maybe we want to put the selection</p> <p>9 committee meets and reports, you know, to the</p> <p>10 board and the audit committee whether or not they</p> <p>11 should go through a new process. Maybe we put</p> <p>12 some language like that in there so that there's</p> <p>13 something that triggers a review by the selection</p> <p>14 committee at that five-year mark.</p> <p>15 MR. JABOUIN: I think that that would happen,</p> <p>16 Ms. Fertig, because the selection committee will</p> <p>17 need to meet regardless when a contract is up in</p> <p>18 state statute. And what's going to be on the</p> <p>19 table for them are all the firms that bid</p> <p>20 including the recurring firm if they so choose.</p> <p>21 So then that committee can make that choice</p> <p>22 knowing that. Meaning that, if you had a firm in</p> <p>23 place for a number of years that's going to be a</p> <p>24 discussion point.</p> <p>25 MS. FERTIG: So could we get a phrase in</p>

Page 61

1 there or something in there to make it that that
2 automatically triggers a selection process even
3 if the result of that selection process is to go
4 with the same person but you still, you know,
5 considered -- I don't know.

6 MR. MAYERSOHN: Mr. Medvin and then Dr.
7 Walsh. I mean Mr. De Meo and then Dr. Walsh.

8 MR. DE MEO: Is the five-year engagement
9 period statutory or is that a Broward County?

10 MR. MAYERSOHN: That's Broward County.

11 MR. DE MEO: That's Broward County; okay.

12 MR. JABOUIN: It's common, but it is Broward
13 County.

14 MR. DE MEO: So, given that we're coming to
15 this point and discussing this late in the game,
16 as everyone has pointed out, and that the
17 statutes, it would have been helpful to have 39
18 and 391, were not made part of the materials
19 perhaps for this year we could continue with the
20 existing firm and then revisit the five-year
21 rotation.

22 MS. FERTIG: May I?

23 MR. MAYERSOHN: Yes you may.

24 MR. DE MEO: I wasn't quite finished.

25 MS. FERTIG: Oh, I'm sorry.

Page 63

1 pass this language and set up the committee,
2 maybe we should just let -- if we can, allow the
3 current firm to continue for a year and then go
4 through the formal process.

5 MR. MAYERSOHN: Dr. Walsh, you had a question
6 or comment?

7 DR. LYNCH-WALSH: Yes.

8 (Discussion off the record.)

9 MR. MAYERSOHN: We're going to take a two
10 minute Mr. Bass break.

11 (A brief recess was taken.)

12 MR. MAYERSOHN: We're back online. Thank
13 you, Mr. Bass.

14 So Dr. Walsh?

15 I think Ms. Coker is coming in so there may
16 be some questions regarding the timeline or
17 whatever, but continue on your --

18 DR. LYNCH-WALSH: Okay. So I'm agreeing with
19 both Ms. Fertig and Mr. De Meo. And the
20 five-year rotation is in policy and we wouldn't
21 want to violate school board policy, although
22 sometimes we do.

23 MR. MAYERSOHN: Well, let me just -- I just
24 want to -- I don't want to interrupt you, but I'm
25 going to. Ms. Coker is here. I believe she has

Page 62

1 MR. DE MEO: That's okay. And I think the
2 five-year rotation has been debated for years.
3 Public companies -- in Europe they change
4 auditors. Public companies change partners.

5 You know, I think for us, given that this is
6 a very limited -- a very limited space in terms
7 of the firms that have really core competency to
8 do this size of an audit, the fifth or sixth
9 largest district in the country, I think that is
10 not a policy that serves us in our particular
11 need.

12 So I think something along the lines of
13 the -- what the SEC requires, rotation of the
14 partners, they can't serve for a year or two on
15 the audit, they have certain amount of hours, and
16 you could easily adopt that language to give how
17 many hours they can be involved, and that would
18 give us some -- it would accomplish some of the
19 independence issues that are associated with that
20 consideration.

21 Under different circumstances I would support
22 a five-year rotation of firms. But I think in
23 this case it just isn't gonna work.

24 So along with addressing Ms. Fertig's issue
25 about being forced to rush and make a decision,

Page 64

1 an answer to Mr. De Meo's question about whether
2 or not we could extend.

3 MS. COKER: I apologize. Good morning. Mary
4 -- good morning. Mary Coker, Director of
5 Procurement & Warehousing. I was sitting outside
6 and I did not get the question. I'm sorry. If
7 you don't mind repeating it?

8 MR. JABOUIN: Sure. Ms. Coker, our current
9 external audit contract expires in November of
10 2021. And so Mr. De Meo was wondering whether or
11 not that can be extended. If you can tell us
12 what the -- what the requirements are as far as
13 extension for that.

14 MS. COKER: So I can follow up before the end
15 of this meeting. I would have to look at the
16 actual bid and see the terms and conditions.

17 The majority of the times our bids do include
18 a legal clause that allow for a 90-day extension,
19 but I would have to look to see if it is
20 allowable and included in this particular
21 contract. If that is the case we would move to
22 bring it back to the board and it must be before
23 the expiration date, not that it's not longer
24 valid, and we can extend.

25 Again, I'd have to look at the details.

Page 65	Page 67
<p>1 Normally, the board, before -- they don't usually 2 like for us to just extend to extend. We have to 3 have good cause to extend and provide rationale 4 as to why. But after that extension we would 5 need to go back out to bid.</p> <p>6 MR. MAYERSOHN: Okay. So that answers -- let 7 Dr. Walsh continue and then -- and just if -- as 8 Ms. Fertig said, if we can kind of, you know, 9 bring this to a conclusion because we still have 10 a lot of work to do, so --</p> <p>11 DR. LYNCH-WALSH: Yeah. No, so I hope the 12 extension doesn't conflict with policy and it 13 could be done, because that seems like a way 14 around this. But also I agree with Ms. Fertig's 15 suggestion about a qualifier because it's to 16 trigger sort of a review process instead of just 17 you keep going, going, going.</p> <p>18 So I would support language being added that 19 sort of jump starts some sort of review process, 20 not necessarily that you have to. I like the 21 rotation of partners, limiting their hours, that 22 all makes sense to sort of create some 23 independence, but -- and I don't have the 24 language for it right now.</p> <p>25 MR. MAYERSOHN: Ms. Fertig may have the</p>	<p>1 board shall serve at the discretion of the school 2 board for no more than -- no more than five 3 consecutive years without being reviewed by the 4 selection committee. Does that --</p> <p>5 MR. MEDVIN: The year ending June of 2021, is 6 that their fifth year or is that going to be 7 their sixth year?</p> <p>8 MR. JABOUIN: Fiscal year 2021, which is 9 coming up in a few days, will be the last year, 10 the fifth year, which would expire the second 11 renewal. So we are talking about fiscal year 12 2022, so June 30th of 2022.</p> <p>13 MS. FERTIG: Well, this is not -- this is 14 just to get a new policy in place. Because we 15 can't do anything about the fact that the process 16 hasn't been stated.</p> <p>17 And just let me say this, the school board's 18 policy, which I don't necessarily agree with, has 19 built in so many rule reviews, I don't know how 20 you're going to get this done and get an RFP on 21 the street and get somebody new by November 22 anyway.</p> <p>23 But I think Mr. De Meo and Ms. Coker have 24 just come with a, we can extend this for 90 days 25 and that gets you through, maybe not?</p>
Page 66	Page 68
<p>1 language.</p> <p>2 DR. LYNCH-WALSH: There we go.</p> <p>3 MS. FERTIG: If we go to the independent 4 audit firm selected by the school board shall 5 serve at the discretion of the school board for 6 no more than five consecutive years without a 7 review by the selection committee. Does that do 8 it?</p> <p>9 DR. LYNCH-WALSH: It sounds like it.</p> <p>10 MS. FERTIG: It doesn't say you have to 11 change them, but it says you have to review them. 12 And you could even do what we've done now, which 13 is a three-year, one-year, one-year and --</p> <p>14 MR. MAYERSOHN: It gives flexibility.</p> <p>15 MS. FERTIG: Yeah.</p> <p>16 MR. MAYERSOHN: Ms. Shaw, before --</p> <p>17 MS. SHAW: Second.</p> <p>18 MR. MAYERSOHN: So we have --</p> <p>19 MR. JABOUIN: I want to make sure it's 20 clarified. The additional language to paragraph 21 number 5 is, without a review of the audit 22 selection committee.</p> <p>23 MS. FERTIG: It would be, the independent 24 audit -- and I have it as new number 4. The 25 independent audit firm selected by the school</p>	<p>1 MR. JABOUIN: No, it does not because we need 2 another year.</p> <p>3 MS. FERTIG: But in any event -- in any 4 event, you have a policy that's going to take 5 probably four to six months to get through a 6 process and I'm just trying to make this quick so 7 we can get on to something else here today.</p> <p>8 To this point, make sure that you can keep 9 them for five years, you can keep them longer if 10 you want, but that you trigger the review at five 11 years. That's all I'm trying to accomplish by 12 saying, shall serve at the discretion of the 13 school board for no more than five years without 14 a -- how about this, without a review of the 15 selection committee or something? All we're 16 trying to do is get the selection committee to 17 review it. And you could get Mr. Vignola to 18 wordsmith that.</p> <p>19 MR. JABOUIN: No, we will. I've got the 20 wording.</p> <p>21 MR. MAYERSOHN: Mr. De Meo, are you okay with 22 that?</p> <p>23 MR. DE MEO: Yeah, I think you're struggling, 24 and I am too, with the word "review". I think it 25 needs to be something more formal like a renewed</p>

Page 69

1 approval or additional approval, something along
2 those lines.

3 MS. FERTIG: Okay. That's good.

4 MR. MAYERSOHN: So what is it?

5 MR. JABOUIN: Without a renewed approval by
6 the audit selection committee.

7 MS. FERTIG: And the School Board of Broward
8 County because the board ultimately, has to
9 approve it.

10 MR. MAYERSOHN: Right. Dr. Walsh, did you
11 have anything?

12 DR. LYNCH-WALSH: No, if we're going with
13 renewed approval, I'm just making my notes here.

14 MR. MAYERSOHN: Okay. So --

15 MS. FERTIG: And do we need to put in here
16 that -- do we need to put in policy that this
17 process should start one year before --

18 DR. LYNCH-WALSH: Yes.

19 MS. FERTIG: Before you want it to be done?

20 MR. MAYERSOHN: Not later than.

21 MS. FERTIG: So should we put four years
22 instead of five and that gets us to --

23 MS. DISCH: I, personally, don't know if that
24 is necessary, because they should have
25 been working on it --

Page 71

1 MR. MAYERSOHN: Dr. Lynch-Walsh seconded it.
2 Ms. Shaw?

3 MS. SHAW: So I have a bit of an issue with
4 this, even the new language that's put in, and my
5 issue is, and I guess it's because we're going
6 through an audit selection committee in Hollywood
7 right now because of the same rule. My issue
8 with that review is, I don't have what the policy
9 says, but if you have a contract with the auditor
10 that says it's three years, maybe two years and
11 maybe two one-year renewals, now all of a sudden
12 after the five-year we're asking for us to
13 determine whether or not they should continue is
14 really what this is saying.

15 Now, depending on the timing of that, we're
16 going to end up in this place where we are right
17 now. Because unless that timing starts a year
18 prior to that audit season, we're going to end up
19 exactly where we are right now. And, for me, I
20 have an issue with that. I have an issue with
21 that. If you have a contract, and maybe, guys,
22 we need to see what the Florida auditor says
23 about this. They did a write-up on this along
24 with GFO best practice talked about this, you
25 hire folks, if you feel reasonable that they're

Page 70

1 MR. MAYERSOHN: You've got to speak into the
2 --

3 MS. DISCH: I, personally, don't know if
4 that's necessary to put it into policy to say
5 that also within one year of hiring your audit
6 firm you should start this RFP process. They
7 should know.

8 MS. FERTIG: They should, but we've met them
9 on two cycles, where --

10 MR. JABOUIN: Quick point on that. If we did
11 not have the policy update we would be able to
12 proceed with the RFP and the timing would be
13 fine. The challenge is the policy update.

14 MR. MAYERSOHN: Okay. Dr. Walsh, and then
15 let's --

16 DR. LYNCH-WALSH: Yeah, no, no, I just am
17 agreeing with Ms. Fertig, and to your point, Ms.
18 Disch, yeah, you probably do have to specify.

19 MS. FERTIG: I mean, I agree with you. It
20 seems odd to put it in a policy, but we keep
21 finding ourselves in the same position. But I'm
22 happy with the amendment. I proposed it. Who
23 seconded it, Mr. De Meo or Natalie? I don't
24 know.

25 DR. LYNCH-WALSH: I did.

Page 72

1 not doing the job, then you don't renew the
2 contract which provides you sufficient amount of
3 time to go through an RFP/RFQ process versus you
4 have a company -- and while I understand it's
5 going to make about five people, four from the
6 audit committee, let's say we don't -- it's HCT
7 or whatever the company is and we don't like
8 them, now all of a sudden they're thrown out just
9 because, you know, just because. I have -- I
10 have an issue -- I have an issue with that.

11 Go through the normal process. If you have a
12 three-year contract with two two-year renewals or
13 two one-year renewals, then that's what you do.
14 And then at the end of that year -- the only
15 other thing I would say put into this is make
16 sure, and that's how most auditor firms are doing
17 this, do the management rotation. Most audit
18 firms do that automatically anyway. I don't
19 think you need to add that. They do that anyway.
20 But I have an issue with that.

21 MR. MAYERSOHN: Okay. Dr. Walsh?

22 DR. LYNCH-WALSH: It sounds like we need Mr.
23 Vignola to potentially wordsmith it so that we
24 stay within the -- color within the lines and
25 address all the concerns -- pull all the concerns

Page 73

1 together and make sure that we're within what
2 we're allowed to do.

3 MS. FERTIG: And the only other thing I can
4 think of to address Ms. Shaw's point is that the
5 audit selection committee meets once a year to
6 review the work of the auditor and determine if
7 they want to continue, you know. I mean, our
8 problem -- our problem that we're trying to -- as
9 Ms. Disch said, we shouldn't be trying to solve a
10 problem because it shouldn't be a problem but it
11 has continually been a problem, so we're trying
12 to solve that.

13 So the only other thing is to convene that
14 committee once a year and have them.

15 MR. MAYERSOHN: Well, we can -- I mean, we
16 can -- since we are -- members of the audit
17 committee make up the audit committee selection
18 committee exclusive of the chair, we can put that
19 into our audit plan every year to review.

20 MS. FERTIG: Okay.

21 MR. JABOUIN: Quick question --

22 MR. MAYERSOHN: So it doesn't necessarily
23 mean -- it's in our venue or our purview to be
24 able to do that.

25 MR. JABOUIN: That has been done every year

Page 75

1 part of the conditions of selecting?

2 MS. SHAW: No.

3 MR. JABOUIN: The RFP is substantially
4 written but I can talk to Mary Coker.

5 MR. MAYERSOHN: Right. But if you made a --
6 okay. So then maybe that's part of the RFP
7 process.

8 MS. FERTIG: So --

9 MR. MAYERSOHN: All right. So --

10 MS. FERTIG: I'm just trying to fix that one
11 paragraph which doesn't go into how often or any
12 of these other things we're talking about. But I
13 would just suggest that whatever we do with the
14 selection committee that maybe every year when we
15 select a chair we also select the selection
16 committee so they're in place to do it and we
17 don't have to have a special meeting or anything.

18 MR. MAYERSOHN: Right. But you still have to
19 have -- you're talking about an audit selection
20 committee?

21 MS. FERTIG: Yeah. I'm just saying --

22 MR. MAYERSOHN: But you still have to have --

23 MS. FERTIG: -- like Ms. Shaw's saying, you
24 have an ongoing thing, you just always have that
25 committee in place.

Page 74

1 here. So each March or February I present the
2 reappointment of the audit firm. So we do have a
3 three-year contract with two one-year renewals,
4 but I think during negotiation I could bring it
5 up that it becomes an annual renewal
6 contractually. That could be something we
7 consider during negotiations. But don't forget
8 we will have members of the audit committee that
9 are going to be part of this process because
10 they're part of the audit selection committee.
11 So there'll be opportunities to talk about even
12 things that you're not thinking about right now
13 that will occur during the process.

14 MR. MAYERSOHN: And I guess my question is,
15 as part of the RFP when you negotiate a contract
16 with a firm, can the selection committee make
17 conditions that would require the -- let's say --
18 let's say the committee turns around and says,
19 yeah, we're okay with selecting the same firm but
20 subject to these conditions?

21 MR. JABOUIN: I may need Mary Coker's --

22 MS. SHAW: It would need to be in the RFP or
23 the RFQ. I'm sorry.

24 MR. MAYERSOHN: Would it have to be in the
25 RFP? Okay. So we couldn't do that outside as

Page 76

1 MR. MAYERSOHN: Right. But you still have to
2 have a member of the school board on that
3 committee.

4 MS. FERTIG: Well, when you have a meeting.
5 They don't have to come. We can't pick that.
6 They have to do that themselves. We can only do,
7 you know --

8 Okay. So my amendment was simply to address
9 the issue of the five years, not making it -- not
10 just leaving it blank there but trying to have
11 some control that we make sure that we don't go
12 20 years without having made some kind of an
13 effort to have it. And I know we can all do
14 that, but we also have a limited ability to --

15 MR. MAYERSOHN: Right. Ms. Shaw and then we
16 can vote on the motion.

17 MS. SHAW: Since the -- this is going to the
18 attorney to wordsmith. The one recommendation I
19 would have then is that any changes not be done
20 in the first one or two years of that audit.

21 Because if you have an auditor on board, this is
22 a new auditor coming in, it's going to take the
23 first couple years for them to kind of get really
24 accommodated to your system. So if after the
25 first or second year we're doing a review and

<p style="text-align: right;">Page 77</p> <p>1 then all of a sudden we're like, no, we need to 2 move on, then I think that would be, you know, 3 unfair to the organization as a whole. Maybe you 4 want to say, at a minimum three years before any 5 changes. But I think your contractual language 6 should dictate what happens, whether it's a -- 7 and I have a problem with the five-year, whether 8 it's a first three-year and two two-year renewals 9 or something which is normally -- the normal 10 preference, but your contract language should 11 dictate what happens with the auditor. 12 MR. MAYERSOHN: Right. Mr. De Meo. 13 MR. DE MEO: Just briefly, Florida Statute 14 391 -- 218.391 number 8 says, written contracts 15 entered into pursuant to subsection (7) may be 16 renewed. Such renewals may be done without the 17 use of the auditor selection procedures provided 18 in this section. So -- renewals shall be in 19 writing. 20 So I think we probably need the attorney to 21 look at this language. I think we probably are 22 sailing within the right seas here. I would also 23 say, with regard to an auditor that is deeply 24 experienced and capable in this segment, nobody 25 wants a one-year contract. Firms that aren't</p>	<p style="text-align: right;">Page 79</p> <p>1 (No response.) 2 MR. MAYERSOHN: The ayes have it. 3 So where else are we on this, the timeline? 4 Because I think Mr. Jabouin had asked -- 5 MR. JABOUIN: We are on Item 15. 6 MR. MAYERSOHN: No, no, no, you had asked 7 about -- 8 MR. JABOUIN: Yes, I'm sorry. 9 MR. MAYERSOHN: -- whether or not -- whether 10 or not we as an audit committee are -- 11 MR. JABOUIN: I would like to ask the 12 committee to allow me to present this at the 13 workshop on July 27th and then proceed with the 14 school -- for the school board workshop on July 15 27th and that would be for rule development and 16 then for approval. 17 MR. MAYERSOHN: So you're asking us to waive 18 the second rule development? 19 MR. JABOUIN: Of the two rule developments, 20 yes, because of the timing issue. 21 MR. MAYERSOHN: So the question would be is 22 whether or not this committee is willing to 23 support the chief auditor's recommendation to 24 waive the second rule development workshop per 25 this policy. Dr. Walsh.</p>
<p style="text-align: right;">Page 78</p> <p>1 hungry would probably deny or not avail 2 themselves and it's probably not in our best 3 interest. So I think that should be considered. 4 MR. MAYERSOHN: All right. So we have a 5 motion on the floor by Ms. Fertig, a second by 6 Dr. Lynch-Walsh to -- can you just read your 7 motion again -- 8 MR. JABOUIN: I have it. 9 MR. MAYERSOHN: -- so we're clear on what 10 we're voting on? 11 MR. JABOUIN: So the current paragraph 4 will 12 read, the independent audit firm selected by the 13 school board shall serve at the discretion of the 14 school board for no more than five consecutive 15 years without a renewed approval by the audit 16 selection committee and the School Board of 17 Broward County. 18 That is the proposed change. 19 MR. MAYERSOHN: All right. Is there any more 20 discussion on the item? 21 (No response.) 22 MR. MAYERSOHN: Seeing none, all those in 23 favor signify by saying, aye. 24 COMMITTEE MEMBERS: Aye. 25 MR. MAYERSOHN: Anybody opposed?</p>	<p style="text-align: right;">Page 80</p> <p>1 DR. LYNCH-WALSH: Okay. So just to be clear, 2 it would go from here to the July 27th workshop, 3 come back to us -- 4 MR. JABOUIN: No, we would not come back. 5 DR. LYNCH-WALSH: That's where I say, no. 6 MR. MAYERSOHN: It can come back to the 7 August meeting. 8 MR. JABOUIN: It can, but it has to be 9 advertised by a certain timing and -- 10 MR. MAYERSOHN: No, no, no, it could still 11 come back to us just for a review. And if we 12 have additional questions when you present at the 13 September meeting you could add those comments 14 in. 15 DR. LYNCH-WALSH: Right. That's all I'm 16 looking for is our eyeballs getting on it after 17 that first go-around. 18 MR. JABOUIN: Okay. So we stick with the 19 July 27th -- 20 MR. MAYERSOHN: The July 27 rule development 21 workshop and whatever comments the board has are 22 brought back to this committee. 23 MR. JABOUIN: For the August 12th -- 24 MR. MAYERSOHN: We then make our comments or 25 suggestions or whatever and then it goes to the</p>

<p style="text-align: right;">Page 81</p> <p>1 board for adoption in September.</p> <p>2 MR. JABOUIN: Okay.</p> <p>3 MS. FERTIG: That's great. Do we need to</p> <p>4 move that or can we just --</p> <p>5 MR. JABOUIN: I do need that moved, please.</p> <p>6 MS. FERTIG: Okay. Move it.</p> <p>7 MS. SHAW: Okay. So moved.</p> <p>8 MR. MAYERSOHN: Okay. Motion by Ms. Shaw,</p> <p>9 second by Ms. Fertig.</p> <p>10 All those in favor -- is there any</p> <p>11 discussion?</p> <p>12 COMMITTEE MEMBERS: Eye.</p> <p>13 MR. JABOUIN: Okay. Unanimous. Thank you</p> <p>14 very much for your assistance.</p> <p>15 MR. MAYERSOHN: All right. Ms. Fertig?</p> <p>16 MS. FERTIG: I am going to have to leave. I</p> <p>17 thought I had a later plane than I actually have.</p> <p>18 MR. MAYERSOHN: Okay.</p> <p>19 MS. FERTIG: I have a question on the</p> <p>20 McGladrey report -- or the RSM report. I'm just</p> <p>21 going to ask this up front. I had many questions</p> <p>22 but I have one in particular. I will contact Mr.</p> <p>23 Jabouin but in this public format I just wanted</p> <p>24 to ask this one thing. Is that okay?</p> <p>25 MR. JABOUIN: Sure.</p>	<p style="text-align: right;">Page 83</p> <p>1 have to bring it back. But, you know, we don't</p> <p>2 know what these projects are. It could be a</p> <p>3 large project, a small project, or an in-between</p> <p>4 project.</p> <p>5 So I think another way of looking at this</p> <p>6 would give us more information and the board more</p> <p>7 information would be what's the dollar value of</p> <p>8 the project or the complexity of the project? I</p> <p>9 don't know if you can do complexity in a column,</p> <p>10 but dollars you can; right? So if -- you know,</p> <p>11 if you have a project that's going to cost a</p> <p>12 hundred dollars and you have 20 of them, well,</p> <p>13 okay, but if you have 20 that are, you know, \$10</p> <p>14 million projects we're talking something totally</p> <p>15 different. So, to me, there needs to be at least</p> <p>16 one more column.</p> <p>17 My second question was, does Garth do project</p> <p>18 management or are they on communications?</p> <p>19 DR. LYNCH-WALSH: Both.</p> <p>20 MS. FERTIG: They do both? Okay. And I</p> <p>21 guess my, just for overall information as</p> <p>22 backup --</p> <p>23 MR. MAYERSOHN: I thought you said you had</p> <p>24 one question.</p> <p>25 MS. FERTIG: You know how bad I am. You've</p>
<p style="text-align: right;">Page 82</p> <p>1 MS. FERTIG: Because I'm literally gonna walk</p> <p>2 out and go to the -- yeah.</p> <p>3 MR. MAYERSOHN: Did you want to stay for the</p> <p>4 answer?</p> <p>5 MS. FERTIG: Yeah, maybe. Depending on how</p> <p>6 long.</p> <p>7 Okay. I'm on page whatever, what page is</p> <p>8 this? It's where you have this chart.</p> <p>9 MS. DISCH: Is this the quarterly report?</p> <p>10 MR. JABOUIN: 22. It is.</p> <p>11 MS. FERTIG: 22. Thank you.</p> <p>12 DR. LYNCH-WALSH: What page? I'm sorry.</p> <p>13 MS. FERTIG: And you have a staffing plan.</p> <p>14 MR. MAYERSOHN: What page is this?</p> <p>15 MS. DISCH: 22.</p> <p>16 MS. FERTIG: And you have a staffing plan and</p> <p>17 you have a column that says total projects</p> <p>18 assigned. You're talking -- and as I'm reading</p> <p>19 this you're saying that -- you know, my takeaway</p> <p>20 was it would be best to have 10 assigned projects</p> <p>21 but some people have more and that could cause</p> <p>22 more delays, was that your point?</p> <p>23 MR. LUKER: Yes, ma'am.</p> <p>24 MS. FERTIG: Okay. I would like to look at</p> <p>25 this a different way. And I realize you would</p>	<p style="text-align: right;">Page 84</p> <p>1 got to make me get out of here because you know</p> <p>2 what's going to happen.</p> <p>3 MR. MAYERSOHN: I know.</p> <p>4 MS. FERTIG: So my next thing would be, I</p> <p>5 would just like to see which projects each of</p> <p>6 these people have as backup and maybe you have a</p> <p>7 summary chart of the dollar value that they're</p> <p>8 handling, but you also have the backup of what</p> <p>9 projects each of the groups is handling.</p> <p>10 And I apologize for having to leave.</p> <p>11 MS. LANGAN: That's okay. I'll answer very</p> <p>12 quickly. Kathleen Langan, program director with</p> <p>13 AECOM. We, actually, this is -- this is on</p> <p>14 previous observation and so we worked towards</p> <p>15 eight projects per project manager. We organized</p> <p>16 ourselves into department groups. So project</p> <p>17 managers are focused on construction projects.</p> <p>18 We do have a report that we run that does have</p> <p>19 the dollars assigned, the projects assigned.</p> <p>20 Sometimes we've added more projects that are not</p> <p>21 necessarily SMART programs. So we're managing a</p> <p>22 lot of different types of projects. So that has</p> <p>23 skewed our numbers a little bit. But, typically,</p> <p>24 we try and stay with eight. And that's what</p> <p>25 we're doing now. And then we do run a report</p>

<p style="text-align: right;">Page 85</p> <p>1 with dollars, tracking, you know, qualifications 2 of project managers and that. So we can include 3 that in our monthly report. We can include that 4 whenever. We run it monthly to track and make 5 sure that we're staying consistent with our 6 assignments. 7 MS. FERTIG: Okay. 8 MR. MAYERSOHN: Okay. Ms. Shaw, did you 9 have -- 10 MS. SHAW: Yes, I do have to go. I have a 11 budget workshop at my local government 12 unfortunately and I'm doing a presentation, so I 13 unfortunately have to go. 14 MR. MAYERSOHN: They can't watch you here and 15 then you can -- I don't understand local 16 governments. 17 MS. SHAW: I don't either. 18 MR. MAYERSOHN: Don't they know this is more 19 important? 20 MS. SHAW: I do apologize. 21 MR. MAYERSOHN: Okay. Thank you. We still 22 have a quorum; correct? 23 MR. JABOUIN: I believe I count seven. 24 Nine. We're good. 25 MR. MAYERSOHN: So we still have a quorum.</p>	<p style="text-align: right;">Page 87</p> <p>1 MR. DE MEO: Okay. 2 MR. JABOUIN: So RSM does a lot of projects. 3 MR. DE MEO: I just want to be clear that I 4 wasn't hearing -- 5 MR. MAYERSOHN: Mr. Luker, if you could 6 introduce this item? 7 MR. LUKER: Sure. So thank you guys for 8 having us back. As you have in front of you 9 we've issued our program management report for 10 Q3. This report included the same traditional 11 cycle of auditing procedures that we typically 12 perform around PMOR as well as CPCM invoicing. 13 It also included review of the staffing plan as 14 well as the required deliverables included in 15 both the CPCM and the PMORs RFQs. So the results 16 of our work are presented in the form of four 17 observations that are new for this period. And 18 it would probably be easiest if we start on page 19 4 of the report to explain each observation 20 briefly and allow for management to comment on 21 their responses. 22 So the first observation on page 4, the chart 23 is the primary visual here that explains this 24 issue. As you may know, the RFQ includes 25 multiple requirements on both a monthly and a</p>
<p style="text-align: right;">Page 86</p> <p>1 Thank you, Ms. Shaw. 2 Just for the record, can you guys introduce 3 yourselves? 4 MS. CARPENTER: Sure. Ashley Carpenter with 5 Atkins. 6 MS. LANGAN: Kathleen Langan, program 7 director at AECOM. 8 MR. LUKER: David Luker, audit director, RSM. 9 MR. GUMS: Chris Gums, senior auditor, RSM. 10 MR. BLONDELL: Matthew Blondell, audit 11 manager, RSM. 12 MR. GIRARDI: Frank Girardi, executive 13 director capital programs school board. 14 MR. DE MEO: Mr. Chair? 15 MR. MAYERSOHN: Yes. 16 MR. DE MEO: Just briefly, earlier the chief 17 auditor made a comment about our auditors and I 18 thought I heard you say something about RSM. 19 MR. JABOUIN: Oh, I said that they do 20 fantastic work for us. 21 MR. DE MEO: But they're not our auditors; 22 right? 23 MR. JABOUIN: Our actual auditors are MSL. 24 MR. DE MEO: MSL. 25 MR. JABOUIN: Right now.</p>	<p style="text-align: right;">Page 88</p> <p>1 quarterly basis for reporting on the PMOR. We've 2 provided a summarization, if you will, of those 3 requirements in this chart and the months 4 December through March which these requirements 5 were intended to be provided. 6 As you can see, the baseline schedule was 7 developed and issued in 2020 -- in December of 8 2020. However, the additional required reports 9 were not produced in that first month after the 10 90-day, you know, kickoff period for AECOM's 11 contract. 12 In January, again, no additional reports were 13 provided. In February the baseline schedule was 14 re-baselined or updated and a truncated report 15 was produced in the month of February which 16 accomplished some of the requirements in the RFQ 17 and did not include some others which have been 18 defined in tick marks on the following page which 19 I'll touch on briefly. 20 And then in the month of March a more 21 comprehensive report was issued, which included 22 several new reports and additional items that did 23 achieve some of the requirements of the RFQ, but, 24 again, there were some items that the PMOR 25 explained were not included and the reasons that</p>

<p style="text-align: right;">Page 89</p> <p>1 those have not been included are included in 2 management's response.</p> <p>3 If we skip to the next page, notes 1 through 4 4 explain a little bit of the commentary that I 5 just provided on the schedule. The most probably 6 notable of which is note 3, which references 7 partial compliance with the monthly executive 8 summary of program performance as well as monthly 9 executive summary of project specific 10 performance. We referenced back to management's 11 response where there are several items that 12 either cannot be reported on, currently, based on 13 the information that AECOM has access to or is 14 comfortable producing or that e-Builder is able 15 to produce, things like RFI tracking as well as 16 some of the qualitative aspects of the RFQ's 17 requirements.</p> <p>18 There also are quarterly reporting 19 requirements in the RFQ. You can see in the 20 chart just below the notes Q4 2020, both of the 21 required quarterly reports were provided and in 22 Q1 of 2021, obviously, the RACI had already been 23 prepared so it was in compliance but a knowledge 24 management report was not reproduced or updated 25 as of Q1, so the PMOR received a no in that</p>	<p style="text-align: right;">Page 91</p> <p>1 DR. LYNCH-WALSH: Well, I'm disappointed. 2 I'm going to ask, we're missing a person. 3 Where's Shelley?</p> <p>4 Considering she wrote most of the RFQ and can 5 speak to requirements, it seems like she would be 6 critical to have in.</p> <p>7 MR. JABOUIN: She can come in. She probably 8 heard it. She's probably on her way in.</p> <p>9 Maybe Ms. Langan can speak in the meantime.</p> <p>10 MS. LANGAN: I can speak but actually capital 11 program response is first, so if you want to do 12 that, Frank, and then I'm happy to.</p> <p>13 MR. MAYERSOHN: Mr. Girardi.</p> <p>14 MR. GIRARDI: Frank Girardi, executive 15 director of capital program. Yeah, we had looked 16 at this observation and had made some comments 17 and through the months through Mr. Luker and RSM 18 had asked that this be removed. So we were 19 looking at -- our response would not have been in 20 here after subsequent meetings that we did have 21 with them and we were looking to have that taken 22 off the report.</p> <p>23 MR. MAYERSOHN: Shelley, can you identify 24 yourself for Mr. Bass?</p> <p>25 MS. MELONI: Shelley Meloni, director of</p>
<p style="text-align: right;">Page 90</p> <p>1 column.</p> <p>2 The following page, page 6, speaks to the 3 concept of collaboration, which, as an auditor, 4 can obviously be somewhat hard to audit as it is 5 a somewhat qualitative and somewhat subjective 6 measure. However, during our interviews we did 7 perceive that there was a perceived lack of 8 collaboration in some instances, which I think 9 management will explain has been subsequently 10 addressed since this report was issued. But 11 there are specific requirements in the contract 12 which we cite here in Article 6 that we felt like 13 based on the results of our interviews had not 14 been complied with to the letter.</p> <p>15 I'm happy to have management share their 16 response if they choose to. It's obviously quite 17 lengthy. And I think it may be better for 18 someone from management or Kathleen's team to 19 summarize rather than me having to go through 20 each item. But I'll, you know, proceed at your 21 direction, Mr. Chief Auditor.</p> <p>22 MR. JABOUIN: Preferably, some commentary 23 from Ms. Langan.</p> <p>24 MR. MAYERSOHN: Dr. Walsh -- or you know 25 what, let Kathleen, would you like to respond?</p>	<p style="text-align: right;">Page 92</p> <p>1 pre-construction office of capital programs.</p> <p>2 MR. MAYERSOHN: Thank you. Frank, does that 3 mean you're done with your comments?</p> <p>4 MR. GIRARDI: Yes, I just wanted to put that 5 on the record that that response should not have 6 been included in there.</p> <p>7 MR. JABOUIN: I'll look to Mr. Luker to 8 remove that if he's fine with it.</p> <p>9 MR. MAYERSOHN: Mr. Luker?</p> <p>10 MR. LUKER: We can remove that.</p> <p>11 MS. LANGAN: Okay. Thank you. Kathleen 12 Langan, program director AECOM. As you know from 13 our response, they are lengthy. What we'll say 14 is what we've tried to show was the collaboration 15 and communication that happens monthly with the 16 district staff and all of the work that we do to 17 make sure we're coordinating with the district 18 staff. So I think that's throughout our 19 responses in the report.</p> <p>20 What I'll say in general are two items. The 21 first of which is, AECOM manages programs 22 obviously differently than the previous PMOR, and 23 we are in a position where the school board has 24 directed us to perform this work, perform it as 25 quickly and with the highest quality that we can.</p>

Page 93

1 And so what our approach is is that we
2 collaborate, we discuss, we have established
3 meetings weekly with Mr. Girardi and his team,
4 titled organizational change committee. And so
5 we discuss the changes that we have recommended
6 and that have been discussed with the school
7 board on a weekly basis.

8 There have been a couple of documents that
9 went through to purchasing without a final
10 acceptance from the district, but our feeling on
11 our management style is these are living
12 documents and we'll collaborate and communicate
13 and work with the district, but at the same time
14 we have to move forward. So we don't necessarily
15 wait for each individual to approve. We build
16 consensus and then we move forward with the items
17 that we have recommended and that the board has
18 been accepting of. So that's number one.

19 The second thing I'll say is, change is
20 difficult. And we did write a section about
21 change management in our response. And we did
22 that because, obviously, the district has been
23 used to a program, a PMOR over the last five
24 years. And, again, the changes that we've
25 recommended are not always easy. You know,

Page 94

1 people are not comfortable. And so we think that
2 that's something that we, as a team, and
3 certainly Ms. Meloni and our team have talked
4 about instituting some overall change in
5 management -- organizational change in management
6 strategies so people are more accepting of
7 change. So these are in our responses. So, with
8 that, I'll let Ms. Meloni -- I think it's
9 self-explanatory in our responses about our
10 report. We cannot report per the RFP. We are in
11 the midst of working in e-Builder to be able to
12 make it more efficient and enhancement so that we
13 can comply with the RFP. To an extent we are
14 making changes to the RFP under the leadership of
15 Shelley and Frank. And those changes will be
16 going to the board at the August meeting, so
17 everybody is understanding of what we will be
18 reporting and what we won't be reporting on.

19 MR. JABOUIN: If I can add this, Mr. Chair.
20 So I did get a chance to meet with Mr. Girardi
21 and Ms. Langan and she did describe some of the
22 changes that need to be done to e-Builder and how
23 the scripts that are required for her to be able
24 to do the reporting that she needs to. So I did
25 mention that I would work with her and Mr.

Page 95

1 Girardi to monitor that process, which she has
2 pointed that out to me, personally.

3 MR. MAYERSOHN: Okay. Any questions on
4 Observation 1? Dr. Walsh.

5 DR. LYNCH-WALSH: Thank you. So I just
6 wanted to clarify, so Ms. Meloni wrote -- the one
7 section that she actually did not write because
8 that's not her area of responsibility but she
9 coordinated getting is actually the deliverables,
10 in terms of the reporting. And those were
11 written by someone else. And so what we've
12 discovered over the past several months is, in
13 working with AECOM and with Shelley is that, as
14 Mr. Luker mentioned, some of the information is
15 not available. There were things not going into
16 e-Builder. And I don't want to downplay that
17 particular script because we had a March 18th
18 meeting and it's been dragging on for want of, I
19 believe, a purchase order.

20 MR. MAYERSOHN: Are you talking about your
21 facilities task force meeting?

22 DR. LYNCH-WALSH: Yeah. Sorry. Just to
23 clarify. For those of you who are new, I'm also
24 the chair of the district's facilities task force
25 and we have been meeting weekly discussing

Page 96

1 different topics. So we had a -- and Kathleen
2 and AECOM and Atkins and Shelley attend our
3 meetings on a regular basis. But this e-Builder
4 issue is, I think it's a \$20,000 purchase.

5 MS. LANGAN: About 25.

6 DR. LYNCH-WALSH: Okay. That has been -- I
7 brought my notes from the subcommittee meeting in
8 terms of what it does, and it's holding them up.

9 So when I read this report, I will say that
10 everything that Ms. Langan pointed out in her
11 response, which it was a response after my own
12 heart, it's pretty comprehensive. I think I told
13 her she NLW'd her response, but I can speak to
14 the validity, that these are all things that have
15 come up along the way.

16 So on this first one, yes, there's a lot of,
17 you know, were these things provided? The answer
18 is, they can't. Because, like, for instance,
19 earned value, we had in-depth granular
20 discussions about what would be necessary and the
21 district simply doesn't capture the raw data that
22 would be necessary to calculate it. So while the
23 person that wrote that put it in here, it took
24 five months and about two days because it took
25 five months before the task force met with AECOM

<p style="text-align: right;">Page 97</p> <p>1 to go over these measurable objective metrics. 2 It took about five months and then in a couple of 3 days we sorted out what they could and couldn't 4 do and they've been finalizing the list in terms 5 of measuring these things based on what they can. 6 So there are some that can be done moving 7 forward, but there are others that we're years 8 away potentially from being able to do. So on 9 Observation 1 I just want to add some 10 clarification in terms of why there may be some 11 nos here in the district -- it's a partnership. 12 It's a two-way street. If you're putting a 13 requirement on a program manager, the district 14 has to do its part to make sure that they can, in 15 fact, do those things.</p> <p>16 So the task force is comfortable with where 17 they're going. And I think when we had our last 18 conversation that this goes back to the board in 19 July or August to get finalized so that you'll 20 start seeing yeses moving forward. And we've 21 pretty much accepted that for the first year we 22 had hoped to see a lot of these things, but 23 realistically we've learned over the past few 24 months that it'll probably be next year that a 25 lot of these things get implemented because</p>	<p style="text-align: right;">Page 99</p> <p>1 each of the parties that were cited in this 2 contract.</p> <p>3 DR. LYNCH-WALSH: Did you guys interview 4 AECOM staff?</p> <p>5 MR. LUKER: As a part of our procedures we 6 interviewed AECOM staff as well.</p> <p>7 DR. LYNCH-WALSH: And let me be precise. 8 Meaning employees of AECOM versus subs.</p> <p>9 MR. LUKER: We interviewed both employees of 10 AECOM as well as their subcontractors.</p> <p>11 DR. LYNCH-WALSH: Okay.</p> <p>12 MR. LUKER: And to be clear, we're not saying 13 that AECOM stated inside of their own team there 14 was a lack of transparency or collaboration.</p> <p>15 DR. LYNCH-WALSH: Oh, no, and I'm not 16 interpreting it that way.</p> <p>17 So when you say -- okay. So you're saying 18 having to do with the contract. Because I 19 thought I read somewhere -- oh, with program 20 stakeholders. The facilities task force is 21 actually a stakeholder in all of this and we 22 never get asked -- I know I forward you 23 everything, but nobody ever asks us how things 24 are going. And unless that violates something 25 that might be a good source of information given</p>
<p style="text-align: right;">Page 98</p> <p>1 they're working on just getting the tools needed. 2 And this e-Builder script is one of them.</p> <p>3 So those are my -- I think on Observation 4 1 -- let's see. Relationships with district 5 senior management, district expectations of the 6 PMOR's approach to program management. So this 7 is on page 6.</p> <p>8 So there's a lot of relationships mentioned 9 here and I'm just curious, this might be more of 10 an RSM question, is there a particular reason 11 these two were called out? I know you can't do 12 all of them, but.</p> <p>13 MR. LUKER: I'm sorry, you're speaking to 14 which two relationships?</p> <p>15 DR. LYNCH-WALSH: Page 6, the two -- because 16 under compliance with reporting requirements it 17 lists 6.2.2 relationships with district senior 18 management and 6.3.1 district expectations to the 19 PMOR's approach to program management.</p> <p>20 MR. LUKER: There's also a reference to the 21 CPCM, a relationship with the CPCM, as well. And 22 so really our perspective was that in interviews 23 across all of those stakeholders we felt that 24 there were comments speaking towards a lack of 25 transparency and a lack of collaboration from</p>	<p style="text-align: right;">Page 100</p> <p>1 the sheer amount of time we spend providing 2 oversight to the district and to the program 3 managers and documented observations. Anyways, 4 so there's that. Let's see.</p> <p>5 MR. MAYERSOHN: Anything further on --</p> <p>6 DR. LYNCH-WALSH: I'm looking. E-Builder -- 7 sorry. Observation 1 does go on. But it's that 8 e-Builder -- so what, I guess, I don't know to 9 whom I direct this comment about the e-Builder, 10 the script purchase order.</p> <p>11 Considering how long this has been going on, 12 when do we anticipate that being resolved? And, 13 I'm sorry, I'm looking right at you Mr. Luker, 14 but I don't expect you to answer.</p> <p>15 MR. LUKER: That's okay. I obviously would 16 defer to management on that.</p> <p>17 MR. JABOUIN: I think it's up to the district 18 to do that. Dr. Lynch-Walsh, I will push to get 19 that done because that is very important to get 20 the right purchase order in place.</p> <p>21 DR. LYNCH-WALSH: I'm asking -- there's a 22 reason because -- there's a reason I'm asking, 23 because it has been dragging on. What's the 24 timeframe -- what's the holdup and what's --</p> <p>25 MR. GIRARDI: Frank Girardi, executive</p>

Page 101

1 director of capital program. There was internal
2 staff that was supposed to accomplish this that
3 was giving pushback, but that has all been
4 resolved and once the purchaser order window
5 opens up again, because we're end of the fiscal
6 year, we will get that purchase order. So that
7 will be coming in probably the first week of July
8 when purchase orders are issued.

9 DR. LYNCH-WALSH: I guess I'm looking at Mrs.
10 Marte now. So -- only from the standpoint of
11 because he's mentioning the end of the fiscal
12 year now being the issue holding things up, and,
13 yes, I can see we're at the end of the fiscal
14 year, so is there anything else that would hold
15 this up if they had the purchase order ready to
16 go?

17 MRS. MARTE: Not that I'm aware of.

18 DR. LYNCH-WALSH: Okay. I mean, because this
19 has been dragging on for a while, so --

20 All right. Thank you.

21 I'll just make a note.

22 MR. MAYERSOHN: Ms. Dahl.

23 MS. DAHL: I want to echo that problem with
24 the e-Builder, because I kept reading this and
25 finding the same problem over and over again and,

Page 103

1 MR. MAYERSOHN: And when is your next
2 follow-up to -- to this?

3 MR. LUKER: Sure. We typically follow up
4 each quarter. So as is the case with this
5 report, there are findings in the back of this
6 that are follow-up findings where if it is an
7 open item we will follow up on it in the next
8 quarter's deliverable.

9 MR. MAYERSOHN: So, I guess, and I ask the
10 chief auditor, can --

11 MR. JABOUIN: I think this is a little bit
12 too -- this needs to be done probably sooner than
13 August 12th. And I think maybe Mr. Girardi and
14 Ms. Langan and I can meet again. Because we met
15 about a week or so ago to talk about that.

16 I do concur with Dr. Lynch-Walsh and Ms. Dahl
17 that the district needs to go ahead and put the
18 purchase order together. But Mr. Girardi
19 explained the challenges.

20 I'm sorry. Ms. Marte?

21 MRS. MARTE: So -- and if I'm not
22 understanding the issue correctly --

23 MR. MAYERSOHN: Are you on? Is your speaker
24 on?

25 MRS. MARTE: Hello? May I be recognized,

Page 102

1 quite frankly, I feel that what Frank just said,
2 and I'm sure he's telling us the truth, but
3 that's a poor excuse. Because if we have
4 something that's that important that costs, what
5 did you say, \$25,000, why was that being held up?
6 To me, we shouldn't be -- you know, the district
7 should not be doing that. They should provide to
8 the construction department and to AECOM every
9 single thing they need. And it was obvious in
10 this response that that was not happening.

11 Thank you.

12 MR. MAYERSOHN: Mr. Luker, do you have an
13 opinion on that?

14 MR. LUKER: I agree that the modification to
15 the e-Builder process to start to track change
16 orders from RFI through a proposed change order
17 all the way through an actual executed change
18 order is a beneficial modification to the current
19 system configuration and we support that change.

20 It does not change the fact that there is
21 some change order reporting that is already
22 available for changes that have been executed,
23 but it is an important change to appropriately
24 forecast looking forward what the commitments are
25 related to each program and each project.

Page 104

1 sir?

2 MR. MAYERSOHN: Yes, you may be recognized.

3 MRS. MARTE: So, if I'm understanding, the
4 issue is that you don't have a purchase order for
5 what you need, there's a process for requesting
6 an exception to the deadline.

7 So those of us in finance understand that we
8 have to cut off your year-end and start closing,
9 especially in a district this large it'll never
10 get done and we have very strict statutory
11 deadlines. But there is a process in place that
12 if you have an emergency, we do it all the time,
13 that you say, I need this approved, and we just
14 keep -- Ms. Motiwala, Ms. Coker and I keep it on
15 our list of like things we had to add.

16 So there's a process in place in the
17 district. So, you know, quite frankly, blaming
18 the year-end process is a little bit unfair.
19 There is a process that allows for what we call
20 an emergency purchase order to be issued. And it
21 happens, quite frankly, a lot more than I wish it
22 did because it's more work for us.

23 MR. MAYERSOHN: Is Ms. Coker here?

24 MR. JABOUIN: I'm not sure that it was turned
25 over to you.

Page 105

1 MR. MAYERSOHN: Is Ms. Coker here?
 2 MR. JABOUIN: I'm sorry. Have we even
 3 completed the purchase order to give to Ms.
 4 Marte? I don't think that that's in that status.
 5 MR. MAYERSOHN: So is Ms. Coker here?
 6 MR. JABOUIN: She might still be out there if
 7 you give me one second.
 8 MR. MAYERSOHN: Yeah, can we get her?
 9 Because she's -- Ms. Coker is, I guess, the
 10 director of purchasing. So Ms. Coker is here.
 11 Have you been listening, Ms. Coker?
 12 MS. COKER: I have been listening to the fact
 13 that the purchase order is not done. I hope
 14 you're not saying that it's our delay.
 15 MRS. MARTE: Is there an over -- excuse me,
 16 may I?
 17 MR. MAYERSOHN: Yes, you may.
 18 MRS. MARTE: Is there not an override process
 19 where somebody wants a purchase order after the
 20 cutoff window?
 21 MS. COKER: Yes, there is.
 22 MRS. MARTE: You send it to me and I approve
 23 it?
 24 MS. COKER: Yes. And I have not received
 25 anything.

Page 106

1 MRS. MARTE: There you go.
 2 MR. GIRARDI: We, facilities and everyone
 3 works the five-day workweek. We'll have it
 4 tomorrow and on someone's desk Monday when
 5 everyone comes back.
 6 MR. MAYERSOHN: Well, he said he just works
 7 five days.
 8 Clarification, Frank, you meant four days?
 9 DR. LYNCH-WALSH: No, they --
 10 MR. MAYERSOHN: Oh, you work five and
 11 everybody else works four? Got you. Okay.
 12 MR. GIRARDI: In the construction area we
 13 work five. There is no four-day workweek.
 14 MR. MAYERSOHN: Okay. Okay.
 15 MS. COKER: If you send it to us tomorrow I
 16 can process it tomorrow.
 17 MR. GIRARDI: Will do.
 18 MRS. MARTE: Ms. Coker texts me routinely and
 19 I will approve the override.
 20 MR. MAYERSOHN: Okay. So what I would ask,
 21 Mr. Jabouin, if you can follow up with us,
 22 whether it's through an email or whatever it is,
 23 it doesn't have to be Monday, but just let us
 24 know that this process has been implemented
 25 before year-end.

Page 107

1 MR. JABOUIN: Sure, I can do that.
 2 What happens though is, Mr. Girardi, we do
 3 want to review it to make sure the purchase order
 4 is right because there was one before that was
 5 not complete. But that process is before Ms.
 6 Coker and certainly before Ms. Marte's area.
 7 It's something that Mr. Girardi's area needs to
 8 do from a management standpoint, which he's
 9 indicated he's done.
 10 MR. GIRARDI: Could you get closer to your
 11 Mike or turn it up?
 12 MR. JABOUIN: I'm sorry. Yes.
 13 MR. GIRARDI: It's hard with the mask on.
 14 MR. JABOUIN: Yes.
 15 MR. GIRARDI: That's better.
 16 MR. MAYERSOHN: Okay. Dr. Walsh, and then
 17 I'd like to wrap up this because I think we've
 18 gotten the gist the Observation 1.
 19 DR. LYNCH-WALSH: Yeah, I had one other thing
 20 on Observation 1.
 21 Okay. So, just to summarize, tomorrow this
 22 will get approved is what I'm hearing?
 23 MR. JABOUIN: I think next week is the more
 24 reasonable timeline.
 25 DR. LYNCH-WALSH: Well, wait. Hold up. That

Page 108

1 sense of urgency. So Frank says the issue has
 2 been handled, Mary can immediately do the
 3 override and Ms. Marte just said she'll approve
 4 it. That sounds like it can happen Friday to me.
 5 MR. JABOUIN: Well, I think it would take a
 6 little bit of time to ensure that the purchase
 7 order is correct.
 8 DR. LYNCH-WALSH: I would hope not.
 9 MR. JABOUIN: I would hope so.
 10 MR. MAYERSOHN: The process will be followed
 11 before the year-end, so that this way there's not
 12 a challenge that it's at the end of the fiscal
 13 year, whatever obstacles there are. Again, it's
 14 not for us to manage that aspect.
 15 DR. LYNCH-WALSH: No, I get that. But I want
 16 to thank Frank, Mary and Ms. Marte because they
 17 literally just solved a problem and said it could
 18 be handled by tomorrow, which is, from my
 19 perspective, is fabulous. This is exactly what
 20 this process is supposed to do, is continuous
 21 improvement and solve problems. And so they just
 22 solved it. And I guess I'll follow up tomorrow
 23 and see where we are.
 24 MR. MAYERSOHN: Well, I don't think it's
 25 necessarily -- I think it's communication is more

<p style="text-align: right;">Page 109</p> <p>1 of the issue, but --</p> <p>2 MRS. MARTE: It's not a problem.</p> <p>3 DR. LYNCH-WALSH: Well, not a problem -- no,</p> <p>4 I'm not saying the problem was anywhere other</p> <p>5 than the issue that they resolved. And then it</p> <p>6 needs to get communicated and moved down the</p> <p>7 line.</p> <p>8 MR. MAYERSOHN: So is that it for 1?</p> <p>9 DR. LYNCH-WALSH: Well, I see Ms. Dahl had</p> <p>10 her hand up. The other last sticky I had here</p> <p>11 was on page 13. They mention the MPU, format for</p> <p>12 monthly reporting, because we -- we had this on</p> <p>13 the task force. Remember, we had our meeting</p> <p>14 cancelled on us last -- in May. So we actually</p> <p>15 kind of looked at the monthly reporting. But the</p> <p>16 MPU, the monthly project update -- aren't they</p> <p>17 project progress updates?</p> <p>18 MS. LANGAN: Project updates.</p> <p>19 DR. LYNCH-WALSH: Oh, okay. In any event,</p> <p>20 that's a good -- those provide a lot of useful</p> <p>21 information on project level basis and I've shown</p> <p>22 them to a couple of board members because it</p> <p>23 would generate fewer board member requests once</p> <p>24 they get used to seeing that information.</p> <p>25 So I just wanted to point that out. And</p>	<p style="text-align: right;">Page 111</p> <p>1 not produced in the February reporting window and</p> <p>2 two reports in January, one report in December.</p> <p>3 These reports --</p> <p>4 (Brief interruption.)</p> <p>5 MR. LUKER: Bless you.</p> <p>6 MR. MAYERSOHN: Did you capture that, Mr.</p> <p>7 Bass?</p> <p>8 MRS. MARTE: It sounded like a dog.</p> <p>9 COURT REPORTER: I thought somebody let a dog</p> <p>10 in.</p> <p>11 MR. LUKER: I thought it was a dog as well.</p> <p>12 So immediately upon notifying Atkins</p> <p>13 personnel that these reports were missing from</p> <p>14 the monthly package they were produced and they</p> <p>15 were distributed to our team as well as</p> <p>16 management. So this observation was essentially</p> <p>17 remediated upon its identification. But it does</p> <p>18 go in the report since at the time of our audit</p> <p>19 it was not produced.</p> <p>20 MR. MAYERSOHN: So it's currently completed.</p> <p>21 MR. LUKER: It is completed.</p> <p>22 MR. MAYERSOHN: Okay. Are there any</p> <p>23 questions on this one? Dr. Walsh.</p> <p>24 DR. LYNCH-WALSH: Just a quick comment to add</p> <p>25 some context.</p>
<p style="text-align: right;">Page 110</p> <p>1 that's on page 13. I'm sure it's in other</p> <p>2 places.</p> <p>3 And then I'm done with 1.</p> <p>4 MR. MAYERSOHN: Ms. Dahl?</p> <p>5 MS. DAHL: Okay. My concern is that since</p> <p>6 Mr. Girardi has asked to step back in his</p> <p>7 position, I don't know when that takes effect,</p> <p>8 but with Mr. Jabouin saying he needs to meet with</p> <p>9 them to get approval and all of that kind of</p> <p>10 stuff, it just seem to me, no offense or</p> <p>11 anything, it just seems to me that we're still</p> <p>12 pushing this back.</p> <p>13 This needs to have been done yesterday and</p> <p>14 any longer than what it should take, in my</p> <p>15 opinion, is poor management on the side of</p> <p>16 Broward County.</p> <p>17 Thank you.</p> <p>18 MR. MAYERSOHN: Okay.</p> <p>19 All right. Observation Number 2.</p> <p>20 MR. LUKER: Yes, sir. Observation Number 2</p> <p>21 is similar in nature to Observation Number 1,</p> <p>22 except in this observation we are focused on the</p> <p>23 CPCM or Atkins' reporting responsibilities.</p> <p>24 In regards to their monthly requirements</p> <p>25 there were essentially three reports that were</p>	<p style="text-align: right;">Page 112</p> <p>1 So Atkins has been doing the reporting, the</p> <p>2 same person, for, what is it now, three years?</p> <p>3 So that explains a lot more yeses and they do</p> <p>4 quite a robust set of reports that are very</p> <p>5 helpful, but they've also been doing them longer.</p> <p>6 So I just want to clarify for the people that</p> <p>7 might not be familiar with the difference between</p> <p>8 the two is, AECOM's been on board since last July</p> <p>9 and Atkins got essentially renewed and has been</p> <p>10 doing this for three years.</p> <p>11 I don't have any other issues.</p> <p>12 MR. MAYERSOHN: Observation Number 3.</p> <p>13 MR. LUKER: Observation Number 3 pertains to</p> <p>14 system access within e-Builder. RSM selected a</p> <p>15 sample of personnel and identified one terminated</p> <p>16 project manager remained in the system for nine</p> <p>17 days post termination. We also noted that that</p> <p>18 project manager had various workflows that were</p> <p>19 sitting in their cue for approval to move their</p> <p>20 project forward. Those are listed in the bullets</p> <p>21 provided there, invoice approvals, change order</p> <p>22 approvals, DOP approvals as well as some project</p> <p>23 meeting minutes. We highlighted that upon</p> <p>24 termination the removal process from e-Builder</p> <p>25 should be followed immediately thereafter and</p>

Page 113	Page 115
<p>1 also note that with more than 10 terminations now 2 on the AECOM team, this process for system access 3 and system removal is something that we thought 4 was important to address, not necessarily from a 5 data security or data privacy type issue, but 6 more about schedule progression and making sure 7 that a new project manager is assigned to those 8 projects so that those workflows can continue to 9 be pushed forward and the project advanced. 10 MR. MAYERSOHN: Any questions on that 11 observation? 12 MS. DISCH: I have one. 13 MR. MAYERSOHN: Yes, Ms. Disch. 14 MS. DISCH: I know you just mentioned that 15 you didn't take any steps for data security; is 16 there a reason why? 17 MR. LUKER: Data security is typically not a 18 component of the type of audit work that our team 19 does. We are focused on more of the manual 20 processes around the technology. We could 21 incorporate technical security aspects into our 22 scope in the future but have focused on 23 operational aspects for the most part. 24 MS. DISCH: Okay. Usually, I like -- I'm 25 preaching to the choir, I know --</p>	<p>1 MR. MAYERSOHN: Oh, okay. Well, let's go 2 through -- okay. Number 4. 3 MR. LUKER: So this was the first period in 4 which AECOM had -- had invoices approved. So in 5 our first round of review of AECOM's invoices, as 6 you can see, several of these bullets pertain to 7 small unsupported items or mathematical 8 inaccuracies, just little things that were 9 identified during our work related to employees 10 that maybe were not on the staffing plan but were 11 billed during that period. These things have 12 been addressed and the support has been provided 13 and any corrections that were needed to be made 14 have been made. So I won't go through each of 15 these in detail because they are rather ticky, 16 but we did identify some issues in those first 17 couple of invoices which have been remediated. 18 MR. MAYERSOHN: Any questions on this one? 19 Ms. Disch? 20 MS. DISCH: I guess this is just more of a 21 statement. Like when I see these, it's like 22 every single time. Every single time issues like 23 this are found, like missing documentation, 24 approved timecards, overspend, and then we get to 25 the year-end audit and the audit says that we</p>
Page 114	Page 116
<p>1 MR. LUKER: Sure. 2 MS. DISCH: But usually when you see these 3 terminations still have access, the next step is 4 to say, well, did they actually access the 5 system, and if they did, what was done, and if 6 they didn't, there is no real risk, it's just a 7 slap on the wrist. But, you know, you never know 8 if someone is disgruntled and goes in and messes 9 up the system for everybody. So it is, I think 10 that it's an important step. 11 MR. LUKER: We can speak to that. That 12 person did not access it. We did check. My 13 apologies. 14 MS. DISCH: Okay. That was my one question. 15 Thank you. 16 MR. MAYERSOHN: But I guess to the point, is 17 there a procedure in place? 18 MR. LUKER: Yes. 19 MR. MAYERSOHN: So there is. Okay. 20 MS. LANGAN: Yeah, we have put a procedure in 21 place so that doesn't happen anymore. 22 MR. MAYERSOHN: Okay. Anybody else? 23 Dr. Walsh; none? 24 DR. LYNCH-WALSH: No, I have a prior 25 observation on the staffing plan question.</p>	<p>1 have a clean controls opinion. And I just don't 2 understand how time and time again we can see 3 money being spent without support, especially in 4 like a payroll type area, and then also claim 5 controls opinions. And it's just an overall 6 statement. It has nothing obviously to do with 7 your work. Like thank you for putting this here. 8 And it's just -- like there is such a disconnect 9 between maybe the work being done by one firm 10 versus -- maybe this speaks to RSM's firm or the 11 granularity, but I really hope that when we're 12 doing the RFP of the financial statement audit 13 that it digs into the controls a little bit 14 tougher than what I've seen since my time on this 15 audit committee. 16 MR. MAYERSOHN: So, Mr. Jabouin? 17 MR. JABOUIN: I also think that, Ms. Disch, 18 there will be an opportunity to talk to Dan 19 O'Keefe and Eddy Castaneda from MSL. So they'll 20 be here in the August meeting to go over their 21 plan for fiscal year '21 audit and, obviously, 22 there are some good points that you brought up as 23 far as the RFP and that should be considered to 24 make sure that the committee knows how they are 25 able to absorb that information for their work.</p>

<p style="text-align: right;">Page 117</p> <p>1 MR. MAYERSOHN: But I think to Ms. Disch's 2 point, this is very similar to the, I'll call it, 3 reoccurring theme of the property and inventory 4 audits. 5 MR. JABOUIN: Yeah, and I think, Ms. Disch, 6 are you asking as far as the year-end audit and 7 how they account that? 8 MS. DISCH: Yes, I just don't think -- and to 9 Mr. Mayersohn's point, nearly every single audit 10 at this granular level has huge control issues, 11 huge. Every single time we see these findings. 12 And then when we do the overarching audit -- 13 MR. MAYERSOHN: There's no substance. 14 MS. DISCH: -- nothing is ever found. So 15 there's a mismatch. Maybe the answer is these 16 audit reports should be given to those auditors 17 and they should then say, well, what's the 18 materiality of this? We've assessed it. At some 19 point they should be seeing these and 20 implementing it into their work scope at some 21 level. 22 MR. JABOUIN: They do make the request for 23 our audits when they start to do the field work. 24 But I don't want to get into their shoes, but 25 I've seen those type of instances where they</p>	<p style="text-align: right;">Page 119</p> <p>1 MR. DE MEO: Complete it. 2 MR. MAYERSOHN: Huh? 3 MR. DE MEO: Complete it. 4 MR. MAYERSOHN: No, no, I'm just saying, open 5 it up or do you want to go through each 6 observation? That's my question. 7 All right. We'll just go through each 8 observation. 9 Number 1. 10 MR. LUKER: So there are only two 11 observations on the followup list. The first is 12 completed, as you noted, and it relates to the 13 AECOM staffing plan. In our prior report we 14 commented on various components of the staffing 15 plan and concerns therein and have effectively 16 closed this observation due to a couple of 17 factors, primarily, the factor -- the fact that 18 management has accepted a staffing plan from 19 AECOM as a part of the conclusion, if you will, 20 of the initial phase of their onboarding work. 21 We acknowledge that a staffing plan is 22 something that should be modified and should be 23 changed as the program evolves and transitions 24 into new phases of construction. And so we 25 appreciate that it will never be exact and it</p>
<p style="text-align: right;">Page 118</p> <p>1 talked about how they're sampling methodology and 2 what it leads to and what they consider 3 materiality. But MSL will have to address that. 4 MS. DISCH: Yes, agreed. I agree. 5 MR. JABOUIN: And I'll communicate with them 6 knowing that they'll get a question like that in 7 August. 8 MS. DISCH: Okay. Thank you. 9 MR. MAYERSOHN: Dr. Walsh. 10 DR. LYNCH-WALSH: Yes, I just wanted to say 11 that I agree. I think I did -- they did mention 12 materiality being a reason one time when I 13 brought it up but there does definitely appear to 14 be a disconnect because you get these glowing 15 reports on the financials and I'm like, where am 16 I again? 17 MS. DISCH: Exactly. Exactly. 18 DR. LYNCH-WALSH: Yeah, so I mean, we just 19 had one with the caps and gowns and how that 20 procurement occurred and there's a lot of things 21 wrong there. So I don't ever see how we get such 22 clean financials, but, anyway, that's that. I'm 23 waiting for Prior Observations Number 1. 24 MR. MAYERSOHN: All right. On the Prior 25 Observations, do we just want to -- I mean --</p>	<p style="text-align: right;">Page 120</p> <p>1 should be modified and tailored on a go-forward 2 basis. But management did accept a final 3 staffing plan that they determined was 4 appropriate for the program at that point in 5 time, so we're closing this item from a follow-up 6 perspective. 7 MR. MAYERSOHN: Dr. Walsh? 8 DR. LYNCH-WALSH: Okay. So two things. One, 9 this was the thing where Mary wanted the 10 additional information. 11 Do we need to vote on that? Because I know 12 when I make requests I'm told we have to vote. 13 MR. MAYERSOHN: We could. 14 DR. LYNCH-WALSH: I'm just saying. 15 MR. MAYERSOHN: Yeah. No, we could. 16 DR. LYNCH-WALSH: I totally support it. 17 MR. MAYERSOHN: So would you like to make a 18 motion? 19 DR. LYNCH-WALSH: Yes, I'd like to make a 20 motion to request the dollar value of each 21 project and the vendor breakdown for each 22 project. 23 MR. MAYERSOHN: Okay. Do we have a second? 24 MS. DISCH: Second. 25 MR. MAYERSOHN: Second by Ms. Disch.</p>

<p style="text-align: right;">Page 121</p> <p>1 Any further discussion?</p> <p>2 (No response.)</p> <p>3 MR. MAYERSOHN: All in favor signify by</p> <p>4 saying, aye.</p> <p>5 COMMITTEE MEMBERS: Aye.</p> <p>6 MR. MAYERSOHN: Anybody opposed?</p> <p>7 (No response.)</p> <p>8 MR. MAYERSOHN: The ayes have it.</p> <p>9 DR. LYNCH-WALSH: Okay. And then my other</p> <p>10 comment is, this looks just at the PM. And</p> <p>11 recently at one of the facilities task force</p> <p>12 subcommittee meetings, because we've been looking</p> <p>13 -- we look at the entire staffing plan, not just</p> <p>14 the PMs, and we had them looking -- we actually</p> <p>15 went through each of the positions for AECOM and</p> <p>16 its subs, and where we kind of got hung up were</p> <p>17 on understanding the M/WBE related positions.</p> <p>18 Because we had asked and finally got the Bach</p> <p>19 Real Estate invoices. You may recall last year</p> <p>20 that poor Garth got raked over the coals, but we</p> <p>21 had also requested all the subs in the motion</p> <p>22 that the task force passed. I want to say it's</p> <p>23 probably two years ago now. We had asked about</p> <p>24 all the subs and only Garth rose to the level of</p> <p>25 this quarterly review.</p>	<p style="text-align: right;">Page 123</p> <p>1 getting managed by AECOM.</p> <p>2 So that is actually not in compliance with</p> <p>3 the contract. It appears to be something started</p> <p>4 with Heery and somehow migrated its way over into</p> <p>5 AECOM, but what may have been missed is that</p> <p>6 AECOM, as RSM would know because they reviewed</p> <p>7 this current RFQ, the same rules that applied to</p> <p>8 Heery don't apply to AECOM. And in one area,</p> <p>9 this was with some specificity added in there, so</p> <p>10 we have three positions that the district is</p> <p>11 paying a multiplier on that are not staff</p> <p>12 augmentation. And if they're not staff</p> <p>13 augmentation, then what are they?</p> <p>14 AECOM is on the hook for 45 percent M/WBE</p> <p>15 participation, meaning 45 percent of what it's</p> <p>16 billing is M/WBE. The district's goal is 30</p> <p>17 percent and they committed to 45.</p> <p>18 So, if in order to keep somewhere close to</p> <p>19 that they need to switch to PMs, since Bach</p> <p>20 apparently does have project management in</p> <p>21 addition to M/WBE outreach, then that's one</p> <p>22 thing. But that's not what we currently have</p> <p>23 going on. We have three positions, and these are</p> <p>24 not, you know, like \$5 an hour jobs, one person</p> <p>25 is 257,000 a year, I think, and we have three</p>
<p style="text-align: right;">Page 122</p> <p>1 So what I'd like to point out is, according</p> <p>2 to the relationships -- this is in the contract</p> <p>3 and it's Section 6.2.8, relationships with the</p> <p>4 Economic Development & Diversity Compliance</p> <p>5 Department, M/WBE compliance, the PMOR is</p> <p>6 responsible for supporting EDDC with compliance</p> <p>7 process and the execution of Policy 3330. The</p> <p>8 PMOR may be required to provide staff</p> <p>9 augmentation, provide assistance with the</p> <p>10 Supplier Diversity & Outreach program compliance,</p> <p>11 contractor outreach and other assistance in</p> <p>12 support of the policy. While EDDC has primary</p> <p>13 responsibility for the management and oversight</p> <p>14 of personnel involved in the facilitation of</p> <p>15 Policy 3330 in support of the SMART program, the</p> <p>16 PMOR is expected to include any staff</p> <p>17 augmentation in the RACI chart prepared for the</p> <p>18 OCP.</p> <p>19 The reason that I bring this up is that in</p> <p>20 the staffing plan there are two EDDC staff</p> <p>21 augmentation positions that the EDDC officer</p> <p>22 explained are supervised by him. But there are</p> <p>23 three M/WBE positions, and these are all Bach</p> <p>24 sub-positions, that they said were not staff</p> <p>25 augmentation and that are actually supposed to be</p>	<p style="text-align: right;">Page 124</p> <p>1 positions that don't fit the contract in the</p> <p>2 staffing plan.</p> <p>3 The rest of it I think was -- there weren't</p> <p>4 any real issues. That was the one thing that</p> <p>5 jumped out.</p> <p>6 So I just wanted to bring that to everyone's</p> <p>7 attention. Because if we're looking at staffing</p> <p>8 plans and compliance with the contract, it's not</p> <p>9 in compliance.</p> <p>10 And then the other -- also related to</p> <p>11 staffing, there is -- the 100,000 school choice</p> <p>12 projects are being managed -- there's a lot of</p> <p>13 projects that have snuck into what AECOM is</p> <p>14 managing that are above and beyond the project</p> <p>15 list that they were provided when they responded</p> <p>16 to the RFQ. So some of those that were</p> <p>17 identified, and these are all again, we're</p> <p>18 putting a multiplier, school based projects such</p> <p>19 as school choice, security work, donation work</p> <p>20 DEFP legacy projects and FS&E. The district has</p> <p>21 a PMIII that works on playgrounds and ADA</p> <p>22 projects and so they just added a PM and a CM,</p> <p>23 construction manager and project manager to the</p> <p>24 org chart, so these are projects, in looking to</p> <p>25 save as much of the 800-million-plus the overage</p>

Page 125	Page 127
<p>1 and get in into the schools, if we don't have to 2 pay a multiplier to have projects managed, that's 3 a savings that could then put money into the 4 schools. So these are some issues that have come 5 up, because AECOM was given a list of projects, 6 and, yes, it was, you know, clear that they're 7 managing the capital program, but I don't think 8 they ever imagined that they would be doing all 9 of these, you know, couple hundred school choice 10 and then everything that kept getting added in. 11 Someone's got to manage them, but they were never 12 -- this was never part of the deal in the front 13 end. So -- and that impacts staffing because 14 they can't work on the projects that are listed. 15 This eats up a lot of time because these are 16 smaller projects. 17 So, anyway, that's my last thought on this. 18 MR. MAYERSOHN: Mr. Sabin? 19 MR. SABIN: Mr. Chair, I apologize but I have 20 a meeting and I have to leave. 21 MR. MAYERSOHN: Okay. Thank you so much. We 22 still have a quorum; correct? 23 MR. JABOUIN: I believe so. 24 MR. MAYERSOHN: Mr. Girardi? 25 MR. GIRARDI: Yes, I can answer a little bit</p>	<p>1 going forward but would defer to management to 2 comment on their current status of this. 3 MS. LANGAN: Thank you, David. Kathleen 4 Langan, AECOM program director. We have 5 instituted changes within the documents that come 6 from the approval process that go back to the 7 contractors letting them know that their change 8 order was approved. There was never any 9 documentation included in those notices on the 10 schedule that was at the time it was added. So 11 we are taking care of that. And then we are 12 monitoring and working with our project 13 management teams. We have trained them in that 14 regard to look for these additional days added to 15 the schedule through change orders. So we have 16 made some progress and we expect that on the next 17 audit that we'll be found in compliance. 18 MR. MAYERSOHN: So it says revised estimated 19 completion date June 17th, 2021, which is today. 20 So, in your opinion, it has been completed? 21 MS. LANGAN: Yes, sir. 22 MR. MAYERSOHN: Okay. And, Mr. Luker, you 23 haven't audited; correct; yet? 24 MR. LUKER: That's correct. In this coming 25 quarter we will pull change order transactions</p>
Page 126	Page 128
<p>1 to that. The new PMIII that was just put on the 2 org chart will be taking over those school based 3 projects and we'll be taking them off of the 4 AECOM schedule of work. 5 MR. MAYERSOHN: Okay. Thank you. 6 Observation Number 3. 7 Are there any other questions on 1? 8 (No response.) 9 MR. MAYERSOHN: Observation 3. 10 MR. LUKER: The last observation followup is 11 partially complete. This pertains to the process 12 by which a project's schedule is updated to 13 account for an executed change order which 14 modifies the project schedule. We have tested 15 this three rounds and in all three rounds the 16 executed change order has not been reflected in 17 the next schedule that was produced by the 18 contractor. So we are currently waiting for 19 additional change orders that extend the project 20 durations to be approved so that we can then go 21 back and validate that the schedules have, in 22 fact, been updated. 23 I believe that there has been some training 24 and some additional things that have been done by 25 management to ensure that this does not happen</p>	<p>1 and schedules to validate that that has been 2 done. 3 MR. MAYERSOHN: Okay. Are there any other 4 questions? 5 MR. DE MEO: Mr. Chair? 6 MR. MAYERSOHN: Yes, Mr. De Meo. 7 MR. DE MEO: Yeah, just about the objectives 8 and approaches on page 27, it says that the 9 auditors review the results with OCA, OFC, CPCM 10 and so on, to the extent some of this applies to 11 the financial area, does RSM discuss it with the 12 CFO? 13 MR. LUKER: No, sir, we have not 14 traditionally discussed our reports with the 15 CFO's office, but at the direction of the chief 16 auditor we'd be happy to do that if necessary. 17 MR. DE MEO: And the second question is, in 18 the -- in scoping these procedures, was the chief 19 auditor involved with selection of transactions, 20 the number of selection of transactions or did 21 you discuss that with the chief auditor? 22 MR. LUKER: Yes, sir. So every quarter we 23 have a meeting to explain our planned approach 24 for our procedures. We modify those based on 25 feedback from the chief auditor's office.</p>

Page 129

1 However, they typically do not involve any
2 defining of sample sizes or actual transactions
3 to sample. We pick those judgmentally once we
4 have approval for the scope of work that we're
5 intending to move forward with.

6 MR. DE MEO: And does your engagement letter
7 detail some of the testing?

8 MR. LUKER: No, sir. The arrangement letter
9 that we have with the school board is an
10 overarching kind of master services type
11 arrangement letter and then we execute these
12 individual objectives and approach, statements of
13 work is essentially what we call them. And what
14 you see here in the objectives in the approach
15 section of this report mirrors what is agreed to
16 in our arrangement with the chief auditor's
17 office for this scope of this period of work.

18 MR. DE MEO: Thank you.

19 MR. JABOUIN: Just to add to that, Mr. De
20 Meo, as Mr. Luker indicated, I meet with them
21 quarterly before their work begins. Because we
22 have an overall strategy. Since they can't look
23 at every area, we determine like, you know,
24 what's going to get looked at this quarter, that
25 quarter and so forth. And then when there are

Page 131

1 the roofing analysis, so before we lose the
2 group. Well, you guys are staying, but I don't
3 know if Shelley, Frank, I think Ron's outside.

4 So I just wanted to comment that, Rebecca
5 kind of alluded to earlier, that there's going to
6 be a leadership change. So, as some of you may
7 or may not be aware, there's no chief facilities
8 officer and hasn't been since Leo Bobadilla
9 resigned a year and a half ago, something like
10 that, the beginning of 2019.

11 But in any event, my concern is who would be
12 task assigned, either depending on how they view
13 it, either at the chief level or executive
14 director level. Because you can't just fling
15 somebody from another department over facilities
16 given where this program is and the complexity
17 and the challenges and the -- just everything
18 that's been going on, but --

19 MR. JABOUIN: That's not for this group to
20 decide.

21 DR. LYNCH-WALSH: But I can make a comment.
22 I didn't say it was for the group to decide. I'm
23 simply bringing it up and everybody in here
24 represents, is appointed --

25 MR. MAYERSOHN: Dr. Walsh, just make the

Page 130

1 changes, like, for example, when AECOM came into
2 the picture, there was, you know, some different
3 things we needed to consider. So we look at
4 these programs every quarter and sort of guide
5 the testing into where we should go next. But as
6 far as, as Mr. Luker indicated, the specific
7 samples, that would be a bit too much because
8 they'd be waiting for me for a long time to
9 gather the availability for that detail and so
10 they do make those decisions themselves.

11 MR. DE MEO: Thank you.

12 MR. MAYERSOHN: All right. So do we have a
13 motion to transmit the RSM report on program
14 management?

15 MR. MEDVIN: So moved.

16 MR. MAYERSOHN: Motion by Mr. Medvin. Do I
17 have a second?

18 DR. LYNCH-WALSH: Second.

19 MR. MAYERSOHN: Second by Dr. Lynch-Walsh.
20 All in favor signify by saying, aye.

21 COMMITTEE MEMBERS: Aye.

22 MR. MAYERSOHN: Did you have a question, Dr.
23 Walsh?

24 DR. LYNCH-WALSH: I just had a comment,
25 because I'm not sure if everyone's staying for

Page 132

1 comment.

2 DR. LYNCH-WALSH: I'm trying.

3 MR. MAYERSOHN: I know. Just make the
4 comment.

5 DR. LYNCH-WALSH: Okay. So there is no other
6 logical choice for who to task assign as either
7 the executive director of capital programs or --
8 and to be clear, Frank is stepping down, which I
9 believe is effective in July. So the logical
10 choice would be Shelley Meloni. She has worked
11 for the district for a long time. She was the
12 executive director when I met her. She has been
13 task assigned as a chief facilities officer in
14 the past and then Derek Messier restructured.

15 But my concern is that someone from another
16 department could be task assigned as either the
17 chief or executive director for whatever
18 illogical reason. We can't have disruption.
19 There's too much at stake and people are starting
20 to work together and we need to keep that
21 momentum going.

22 So I would appeal to the members of this
23 committee, when you talk to your board members,
24 to think about who the best person is to be task
25 assigned. Because if they don't task assign

Page 133	Page 135
<p>1 anyone you will have the director of 2 pre-construction, a director of construction and 3 a director of program controls and no point 4 person for AECOM and Atkins to be interfacing 5 with. Yes, it's supposed to be like a team 6 decision, but realistically you always have to 7 have somebody that has the authority to make a 8 decision ultimately.</p> <p>9 So it does -- I don't know if it's on the 10 agenda for Tuesday. It's been very quiet in 11 terms of what the plan is. So I have no other 12 option than to appeal to everybody because 13 Shelley has always been professional, she works 14 well with the facilities task force, she works 15 well with all the other departments. She is a 16 registered architect. She's the district's 17 architect of record? Sorry to put you on the 18 spot.</p> <p>19 MS. MELONI: For the district.</p> <p>20 DR. LYNCH-WALSH: So she would be the most 21 seamless transition at this time when that's what 22 we need. So I just wanted to share that and 23 unfortunately put poor Shelley on the spot. But 24 I wholeheartedly recommend her to be task 25 assigned to whichever opening they decide to task</p>	<p>1 I will say that, in general, many, many steps 2 have been accomplished since we issued our 3 roofing report. New resources have been added to 4 the pool. AECOM has brought forward new 5 approaches and new resources to the process as 6 well. There are some technology related items in 7 here, as you will recall, that are kind of longer 8 term items that probably can't be addressed in a 9 three-month period, right, but Chris will walk 10 you through very briefly in our 10 or 15 minutes 11 each item and just a quick hit as to what the 12 status is.</p> <p>13 MR. MAYERSOHN: So before you go, Chris, let 14 me ask a question. Does anybody have any major 15 questions on this item?</p> <p>16 MR. DE MEO: Yes, I have one.</p> <p>17 MR. MAYERSOHN: Okay. Mr. De Meo.</p> <p>18 MR. DE MEO: My main concern is, if I read 19 this correctly, is that there is some process in 20 place to evaluate the needs of roof replacement 21 and repair. Is that process now in place and 22 functioning?</p> <p>23 MR. LUKER: From my perspective, I'll say, 24 yes, sir, it is. But I think Kathleen would be 25 able to explain the roofing inspections process,</p>
Page 134	Page 136
<p>1 assign someone, either Frank's or the chief 2 altogether so that we can have some continuity 3 and move forward at this most critical time.</p> <p>4 Thank you.</p> <p>5 MR. MAYERSOHN: Okay. Just to let everybody 6 know, it's now 1:05. If we can -- and I don't 7 want to force the issue, but we've got a couple 8 of items to discuss before we conclude and we've 9 got a hard stop at, what time, 1:30?</p> <p>10 MR. JABOUIN: 1:30 at the latest.</p> <p>11 MR. MAYERSOHN: 1:30. So how do we want to 12 proceed from this point?</p> <p>13 Do we want to go with the roofing analysis? 14 Can we do that in 10 minutes, 15 minutes?</p> <p>15 DR. LYNCH-WALSH: Sure.</p> <p>16 MR. MAYERSOHN: Is that okay with everybody? 17 And then we'll see where, how much time we've got 18 in the next 10 minutes?</p> <p>19 Go ahead, Mr. Luker.</p> <p>20 MR. LUKER: Thank you.</p> <p>21 MR. MAYERSOHN: Speed reading.</p> <p>22 MR. LUKER: So I'm actually going to kick 23 this one to my colleague, Christopher Gums, who 24 is a senior associate in our practice and helped 25 lead the follow-up work.</p>	<p>1 or reality checks I think is maybe the term we're 2 referring to, that can kind of speak a little bit 3 more to the technical granularity of what they're 4 doing.</p> <p>5 MR. MAYERSOHN: Kathleen?</p> <p>6 MS. LANGAN: Yes. Thank you, David.</p> <p>7 Yes, we have -- Kathleen Langan, AECOM 8 program director.</p> <p>9 We have instituted, which it was instituted 10 previously but it wasn't on a full-time basis and 11 not every roof was looked at with a roof reality 12 check. So we have a person who goes out and 13 performs a roof reality check on the projects. 14 It took us a while to get caught up with the ones 15 that were either bidding or going into 16 construction. But we're caught up with those now 17 and we're working on the projects that are in 18 design to make sure that we're back checking. 19 Obviously, the time has gone long from when 20 original inspections were done to where we are 21 today. So, yes, that process is being followed.</p> <p>22 MR. DE MEO: And the evaluation is being done 23 by a roof inspector not an HVAC person who's 24 onsite that noticed there was a leak or --</p> <p>25 MS. LANGAN: It's being performed by a</p>

Page 137	Page 139
<p>1 technical roofing person who does those reports. 2 And then he writes the report afterwards. And 3 then the process is those reports go to what we 4 call the roof committee. And that committee 5 consists of the roofing team as well as Mr. 6 Morgan from the building department as well as 7 Mr. Kaufold from -- the director of construction. 8 Those reports are evaluated. We meet twice a 9 week. And so we look at those reports and we 10 look at change orders. We look at all kinds of 11 things. 12 MR. DE MEO: And, lastly, are the evaluations 13 being done with sufficient frequency to comply 14 with the warranties, to keep the warranties in 15 force? 16 MS. LANGAN: Sure. So that is a process that 17 I think I can safely say is in the works. We -- 18 we, AECOM, are responsible for the first year of 19 warranty management. That would require two 20 inspections to happen that first year and then it 21 turns over to PPO. At that point Prima still 22 requires, as does Johns Manville, twice yearly 23 inspections. We are -- have worked with the 24 district. They have put together an RFP for a 25 roof asset management organization to come in.</p>	<p>1 Frankly, the roofing program is very 2 challenging. We have another 250 buildings to do 3 this year. We have 500-and-some buildings to do 4 next year. And so we have just been trying to 5 work to develop strategies to get more roofs done 6 faster. And so we're looking at these carveouts 7 as a way to do that. We're working with 8 procurement and legal. We're looking at the 9 design/build process and that's going to require 10 a lot of coordination with the building 11 department and purchasing. So we're constantly 12 looking at strategies to do better. 13 I can just tell you that I have stomachaches 14 every day about it. It's a huge undertaking. 15 We've lost -- two roofers have gone out of 16 business. Right now price increases are going 17 crazy as well as materials. Our roofers are not 18 able to get the roofing materials that they need. 19 So that's slowing us up as well. So it's a very 20 challenging time for the roofing program. 21 MR. DE MEO: Thank you, Mr. Chair. 22 MR. MAYERSOHN: Any other? Dr. Walsh? 23 DR. LYNCH-WALSH: So the facilities task 24 force met with AECOM and the building department 25 on May 13th to go over the September 2020 report.</p>
Page 138	Page 140
<p>1 Obviously, we, under AECOM, have about 17 million 2 square feet of roofs and then this firm, whoever 3 is selected, will take over, I think there's 4 about 22 million square feet that is not 5 currently in the SMART Program. So they will be 6 in charge. They will get that running first, 7 those 22 million square feet of roofs. 8 MR. DE MEO: Okay. So that sounds 9 encouraging, but it seems to me that this should 10 be a top priority and that we're a little -- 11 we're playing catch up ball here it sounds like. 12 MS. LANGAN: We are. 13 MR. DE MEO: Is there urgency -- is there 14 urgency within the -- within the district about 15 this? 16 MS. LANGAN: There is. You know, we have set 17 up a process now for roofs that are in so poor 18 condition. We put them into an emergency roof 19 replacement through the contracts through PPO. 20 And so as we evaluate and we do those roof 21 reality checks or as just as we're getting 22 complaints or whatever the case may be, we are 23 looking at those roofs and putting them in the 24 emergency roof replacement program. We are also 25 currently looking at carveouts.</p>	<p>1 So I kind of have comments that cover all of 2 them. And then since you just -- Mr. De Meo just 3 mentioned roofing inspections and all of that, I 4 have some comments on that. 5 So, basically -- because I didn't separate 6 it, so you might be happy that way. All right. 7 Improvements, staffing resources, which were 8 number -- well, actually I did mention number 6 9 and 7. So AECOM has added three experienced 10 building code compliance staff, the building 11 department has two additional inspectors, so now 12 they have four, and correct me if I'm wrong, Ron, 13 is looking for two more, that their dedicated 14 inspection scheduler responds to requests each 15 afternoon, increased the ISS details for comments 16 and clearance, that pertained to number 4. Some 17 of the concerns that came out of our meeting, the 18 lack of the long-term strategic roofing plan as 19 noted in Recommendation 2 resulted in the 20 district putting 30-year roofs on buildings in 21 need of replacement. So when a roof has been 22 replaced rather than repaired the state is 23 unlikely to allow building replacement. On the 24 plus side, a second roofing membrane 25 manufacturer, which you did note in here, Johns</p>

Page 141	Page 143
<p>1 Manville, which you just mentioned, the issue 2 that we had during the conversation was Polyiso 3 versus lightweight concrete continues to be 4 debated, and I'm not even going to get into why, 5 but it seems unclear whether there's a benefit to 6 using Polyiso. I expect the debate to continue.</p> <p>7 The lack of technological resources remains 8 the problem in augmenting the building 9 department. We discussed the need to have a 10 notification system. You noted that ISS doesn't 11 do that. It is a feature available from a 12 GovPilot, if I got the name right. ISS does do 13 some aging of plan status. That was one of the 14 things we asked about.</p> <p>15 e-Builder has the ability to add some 16 building department features, but it sounds, you 17 know, like it could be problematic customizing 18 it.</p> <p>19 A program such as Bluebeam and a PDF reader 20 would be needed to automate plan review, which 21 they don't have.</p> <p>22 All of these things would have been a much 23 better discussion in 2014, but, you know, it is 24 what it is.</p> <p>25 As for the question regarding the roofing</p>	<p>1 to be audited. But, anyway, as it pertains to 2 holding up AECOM, was there any update on that?</p> <p>3 MS. LANGAN: We have scheduled a meeting to 4 start looking at that. If we can't use Maximo 5 there is another option that's very inexpensive 6 that we can use for that first-year warranty. 7 And we're looking at, in our experience we've 8 developed warranty programs for districts, and we 9 would do something like that.</p> <p>10 We've got to have something similar to a work 11 order system to be able to track and then report 12 to the principals on if their warranty items have 13 been closed, open, and it also assists with 14 quality control because you can see which subs 15 are getting more warranty calls than others. So 16 it does help you in that respect.</p> <p>17 So we'll get that meeting with PPO to talk 18 about Maximo and see what we can make use of in 19 the existing system. If not, we'll have to go 20 from there.</p> <p>21 DR. LYNCH-WALSH: I mean, it's IBM, Maximo, 22 so, in theory, it should be able to do this. And 23 when you read what Scheduler Plus does, it 24 should. But we don't know the extent to which 25 they've implemented it. We know they've hired</p>
Page 142	Page 144
<p>1 inspections, we've asked for and they've started 2 putting together a responsibility matrix. As far 3 as that goes, it is being currently tracked in 4 Excel, which is passive, but we were trying to 5 find out what Maximo's capabilities are. We were 6 unable to get a response from the district and 7 IBM mysteriously couldn't attend our meeting.</p> <p>8 So we have some questions regarding Maximo, 9 but one of the critical ones, and to Mr. De Meo's 10 point, which is a constraint on AECOM, is being 11 able to use Maximo to manage first-year warranty 12 work orders, not just roofing, but all of the 13 different things that are under warranty, to use 14 it for scheduling and coordinating instead of it 15 being done manually. And I don't know if AECOM 16 was able to have a discussion with PPO or whoever 17 regarding Maximo. Because there's a feature 18 called Scheduler Plus, which we weren't clear on 19 whether they're using it, so we've -- I'm going 20 to be submitting six questions to the district 21 based on our last subcommittee meeting, because 22 PPO also has some critical success factors and 23 we're not sure where they stand on those. So -- 24 and they're also doing cleanup, data cleanup left 25 over from EDI, which EDI is a thing that needed</p>	<p>1 schedulers over there, but we don't know to what 2 extent this is being used and time is wasting. 3 Like with the roofs, they had to track it in 4 Excel, because Maximo, which we've had for, I 5 think, three -- three years now, maybe four, is 6 only being used for the white fleet, the 7 maintenance vehicles, and school buses. And I'm 8 not even sure on the school buses because the 9 vehicle maintenance supervisor got up and spoke 10 at the board meeting and said he's doing stuff on 11 Excel spreadsheet. Yeah, so that's just -- in 12 terms of ways to help AECOM and things that 13 should be a priority, finding out what Maximo 14 does and getting that implemented as it relates 15 to their needs is a priority that they could use 16 help on.</p> <p>17 And I just have one thing on when we get 18 to -- or if we are here on 3, on the carveout.</p> <p>19 MR. MAYERSOHN: Go ahead.</p> <p>20 DR. LYNCH-WALSH: Okay. So --</p> <p>21 MR. MAYERSOHN: I mean, I'm trying to 22 consolidate it all because of the time 23 constraint, so --</p> <p>24 DR. LYNCH-WALSH: Yes, I'm with you. I think 25 we're actually clipping along pretty good today.</p>

<p style="text-align: right;">Page 145</p> <p>1 All right. So on page 7, so there are 2 carveouts, which are -- and then there are things 3 which suggest that they were in the scope of the 4 SMART Program, but I'm pretty sure Plantation 5 High School Building 7, which is now only 6 inhabitable on the ground floor, because it's a 7 newer building, it has this design prototype that 8 is shared, there's a few of them, and it's 9 leaking like a sieve. I went there, completely 10 destroyed upstairs, the interior classrooms. So 11 my question is, just more of a clarification, was 12 that in -- I don't think this was in the original 13 hard scope. I believe this is an add-on because 14 it became an emergency. So, to me, there's a 15 difference between carving something out because 16 you can do it more economically and, oops, we 17 now -- you know, this building is leaking like a 18 sieve and we need to add into the scope, which I 19 believe is what the Plantation High School roof 20 is about. So I just wanted to make that 21 distinction.</p> <p>22 There are a number of roofs with tarps on 23 them that are leaking like sieves that were not 24 in the GOB, that they weren't leaking like sieves 25 in 2014, but through the passage of time have now</p>	<p style="text-align: right;">Page 147</p> <p>1 Castaldi done on it. They're having one done 2 now. Nora Rupert asked about it at the board 3 meeting, so the Castaldi's moving forward. The 4 original recommendation from the architect was 5 that it needed to be replaced and we just 6 recently discovered that it was being renovated.</p> <p>7 So there's a lot of -- every time since you 8 guys passed -- we passed the motion on disparity, 9 it's sort of in the back of my mind, as we look 10 at these projects, I go start looking at the 11 demographics and the prioritization. But those 12 are just some projects where people have had to 13 fight to get, you know, equity.</p> <p>14 But, anyway, I'm done. I just wanted to 15 mention those. And that's my only comment on 16 that.</p> <p>17 MR. MAYERSOHN: All right. Thank you for 18 your presentation.</p> <p>19 DR. LYNCH-WALSH: I'm trying.</p> <p>20 MR. MAYERSOHN: Great job. The only -- just 21 a quick question that I have, and it may not be 22 an audit question, but in the private sector 23 insurance rates are going up. And a lot of it 24 relates back to roofing issues of 25 years or 25 older. Does this relate back to -- and I guess</p>
<p style="text-align: right;">Page 146</p> <p>1 started to leak and then need to be addressed.</p> <p>2 So these are other things. AECOM is getting, 3 I cannot tell you how many emergency-type 4 situations that, you know, this is suddenly on 5 fire. Oakridge Elementary, the cafeteria is over 6 a year behind schedule and you can't imagine the 7 hardships that those people have had to put up 8 with not having a cafeteria and what they've had 9 to go through to make up for that.</p> <p>10 Heery people drilled through walls and 11 exposed asbestos and displaced teachers for six 12 months.</p> <p>13 You've heard about the Rickards roof 14 collapse. That's going to be a building 15 replacement. Markham Elementary Building 1 is 16 going to be a replacement. Stranahan will be 17 getting a cafeteria replacement.</p> <p>18 These are all things that should have been 19 planned for but people weren't allowed to.</p> <p>20 And I only bring those up because we 21 mentioned disparity and whether things were being 22 prioritized and whether things were being 23 executed equitably. And Markham, for instance, 24 is 96 or so percent free and reduced lunch and 40 25 percent English language learners. Never had a</p>	<p style="text-align: right;">Page 148</p> <p>1 to Mr. Jabouin or maybe nobody knows the answer, 2 are insurance rates related to the cost of roofs, 3 some of them older, some of them falling apart, 4 whatever it may be? Are insurance rates going up 5 at all; do you know.</p> <p>6 MR. JABOUIN: I don't have that.</p> <p>7 MS. DAHL: Homeowners are.</p> <p>8 MR. MAYERSOHN: Huh?</p> <p>9 MS. DAHL: Homeowners are.</p> <p>10 MR. MAYERSOHN: Homeowners, that's why I'm 11 wondering whether it's institutionally the same 12 way. I mean, it's just a curiosity question.</p> <p>13 DR. LYNCH-WALSH: The district's self-insured 14 I was told, but you just reminded me of an open 15 item that somebody asked, is whether our 16 buildings are insured for their real replacement 17 cost versus, say, the DEFP cost, you know, 18 whether we're upside down or under water?</p> <p>19 MR. MAYERSOHN: Right. But even the fact 20 that it's self-insured, the cost of --</p> <p>21 DR. LYNCH-WALSH: That's a separate problem; 22 yeah.</p> <p>23 MR. MAYERSOHN: Right. But the cost of 24 construction has dramatically increased and it 25 will continue to dramatically increase; at least</p>

Page 149

1 40 to 50 percent over the last six months.

2 DR. LYNCH-WALSH: Well, remember with the
3 original 2014 estimates before Atkins tried them
4 up, that those estimates were never real. Those
5 roofing estimates were based on repair costs of
6 like 6, 8 and 10 bucks a square foot as opposed
7 to the actual scope of work that needed to be
8 done, which was a replacement, which is more like
9 20, 22, around there.

10 MR. MAYERSOHN: Right. But I'm even talking,
11 currently, now, if you were going to -- if you
12 had even an accurate repair six months ago, the
13 price has increased 40 percent to sometimes 50
14 percent in the cost of the materials and
15 construction.

16 DR. LYNCH-WALSH: I think they're having
17 issues on HVAC but one of Atkins functions is to,
18 you know, update their estimates, and most of the
19 things that are being awarded are coming in
20 within what, three, three percent?

21 MS. CARPENTER: That's correct. So currently
22 we haven't seen that giant jump in the project
23 costs as of yet. I know certain materials, you
24 know, related to metals or plywood, there's
25 certain things that the prices have

Page 151

1 MR. MAYERSOHN: Motion by Dr. Walsh, second
2 by?

3 MR. MEDVIN: Second.

4 MR. MAYERSOHN: Mr. Medvin.

5 All those in favor signify by saying, aye.

6 COMMITTEE MEMBERS: Aye.

7 Anybody opposed?

8 (No response.)

9 MR. MAYERSOHN: The ayes have it.

10 Mr. Jabouin, I mean, where are we at from
11 a -- thank you very much you all. Appreciate it.

12 MR. DE MEO: Nice job guys.

13 MR. JABOUIN: So we do only have five minutes
14 left. We could see if we can stretch it out just
15 a little bit longer if some of the members could
16 stay. And maybe we just do a hard stop at 1:35.

17 I do need to go over the various points the
18 committee had from the last meeting.

19 MR. MAYERSOHN: Ms. Dahl?

20 MS. DAHL: I can't stay so I don't know if
21 that makes a difference for quorum.

22 MR. JABOUIN: We need seven.

23 MS. DISCH: I have to leave at 1:30 also.

24 MS. DAHL: But I just had a comment that I'd
25 like to make if that's okay, Mr. Mayersohn.

Page 150

1 skyrocketed --

2 MR. MAYERSOHN: Right.

3 MS. CARPENTER: -- but generally on our
4 overall projects that we see being bid now, we
5 haven't seen that big of an increase. But it
6 could continue -- like you said, it could
7 continue to go up over the next few months.

8 MR. MAYERSOHN: Yeah. I mean, that's what
9 I'm seeing.

10 MR. LUKER: I'd add, too, some of the core
11 commodities did spike earlier in the year and
12 have now come down over the last month or two,
13 but I think the bigger issue is that the supply
14 chain that supports that has major gaps within it
15 still. And so the vendors' ability to actually
16 get the materials, regardless of the price,
17 becomes the challenge to project schedule, which
18 becomes a cost increase to general conditions and
19 I think those are the types of project concerns
20 that the next 12 months we'll certainly need to
21 focus on.

22 MR. MAYERSOHN: Right.

23 All right. So can we get a motion to
24 transmit the roofing process analysis?

25 DR. LYNCH-WALSH: So moved.

Page 152

1 MR. MAYERSOHN: Sure.

2 MS. DAHL: I appreciate the fact that we try
3 to put time limits on the agenda to say we're
4 going to try to do this within this certain
5 period of time. However, it has been my
6 experience with doing that here at this committee
7 that we never follow it. And so, therefore, the
8 number of items that are on the agenda are way
9 too long, robust, whatever you want to use, to
10 fix it.

11 So I'm hoping that next year we can make sure
12 that, excuse me, that we try to handle less
13 things. Sometimes it's not possible at all, like
14 the added item about the policy thing today
15 certainly couldn't have taken 15 minutes it was
16 down there for. It took almost an hour. So,
17 hopefully, when the agenda is established from
18 now on, and I don't know if you do the time
19 limits or Mr. Jabouin does them, that we get a
20 little bit better about determining time limits
21 on some of these things and when other things are
22 added. Thank you.

23 MR. MAYERSOHN: Right. Well, these are -- I
24 mean, these are all projected. I don't want
25 to -- I, as the chair, don't want to sit here and

<p style="text-align: right;">Page 153</p> <p>1 say, you know, this should take 20 minutes, it's 2 an estimate of time, and then say, sorry, we've 3 got to cut it off, we've got to move on to the 4 next item. These items, unless there are, and 5 I've had this discussion with Mr. Jabouin, unless 6 there is an item that is a specific time 7 constraint that we have to transmit, we can 8 always push this back to the next meeting. So, 9 for example, we're here with the HCT report, that 10 we've continued to have a look at and have asked 11 information to move forward and make changes, I 12 mean this is going to be moved on to the next 13 meeting.</p> <p>14 MS. DAHL: And that seems to happen to so 15 many things.</p> <p>16 MR. MAYERSOHN: Correct. Correct.</p> <p>17 MS. DAHL: And I just have a concern about 18 that.</p> <p>19 MR. MAYERSOHN: So, as I said, we can either 20 adhere to timelines or continue to --</p> <p>21 MS. DAHL: And I'm not saying that. What I'm 22 saying is that, when you look at it, try to 23 anticipate, if you can, which I think you're 24 trying to do, a better period of time for some of 25 these things like that policy thing.</p>	<p style="text-align: right;">Page 155</p> <p>1 agenda standpoint, I would just make a motion to, 2 you know, move the HCT report to the next 3 meeting. And then chief auditor's report, unless 4 you have anything of urgency to say in the next 5 30 seconds?</p> <p>6 MR. JABOUIN: I will try to capture it in 7 30 seconds. We have no choice but to move it to 8 the August 12th meeting. That is very likely to 9 be a very long meeting because we -- if I'm able 10 to do everything I'm supposed to I have some 11 deliverables for that meeting and then MSL will 12 be here and so forth.</p> <p>13 What I think is the most important thing to 14 capture is that I attended the graduation of 15 Dillard High and Plantation High School, and I 16 will tell you that, if you look at all the 17 challenges that are out there, that day sort of 18 reminded me as to what our mission is. That was 19 I would say some of the best moments of my year. 20 So despite all the challenges that are out there, 21 looking at the product that we produce certainly 22 makes everything gratifying. So if I run out of 23 time and that's what I say, I do want to go ahead 24 and compliment the district, Dr. Wanza, the 25 parents and the students for their work in a very</p>
<p style="text-align: right;">Page 154</p> <p>1 MR. MAYERSOHN: The policy thing I didn't 2 anticipate it would take as long as it did, but 3 it did.</p> <p>4 MS. DAHL: Well, it's just a comment.</p> <p>5 MR. MAYERSOHN: No, I appreciate it. I 6 appreciate it.</p> <p>7 Mr. Jabouin?</p> <p>8 MR. JABOUIN: Thank you. Ms. Dahl, it is 9 challenging to be able to get all that in. The 10 interesting part is, though, if my group is able 11 to produce the audits at the pace that we should 12 be, then it would be a very big challenge. So 13 under normal circumstances we'd actually have 14 more reports to look at and that at the rate that 15 we're going through them, that would definitely 16 be a challenge. So imagine today's meeting with 17 maybe like two more reports and how tough that 18 that would be.</p> <p>19 So, Mr. Mayersohn, with respect to the next 20 item, it will take me a while to go through the 21 11 points that the committee had from the April 22 22nd meeting. HCT is here.</p> <p>23 Oh, I guess because I told them 1:30 they've 24 actually departed.</p> <p>25 MR. MAYERSOHN: Okay. So, I mean, from an</p>	<p style="text-align: right;">Page 156</p> <p>1 challenging year.</p> <p>2 And then as quickly as Mr. Mayersohn 3 indicated, with the organizational chart on May 4 18th, we have been able to add to our group where 5 we'll get a director level position. That is 6 going to allow a lot of fieldwork to be done. 7 Because as we sit here on a regular basis there 8 are auditors that work for me that are waiting 9 for me to review samples and review fieldwork. 10 And that's just something that is just not 11 possible just because of the administrative 12 aspects that comes with that responsibility. All 13 of the divisions had a director level position 14 except for us, but that has been done. The 15 auditor general is here doing their audit. It is 16 a very challenging audit. It is very 17 time-consuming. It's very important. It's going 18 to go on until next March when their report is 19 issued. That is a very big time factor that's 20 there.</p> <p>21 In addition, we had three other people join 22 the team. We had Wanda Radcliff, we've had 23 Nicole Smith and we had Donna Lazeda (phonetic) 24 join the team as well. But ultimately we will 25 recruit for and hire a director that would work</p>

Page 157	Page 159
<p>1 under me that will be responsible for a lot of</p> <p>2 different things, including review fieldwork that</p> <p>3 needs to be done.</p> <p>4 That concludes all I can tell you at this</p> <p>5 particular time.</p> <p>6 MR. MAYERSOHN: Okay. Are there any comments</p> <p>7 from the audit committee members?</p> <p>8 DR. LYNCH-WALSH: We need a second on your</p> <p>9 motion to move the HCT.</p> <p>10 MR. MAYERSOHN: Well, I didn't -- I'm asking</p> <p>11 for a motion.</p> <p>12 DR. LYNCH-WALSH: Oh.</p> <p>13 MR. MAYERSOHN: So are you making a motion?</p> <p>14 DR. LYNCH-WALSH: Well, I'd like to make a</p> <p>15 comment.</p> <p>16 MR. JABOUIN: I don't think we need one, but</p> <p>17 -- I don't think we need a motion for that.</p> <p>18 DR. LYNCH-WALSH: Well, I still would like to</p> <p>19 comment, but I think Mr. De Meo --</p> <p>20 MR. MAYERSOHN: Okay. So let's go first to</p> <p>21 the audit committee member's comments.</p> <p>22 Mr. De Meo?</p> <p>23 MR. DE MEO: Well the auditor general was</p> <p>24 mentioned, this may be an inappropriate question,</p> <p>25 but I'm gonna ask it, has anyone, CFO, chief</p>	<p>1 agenda I didn't realize until a day or two ago</p> <p>2 that there was two pages to it. And I finally</p> <p>3 realized there was a second page when I got the</p> <p>4 hardcopy and then I was like, what are we doing</p> <p>5 here? We know that this cannot be done by 1:30.</p> <p>6 We all know it. So I blame the board room. I</p> <p>7 don't know what happens when people come in here.</p> <p>8 It's the like the land that time forgot and time</p> <p>9 stands still. They had a client-attorney session</p> <p>10 the other day that they said was going to take an</p> <p>11 hour, it was two, almost two and a half hours</p> <p>12 later that they emerged from that thing. It's --</p> <p>13 we know that this is not going to happen. So,</p> <p>14 you know, having HCT come, and I understand them</p> <p>15 leaving because they're timeframe was 12:10 to</p> <p>16 12:30 and it's 1:30.</p> <p>17 So I don't -- I would think we need a special</p> <p>18 meeting, but I don't want to commit people to try</p> <p>19 to meet in July. And if we can't do that then</p> <p>20 figure out how to time things better for the</p> <p>21 August meeting.</p> <p>22 MR. JABOUIN: The only thing we could</p> <p>23 potentially do is come in earlier for the August</p> <p>24 meeting and we've already extended that.</p> <p>25 But I do think though, Dr. Lynch-Walsh,</p>
Page 158	Page 160
<p>1 auditor, has anyone been contacted by the grand</p> <p>2 jury?</p> <p>3 MR. JABOUIN: I mean, I don't think that that</p> <p>4 would be a question that I would be able to</p> <p>5 answer on that particular point.</p> <p>6 MR. MAYERSOHN: Okay. That was it?</p> <p>7 MR. DE MEO: That's it.</p> <p>8 MR. MAYERSOHN: Dr. Walsh?</p> <p>9 DR. LYNCH-WALSH: Okay. So my comments have</p> <p>10 to do with sort of echoing what Ms. Dahl said.</p> <p>11 And just reminding us on this HCT, and the same</p> <p>12 happens with other things that are lengthy</p> <p>13 conversations, we were supposed to have a special</p> <p>14 meeting, and that never happened. So I'm going</p> <p>15 to put on my Phyllis -- I'm going to be Phyllis</p> <p>16 Shaw for a second. Because, realistically --</p> <p>17 because Phyllis is the queen of special meetings.</p> <p>18 I'm not saying that everybody wants to meet in</p> <p>19 July, it could be in August before the regular</p> <p>20 meeting, but it's unrealistic to think that we</p> <p>21 could have that conversation within the space of</p> <p>22 a regular meeting, especially since we're being</p> <p>23 told it's going to be long. I knew today not to</p> <p>24 plan on leaving here until 2 or 2:30 based on</p> <p>25 this agenda. But, to be honest, when I got this</p>	<p>1 though, if there are more reports that are</p> <p>2 produced, that then makes it even much more</p> <p>3 difficult because I think if things work out as</p> <p>4 they're supposed to there will be more reports</p> <p>5 that are produced and that -- that does put some</p> <p>6 time constraints. Ultimately, I think all we can</p> <p>7 do is just do our best with that.</p> <p>8 DR. LYNCH-WALSH: But we have to be</p> <p>9 realistic. I think we all know that HCT was not</p> <p>10 ever going to happen at this meeting because you</p> <p>11 have two RSM reports right before it and we were</p> <p>12 speeding through that to begin with.</p> <p>13 So, like I said, coming in earlier, but we</p> <p>14 have to be more realistic in these timetables, we</p> <p>15 just have to. Because people have to leave or be</p> <p>16 more --</p> <p>17 MR. JABOUIN: Well, I think -- I mean, we do</p> <p>18 have to be. But Dr. Lynch-Walsh, for example, I</p> <p>19 have a couple of projects that are in fieldwork</p> <p>20 that if I bring them up, if I'm able to finish</p> <p>21 them, then they're going to take some time. But</p> <p>22 I think at the same time, I mean, I do appreciate</p> <p>23 some of your commentary, but you probably need to</p> <p>24 focus on being a little bit more concise to be</p> <p>25 able to save us some time.</p>

Page 161

1 DR. LYNCH-WALSH: Okay. Mr. Jabouin, I'm
2 done. The point is that this was never going to
3 happen today. If you didn't notice, on the RSM
4 reports, we didn't have everybody commenting. So
5 it's not like I was eating up everyone's time.

6 MR. JABOUIN: If you could just try.

7 DR. LYNCH-WALSH: So I'm going to leave now
8 because you always put some insult in your
9 comments and -- no, no, no, I'm sorry, but I've
10 had enough. So because I know my limitations and
11 I know how to deal with issues that you insist on
12 creating, I'm going to take my concerns to the
13 state. So I'm glad that we're putting this off.
14 I am leaving. And I am -- I am no longer
15 engaging with you because there's really no point
16 to it.

17 Thank you.

18 MR. JABOUIN: Thank you.

19 MS. DAHL: I have to go. Sorry.

20 MR. MAYERSOHN: Well, I guess we will -- if
21 there are no more comments, because I believe we
22 have lost our quorum; right?

23 MR. JABOUIN: We need seven. Let's see --

24 DR. LYNCH-WALSH: I'm out.

25 MR. JABOUIN: One, two, three, four, five --

Page 162

1 MR. MAYERSOHN: Well, we can just make a
2 motion to adjourn.

3 Mr. Barnes made a motion to adjourn?

4 MR. BARNES: Sure did.

5 MR. MEDVIN: Second.

6 MR. MAYERSOHN: Mr. Medvin seconded.

7 All in favor?

8 COMMITTEE MEMBERS: Aye.

9 MR. MAYERSOHN: Have a Happy Father's Day for
10 all the fathers that are here.

11 (Hearing was concluded at 1:38 p.m.)
12
13
14
15
16
17
18
19
20
21
22
23
24
25

Page 163

REPORTER'S CERTIFICATE


2 STATE OF FLORIDA

3 COUNTY OF BROWARD

4 I, Timothy R. Bass, Court Reporter and Notary
5 Public in and for the State of Florida at Large,
6 hereby certify that I was authorized to and did
7 stenographically report the foregoing proceedings, and
8 that the transcript is a true and complete record of
9 my stenographic notes thereof.

10 I FURTHER CERTIFY that I am neither an
11 attorney, nor counsel for the parties to this cause,
12 nor a relative or employee of any attorney or party
13 connected with this litigation, nor am I financially
14 interested in the outcome of this action.

15 Dated this 28th day of June, 2021, Fort
16 Lauderdale, Broward County, Florida.

17
18 
19 TIMOTHY R. BASS
20 Court Reporter
21
22
23
24
25



A				
A.M 1:14 ability 76:14 141:15 150:15 able 7:6 9:25 21:2 40:4,6,9 51:13 52:19 53:8,19 70:11 73:24 89:14 94:11 94:23 97:8 116:25 135:25 139:18 142:11,16 143:11 143:22 154:9,10 155:9 156:4 158:4 160:20,25 absolute 12:15 41:16 49:12 60:3 absorb 116:25 accept 23:7,9 120:2 acceptance 93:10 accepted 97:21 119:18 accepting 93:18 94:6 access 89:13 112:14 113:2 114:3,4,12 accommodated 76:24 accomplish 44:12 60:7 62:18 68:11 101:2 accomplished 88:16 135:2 account 117:7 126:13 Accountability 2:16 2:17 accountant's 37:10 accounted 35:7 accounting 32:16 38:5 46:4 47:12 53:18 accurate 149:12 achieve 88:23 acknowledge 5:7 13:19,22 19:1 119:21 Acknowledgements 13:6 acknowledgment 9:8 34:2 Acting 2:17 action 163:14 actual 64:16 86:23 102:17 129:2 149:7	ADA 124:21 Adam 2:6 4:20 17:13 add 12:4 15:5 25:18 25:22 59:21 72:19 80:13 94:19 97:9 104:15 111:24 129:19 141:15 145:18 150:10 156:4 add-on 145:13 added 65:18 84:20 123:9 124:22 125:10 127:10,14 135:3 140:9 152:14 152:22 addition 123:21 156:21 additional 66:20 69:1 80:12 88:8,12,22 120:10 126:19,24 127:14 140:11 address 19:15 48:12 72:25 73:4 76:8 113:4 118:3 addressed 43:23 90:10 115:12 135:8 146:1 addressing 62:24 adhere 153:20 adjourn 162:2,3 ADMINISTRATI... 1:10 administrative 6:24 156:11 adopt 23:5 62:16 adoption 40:1,7 81:1 advanced 113:9 advertised 80:9 advice 15:10 advise 51:7 Advisory 3:4 18:6 AECOM 3:5 84:13 86:7 89:13 92:12,21 95:13 96:2,25 99:4 99:6,8,10,13 102:8 113:2 115:4 119:13 119:19 121:15 123:1,5,6,8,14 124:13 125:5 126:4 127:4 130:1 133:4 135:4 136:7 137:18	138:1 139:24 140:9 142:10,15 143:2 144:12 146:2 AECOM's 88:10 112:8 115:5 afforded 11:16 afternoon 140:15 agency 48:17 agenda 6:3,4,19 7:10 8:9 24:23 32:14 34:25 36:11 133:10 152:3,8,17 155:1 158:25 159:1 agendas 52:2 aging 141:13 ago 44:3 50:8 103:15 121:23 131:9 149:12 159:1 agree 23:16 26:4 41:3 46:4 49:1 51:19,22 65:14 67:18 70:19 102:14 118:4,11 agreed 118:4 129:15 agreeing 58:1 63:18 70:17 ahead 9:10 48:13 103:17 134:19 144:19 155:23 Alhadeff 22:4 Ali 2:9 5:18 35:17 Allegiance 4:6,7 allow 45:19 49:9 63:2 64:18 79:12 87:20 140:23 156:6 allowable 64:20 allowed 40:6 73:2 146:19 allows 104:19 alluded 131:5 alongside 12:16 altogether 134:2 ALVAREZ 2:23 amazing 11:8 amendment 54:9,18 54:19 57:9 70:22 76:8 amount 62:15 72:2 100:1 analysis 131:1 134:13 150:24 Andrew 2:2 5:1	Ann 2:10 5:20 announce 5:13,14 8:23 annual 16:18 24:8 36:9 37:5 74:5 answer 64:1 82:4 84:11 96:17 100:14 117:15 125:25 148:1 158:5 answered 45:21 answers 50:5 65:6 Anthony 2:4 4:14 31:14 anticipate 8:11 100:12 153:23 154:2 anybody 12:4 15:4 16:1,11 29:23 30:8 30:16 31:8 32:7 33:13 36:5 41:7 58:20 78:25 114:22 121:6 135:14 151:7 anymore 114:21 anyway 67:22 72:18 72:19 118:22 125:17 143:1 147:14 Anyways 100:3 apart 148:3 apologies 114:13 apologize 64:3 84:10 85:20 125:19 apparent 50:12 apparently 28:22 50:21 123:20 appeal 132:22 133:12 appear 118:13 appears 45:8 123:3 applicable 36:13 43:20 applied 123:7 applies 128:10 apply 123:8 appointed 47:24 131:24 appointee 47:16 appreciate 17:1 119:25 151:11 152:2 154:5,6 160:22 appreciated 12:8	Appreciation 14:1,14 approach 93:1 98:6 98:19 128:23 129:12,14 approached 18:7 approaches 128:8 135:5 appropriate 51:7 120:4 appropriately 102:23 approval 6:2,3,4 30:4 30:19 31:11 33:1 51:2 69:1,1,5,13 78:15 79:16 110:9 112:19 127:6 129:4 approvals 112:21,22 112:22 approve 6:1,7 30:21 31:17,21 69:9 93:15 105:22 106:19 108:3 approved 6:20 19:7 19:12 22:2 104:13 107:22 115:4,24 126:20 127:8 approximately 40:11 April 14:18 30:19 154:21 Arcese 2:9 5:18,18 35:17 architect 133:16,17 147:4 area 32:23 51:15 95:8 106:12 107:6,7 116:4 123:8 128:11 129:23 areas 7:19 29:2 38:9 arrangement 129:8 129:11,16 Article 90:12 asbestos 146:11 Ashley 3:5 86:4 aside 10:12 13:18 asked 8:25 21:16 49:8 59:1,2 79:4,6 91:18 99:22 110:6 121:18,23 141:14 142:1 147:2 148:15 153:10 asking 8:6 23:12 45:20 71:12 79:17

100:21,22 117:6 157:10 asks 99:23 aspect 108:14 aspects 89:16 113:21 113:23 156:12 assessed 117:18 asset 137:25 assign 132:6,25 134:1 assigned 82:18,20 84:19,19 113:7 131:12 132:13,16 132:25 133:25 assignments 85:6 assistance 8:19 81:14 122:9,11 Assistant 2:21 assists 143:13 associate 134:24 associated 62:19 assuming 59:6 Atkins 3:5 86:5 96:2 111:12 112:1,9 133:4 149:3,17 Atkins' 110:23 Atlantic 18:1 attend 7:11,25 12:24 96:2 142:7 attendance 2:1 7:4 attended 155:14 attention 124:7 attorney 21:17 23:1 26:24 76:18 77:20 163:11,12 attorneys 51:6 attuned 51:15 audit 1:5 4:4 9:9,17 10:18 12:24 13:1 14:4,17 19:4,13,23 21:13 25:7,25 26:20 27:6,20 28:8 30:4 30:20 31:11,21 32:12,15 34:9 35:1 35:14 36:8,10,21,23 36:23 37:3,11,15,15 37:17 38:1,3,24 39:8 40:15,16,25 41:7,19 42:3,6,6,10 42:11,15,21,25 43:3 43:6,7,10 46:25 47:18,20,21 50:7	53:9,18 54:3,3,11 54:12,17 55:1,2,9 55:25 56:2,3,4,16 56:17 57:11,17,23 58:2,5,10 59:6 60:10 62:8,15 64:9 66:4,21,24,25 69:6 70:5 71:6,18 72:6 72:17 73:5,16,17,19 74:2,8,10 75:19 76:20 78:12,15 79:10 86:8,10 90:4 111:18 113:18 115:25,25 116:12 116:15,21 117:6,9 117:12,16 127:17 147:22 156:15,16 157:7,21 audited 127:23 143:1 auditing 51:14 87:11 auditor 2:8,9,11,11 5:9,17,19,21 6:24 7:3 19:19,25 20:13 22:24 25:3,8 26:22 27:8,16,23 36:15,22 36:25 37:1,4 38:9 38:12 41:6 48:20,21 50:5,11 53:8 71:9 71:22 72:16 73:6 76:21,22 77:11,17 77:23 86:9,17 90:3 90:21 103:10 128:16,19,21 156:15 157:23 158:1 auditor's 20:14 79:23 128:25 129:16 155:3 auditors 47:13 50:18 62:4 86:17,21,23 117:16 128:9 156:8 audits 2:9,10,10 20:25 32:18,24 33:25 34:23 37:2 117:4,23 154:11 augmentation 122:9 122:17,21,25 123:12,13 augmenting 141:8 August 8:1 31:18,19 80:7,23 94:16 97:19	103:13 116:20 118:7 155:8 158:19 159:21,23 authority 39:17 133:7 authorized 163:6 automate 141:20 automatically 53:12 59:10,17 61:2 72:18 autonomy 20:18,24 41:6 avaialable 141:11 avail 78:1 availability 130:9 available 37:24 95:15 102:22 Avenue 1:11,23 avoid 38:7 awarded 14:2,15 149:19 aware 46:9 101:17 131:7 aye 6:15,16 29:21,22 30:14,15 31:6,7 32:5,6 33:11,12 36:3,4 58:18,19 78:23,24 121:4,5 130:20,21 151:5,6 162:8 ayes 29:25 31:10 36:7 79:2 121:8 151:9	bad 83:25 ball 138:11 Barnes 2:3 4:10,11 162:3,4 based 15:10 28:12 39:5 89:12 90:13 97:5 124:18 126:2 128:24 142:21 149:5 158:24 baseline 88:6,13 basically 57:16 140:5 basis 88:1 93:7 96:3 109:21 120:2 136:10 156:7 Bass 1:22,23 3:7,7 5:12 8:21 63:10,13 91:24 111:7 163:4 163:19 Beach 17:23 BECON 8:25 beginning 131:10 begins 129:21 behalf 16:22 Bekeart 39:4 believe 19:7 20:17 25:7 26:9 29:10 41:10,23 51:21 54:10 63:25 85:23 95:19 125:23 126:23 132:9 145:13,19 161:21 beneficial 102:18 benefit 141:5 benefits 53:19 best 33:23 41:12,14 49:11,13 50:23 52:12 71:24 78:2 82:20 132:24 155:19 160:7 better 22:13 90:17 107:15 139:12 141:23 152:20 153:24 159:20 beyond 124:14 bid 60:19 64:16 65:5 150:4 bidding 136:15 bids 64:17 big 150:5 154:12 156:19 bigger 150:13	billed 115:11 billing 123:16 birthday 11:15 bit 11:22 17:17 18:10 19:10,10 71:3 84:23 89:4 103:11 104:18 108:6 116:13 125:25 130:7 136:2 151:15 152:20 160:24 BLAKE 2:22 blame 159:6 blaming 104:17 blank 76:10 Bless 111:5 Blondell 3:3 86:10,10 Bluebeam 141:19 bluntly 21:3 board 1:3,10 14:3,16 14:25 15:9 16:8 18:6,8 19:8 20:1,16 20:21 21:3,11,16,21 21:22 22:2,3,18,20 22:25 23:3,4,25 24:3,8,17,23 25:4,9 26:1,8,21,23,24 27:7,9,15,21,23 28:9,10,16,17 29:10 29:12 37:16,19,22 37:24 39:14,15,18 39:19 40:8 41:9,20 41:20 42:4,13,15,22 42:22 43:6,9 47:16 49:14,15,17 51:2 52:19,25 55:2,12,19 56:15 59:1,2,9 60:10 63:21 64:22 65:1 66:4,5 67:1,2 68:13 69:7,8 76:2 76:21 78:13,14,16 79:14 80:21 81:1 83:6 86:13 92:23 93:7,17 94:16 97:18 109:22,23 112:8 129:9 132:23 144:10 147:2 159:6 board's 67:17 Bobadilla 131:8 body 37:19 Bond 39:2 book 11:1
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

bookkeepers 34:17 bottom 12:1 break 63:10 breakdown 120:21 brief 63:11 111:4 briefly 77:13 86:16 87:20 88:19 135:10 bring 20:3 24:23 46:8 64:22 65:9 74:4 83:1 122:19 124:6 146:20 160:20 bringing 21:5 26:6 43:15 131:23 brought 56:12 80:22 96:7 116:22 118:13 135:4 Broward 1:3 14:3,17 15:2 16:7 18:2,11 26:21,23 27:7,22 61:9,10,11,12 69:7 78:17 110:16 163:3 163:16 bucks 149:6 budget 11:1,1,3 18:6 85:11 build 93:15 building 2:21 137:6 139:10,24 140:10 140:10,23 141:8,16 145:5,7,17 146:14 146:15 buildings 139:2,3 140:20 148:16 built 67:19 bulletins 34:15 bullets 112:20 115:6 buses 144:7,8 business 3:3 7:7 8:5 14:25 34:14,17 139:16 <hr/> C <hr/> cafeteria 146:5,8,17 CAFR 11:6 15:15,20 37:6 calculate 96:22 call 4:9 11:7 16:24 104:19 117:2 129:13 137:4 called 98:11 142:18 calling 43:13	calls 20:12 143:15 cancelled 109:14 capabilities 142:5 capable 77:24 capital 86:13 91:10 91:15 92:1 101:1 125:7 132:7 caps 118:19 capture 38:8 96:21 111:6 155:6,14 care 127:11 career 13:2 Carpenter 3:5 86:4,4 149:21 150:3 carries 58:22 carveout 144:18 carveouts 138:25 139:6 145:2 carving 145:15 case 25:9 62:23 64:21 103:4 138:22 Castaldi 147:1 Castaldi's 147:3 Castaneda 116:19 catch 138:11 caught 136:14,16 cause 65:3 82:21 163:11 celebrate 11:15 center 1:10 34:18 Central 17:24 certain 62:15 80:9 149:23,25 152:4 certainly 13:14 29:4 29:16 94:3 107:6 150:20 152:15 155:21 certificate 13:23 14:1 14:14 163:1 certify 163:6,10 CFO 38:9 128:12 157:25 CFO's 128:15 chain 150:14 chair 2:2,2 10:4 13:10 14:12 17:12 19:4 21:25 22:6,19 24:4 33:20 37:20,23 37:23 38:1 45:3,20 47:14 50:13 52:18 55:10,11,12,14,14	55:18,21 56:16 73:18 75:15 86:14 94:19 95:24 125:19 128:5 139:21 152:25 challenge 70:13 108:12 150:17 154:12,16 challenges 46:22,23 53:5 103:19 131:17 155:17,20 challenging 8:10 22:11 53:17 139:2 139:20 154:9 156:1 156:16 champion 10:2 chance 18:25 23:24 46:10 94:20 change 21:6 22:18 24:2 25:2 26:10 38:11,13,14 39:10 41:3 42:5,10,14 43:16,17 44:1,25 45:25 46:9 52:20 53:13 59:19,20 62:3 62:4 66:11 78:18 93:4,19,21 94:4,5,7 102:15,16,17,19,20 102:21,23 112:21 126:13,16,19 127:7 127:15,25 131:6 137:10 changed 41:14,15 42:18 43:18 57:22 119:23 changes 6:3 19:22 28:7 37:13 41:23 45:17 57:25 76:19 77:5 93:5,24 94:14 94:15,22 102:22 127:5 130:1 153:11 changing 29:3 41:17 46:3 charge 18:12 138:6 chart 19:18 22:1 26:11 82:8 84:7 87:22 88:3 89:20 122:17 124:24 126:2 156:3 check 114:12 136:12 136:13	checked 18:21 checking 136:18 checks 136:1 138:21 Cherry 39:4 Chicago 17:21 chief 2:8,9,15,15,16 2:17,18,19,21 5:9 5:10,17,18,20 6:24 7:3 9:16 11:22 19:18,25 20:14 25:3 26:22 27:8,16,22 38:12 48:21 50:4 53:15,16 79:23 86:16 90:21 103:10 128:15,18,21,25 129:16 131:7,13 132:13,17 134:1 155:3 157:25 children 15:2 16:6 chiming 45:22 choice 43:14 47:2 52:17 60:21 124:11 124:19 125:9 132:6 132:10 155:7 choices 16:25 39:13 choir 113:25 choose 24:10 60:20 90:16 chooses 24:22 57:12 chosen 47:15 52:7 56:2 Chris 3:4 86:9 135:9 135:13 Christopher 134:23 circumstances 62:21 154:13 cite 90:12 cited 99:1 Citrix 18:11 city 18:5 48:20 claim 116:4 clarification 97:10 106:8 145:11 clarified 66:20 clarify 95:6,23 112:6 clarifying 54:23 classrooms 145:10 clause 64:18 clean 116:1 118:22 cleanup 142:24,24 clear 25:10 47:15	78:9 80:1 87:3 99:12 125:6 132:8 142:18 clearance 140:16 Clerk 2:12 client-attorney 159:9 clipping 144:25 close 9:14 123:18 closed 119:16 143:13 closer 107:10 closing 104:8 120:5 CM 124:22 coals 121:20 code 140:10 Coker 2:24 63:15,25 64:3,4,8,14 67:23 75:4 104:14,23 105:1,5,9,10,11,12 105:21,24 106:15 106:18 107:6 Coker's 74:21 collaborate 93:2,12 collaboration 90:3,8 92:14 98:25 99:14 collaborative 34:11 collapse 146:14 colleague 10:13 134:23 colleagues 9:21 34:9 38:17 collect 9:11 color 72:24 column 82:17 83:9,16 90:1 come 7:19 8:12,15 12:9 17:4 21:20 22:22 46:23 53:6 67:24 76:5 80:3,4,6 80:11 91:7 96:15 125:4 127:5 137:25 150:12 159:7,14,23 comes 20:24 49:7 57:21 106:5 156:12 comfortable 89:14 94:1 97:16 coming 7:9,24 19:22 46:12,15 48:7 51:25 53:17 57:5 61:14 63:15 67:9 76:22 101:7 127:24 149:19 160:13
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

comment 24:6 48:9 52:12 63:6 86:17 87:20 100:9 111:24 121:10 127:2 130:24 131:4,21 132:1,4 147:15 151:24 154:4 157:15,19 commentary 89:4 90:22 160:23 commented 21:21 119:14 commenting 161:4 comments 12:23 14:19 15:12,13,15 15:15,19,22,23 16:14,17 18:19,23 19:5,6 29:16 39:9 40:21 52:10,21 80:13,21,24 91:16 92:3 98:24 140:1,4 140:15 157:6,21 158:9 161:9,21 commit 159:18 commitments 102:24 committed 13:13 14:24,24 123:17 committee 1:5 2:1 4:4 6:16 7:1,6,23 8:2,3 8:12 9:9,17 10:18 12:24 13:1,12,19 14:4,17 15:9 17:2 19:4,23 24:22 25:5 25:7 26:20 27:6,21 28:23 29:22 30:5,15 30:20 31:7,11,12,18 31:21,21 32:6,11,21 33:12,24 36:4 37:15 37:16,17,21 38:1,3 39:8,23 40:12,20,25 41:4,7,18,19 42:3,6 42:7,11,12,15,21,25 43:4,5,6,8,11 46:19 47:18,21,22 48:25 50:7,16,22,23 51:11 52:18,23 54:4,11,12 54:13,17 55:1,3,6,9 56:1,2,3,5,5,12,16 56:17 57:11,12,18 57:22,23 58:3,3,6 58:10,19 59:11,14	60:8,9,10,14,16,21 63:1 66:7,22 67:4 68:15,16 69:6 71:6 72:6 73:5,14,17,17 73:18 74:8,10,16,18 75:14,16,20,25 76:3 78:16,24 79:10,12 79:22 80:22 81:12 93:4 116:15,24 121:5 130:21 132:23 137:4,4 151:6,18 152:6 154:21 157:7,21 162:8 committee's 8:17 22:9 24:13 28:20 31:16 33:1 committees 39:16 54:10 commodities 150:11 common 46:7 61:12 communicate 93:12 118:5 communicated 109:6 communication 92:15 108:25 communications 83:18 community 9:5 15:2 16:5 18:4 20:12,17 22:21 25:15 41:11 companies 25:25 62:3 62:4 company 18:12 72:4 72:7 competency 62:7 complacent 50:19 complaints 138:22 complete 107:5 119:1 119:3 126:11 163:8 completed 10:23 105:3 111:20,21 119:12 127:20 completely 21:2 145:9 completion 127:19 complexity 83:8,9 131:16 compliance 9:12 18:13 89:7,23 98:16 122:4,5,6,10 123:2	124:8,9 127:17 140:10 compliant 35:6 complied 90:14 compliment 155:24 comply 94:13 137:13 component 113:18 components 119:14 comprehensive 37:5 88:21 96:12 conceivably 47:24 concept 90:3 concern 22:9,10 29:5 40:15 45:2 47:11 110:5 131:11 132:15 135:18 153:17 concerned 53:21 concerns 19:21 28:21 46:11 47:5 49:1 52:5 72:25,25 119:15 140:17 150:19 161:12 concise 160:24 conclude 134:8 concluded 21:18 162:11 concludes 40:22 157:4 conclusion 39:16 65:9 119:19 concrete 141:3 concur 103:16 condition 138:18 conditions 64:16 74:17,20 75:1 150:18 conduct 7:7 configuration 102:19 conflict 9:5 65:12 congratulatory 34:16 connected 163:13 Connie 3:2 5:23 12:3 14:2 cons 12:10 consecutive 58:25 59:9 66:6 67:3 78:14 consensus 93:16 consider 10:13 22:18 40:20 51:5 58:11	74:7 118:2 130:3 consideration 57:10 62:20 considered 51:16 61:5 78:3 116:23 Considering 91:4 100:11 consistent 85:5 consists 137:5 consolidate 144:22 constantly 139:11 constraint 142:10 144:23 153:7 constraints 40:2,19 160:6 construction 2:19 84:17 102:8 106:12 119:24 124:23 133:2 136:16 137:7 148:24 149:15 Consultant 3:7 Consulting 3:4 contact 10:1 81:22 contacted 158:1 contents 32:23 context 111:25 continually 73:11 continue 10:16 47:3 60:6 61:19 63:3,17 65:7 71:13 73:7 113:8 141:6 148:25 150:6,7 153:20 continued 153:10 continues 141:3 continuity 134:2 continuous 108:20 contract 36:15,16,16 36:18 37:7 40:3,14 43:21,21 60:17 64:9 64:21 71:9,21 72:2 72:12 74:3,15 77:10 77:25 88:11 90:11 99:2,18 122:2 123:3 124:1,8 contractor 122:11 126:18 contractors 127:7 contracts 77:14 138:19 contractual 77:5 contractually 74:6	contribution 10:21 15:1 contributions 15:18 control 37:8 76:11 117:10 143:14 controls 116:1,5,13 133:3 convene 73:13 conversation 21:25 24:16 50:4 97:18 141:2 158:21 conversations 59:22 158:13 Conway 2:10 5:20,20 coordinated 95:9 coordinating 92:17 142:14 coordination 139:10 copied 24:19 core 62:7 150:10 corner 46:6 corporate 25:24 correct 6:5 21:18 28:2 41:10 45:23 57:24 85:22 108:7 125:22 127:23,24 140:12 149:21 153:16,16 corrections 115:13 correctly 103:22 135:19 cost 36:21 83:11 148:2,17,17,20,23 149:14 150:18 costs 36:24 102:4 149:5,23 counsel 27:10,24 39:12,12 163:11 count 56:14 85:23 country 62:9 County 1:3 14:4,17 15:2 16:7 17:23 18:2,11 26:21,23 27:7,22 61:9,10,11 61:13 69:8 78:17 110:16 163:3,16 couple 40:25 41:2 76:23 93:8 97:2 109:22 115:17 119:16 125:9 134:7 160:19
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

course 8:4 43:23 court 1:22 3:7 5:12 5:12 8:21 111:9 163:4,19 cover 140:1 covered 36:18,20 37:7 COVID 7:14 CPA 3:3,6 14:15 17:18 47:25 CPAs 11:9 CPCM 87:12,15 98:21,21 110:23 128:9 crafted 46:20 crazy 139:17 create 22:13 65:22 created 42:8 creating 161:12 creation 40:14 critical 9:23 91:6 134:3 142:9,22 criticality 24:2 critically 21:1 23:21 cue 112:19 curiosity 148:12 curious 98:9 current 36:16,20 37:6 37:21 38:15,16,24 40:2,3 42:1 50:11 50:20 63:3 64:8 78:11 102:18 123:7 127:2 currently 11:9 18:5 18:10 22:15 27:14 38:21 39:3 89:12 111:20 123:22 126:18 138:5,25 142:3 149:11,21 customizing 141:17 cut 104:8 153:3 cutoff 105:20 cuts 56:9 cycle 87:11 cycles 70:9	31:25 32:1 33:18,19 33:20 44:16,22 51:17,18 101:22,23 103:16 109:9 110:4 110:5 148:7,9 151:19,20,24 152:2 153:14,17,21 154:4 154:8 158:10 161:19 damaged 35:11 Dan 116:18 data 96:21 113:5,5,15 113:17 142:24 date 35:9 64:23 127:19 Dated 163:15 David 3:3 86:8 127:3 136:6 day 11:25 28:24,24 34:19 40:10 139:14 155:17 159:1,10 162:9 163:15 days 67:9,24 96:24 97:3 106:7,8 112:17 127:14 De 2:4 4:14,15 31:14 57:1,2,3,9 61:7,8,11 61:14,24 62:1 63:19 64:1,10 67:23 68:21 68:23 70:23 77:12 77:13 86:14,16,21 86:24 87:1,3 119:1 119:3 128:5,6,7,17 129:6,18,19 130:11 135:16,17,18 136:22 137:12 138:8,13 139:21 140:2 142:9 151:12 157:19,22,23 158:7 deadline 104:6 deadlines 104:11 deal 10:20 125:12 161:11 debate 141:6 debated 62:2 141:4 decades 9:19 11:11 December 88:4,7 111:2 decide 131:20,22 133:25 decision 25:15 37:23	49:5,6,20 62:25 133:6,8 decisions 29:1 130:10 dedicated 140:13 dedication 13:14 deeply 77:23 defer 100:16 127:1 defined 88:18 defining 129:2 definitely 34:11 47:12 118:13 154:15 definition 38:7 47:7 DEFP 124:20 148:17 delay 105:14 delayed 40:16 delays 82:22 deliverable 103:8 deliverables 87:14 95:9 155:11 demisted 7:15 demographics 147:11 denied 49:10 deny 78:1 departed 154:24 department 20:19,21 21:16 34:9 35:12 84:16 102:8 122:5 131:15 132:16 137:6 139:11,24 140:11 141:9,16 departments 34:10 35:3 133:15 depending 47:11,14 71:15 82:5 131:12 depreciated 35:11 Deputy 39:11 Derek 132:14 describe 32:17 94:21 described 45:15 describes 38:12 deserve 20:24 design 136:18 145:7 design/build 139:9 designating 47:16 designee 24:3 28:9,12 38:1 55:19 desk 106:4 despite 155:20 destroyed 145:10 detail 115:15 129:7 130:9	details 64:25 140:15 determine 52:25 57:11 71:13 73:6 129:23 determined 120:3 determining 152:20 develop 139:5 developed 88:7 143:8 development 39:25 79:15,18,24 80:20 122:4 developments 79:19 dictate 77:6,11 difference 29:13 112:7 145:15 151:21 different 11:25 12:1 32:18 34:10 38:24 39:2 43:11 44:2 52:13 62:21 82:25 83:15 84:22 96:1 130:2 142:13 157:2 differently 92:22 difficult 20:25 53:4 93:20 160:3 difficulty 8:11 digs 116:13 Dillard 155:15 direct 22:25 26:22 27:8,23 52:6 100:9 directed 92:24 direction 28:17,18 90:21 128:15 directly 20:16 23:2 25:4,9,25 27:17 director 2:19,20,20 2:22,23,24 3:3 64:4 84:12 86:7,8,13 91:15,25 92:12 101:1 105:10 127:4 131:14 132:7,12,17 133:1,2,3 136:8 137:7 156:5,13,25 director's 19:7 disagree 48:15 disappointed 91:1 Disch 2:4 4:16,17 25:17,18,22 69:23 70:3,18 73:9 82:9 82:15 113:12,13,14 113:24 114:2,14	115:19,20 116:17 117:5,8,14 118:4,8 118:17 120:24,25 151:23 Disch's 117:1 disconnect 116:8 118:14 discovered 95:12 147:6 discretion 59:8 66:5 67:1 68:12 78:13 discuss 24:24 59:15 93:2,5 128:11,21 134:8 discussed 21:15 39:11 93:6 128:14 141:9 discussing 61:15 95:25 discussion 6:12 20:3 20:9 21:7 29:18 30:11 31:3 32:2 33:8 56:24 58:14 60:24 63:8 78:20 81:11 121:1 141:23 142:16 153:5 discussions 96:20 disgruntled 114:8 disparity 146:21 147:8 displaced 146:11 disqualified 50:14 disruption 132:18 distance 13:25 distinction 145:21 distinguished 7:2 distributed 111:15 district 2:14 7:4 8:15 9:18,19,21,23 10:14 10:24 11:10 13:20 16:9 18:7 28:25 29:15 34:13 36:14 46:7 62:9 92:16,17 93:10,13,22 96:21 97:11,13 98:4,5,17 98:18 100:2,17 102:6 103:17 104:9 104:17 123:10 124:20 132:11 133:19 137:24 138:14 140:20
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

142:6,20 155:24 district's 19:18 95:24 123:16 133:16 148:13 districts 11:18 38:18 52:13,14 59:3 143:8 ditto 12:22 diversity 15:14 122:4 122:10 division 35:4 divisions 156:13 documentation 115:23 127:9 documented 100:3 documents 10:23 11:2 13:16 93:8,12 127:5 dog 11:24 111:8,9,11 doing 10:18 33:23 44:3 49:10 56:9 57:8 72:1,16 76:25 84:25 85:12 102:7 112:1,5,10 116:12 125:8 136:4 142:24 144:10 152:6 156:15 159:4 dollar 83:7 84:7 120:20 dollars 83:10,12 84:19 85:1 donation 124:19 Donna 156:23 DOP 112:22 downplay 95:16 Dr 2:5,16,17 3:7 4:22 7:20,22,22 30:25 31:1 33:21 34:6,20 34:21 35:13 44:15 44:16,17,19,23 45:2 45:3,7,11,18,18,24 46:16,18 47:3,4,10 48:3,6,10,13,14 49:15,18 51:19 52:5 54:21,22 56:23 57:14,15,25 61:6,7 63:5,7,14,18 65:7 65:11 66:2,9 69:10 69:12,18 70:14,16 70:25 71:1 72:21,22 78:6 79:25 80:1,5 80:15 82:12 83:19	90:24 91:1 95:4,5 95:22 96:6 98:15 99:3,7,11,15 100:6 100:18,21 101:9,18 103:16 106:9 107:16,19,25 108:8 108:15 109:3,9,19 111:23,24 114:23 114:24 118:9,10,18 120:7,8,14,16,19 121:9 130:18,19,22 130:24 131:21,25 132:2,5 133:20 134:15 139:22,23 143:21 144:20,24 147:19 148:13,21 149:2,16 150:25 151:1 155:24 157:8 157:12,14,18 158:8 158:9 159:25 160:8 160:18 161:1,7,24 dragging 95:18 100:23 101:19 dramatically 148:24 148:25 drilled 146:10 drive 22:22 due 53:2 119:16 duplication 22:23 durations 126:20 Duval 38:20 dynamic 23:19 <hr/> E e-Builder 89:14 94:11 94:22 95:16 96:3 98:2 100:6,8,9 101:24 102:15 112:14,24 141:15 ear 26:9 earlier 8:12 19:1 86:16 131:5 150:11 159:23 160:13 early 7:24 earned 96:19 easier 8:22,24 easiest 87:18 easily 62:16 easy 93:25 eating 161:5 eats 125:15	echo 101:23 echoing 158:10 Economic 122:4 economically 145:16 EDDC 122:6,12,20 122:21 Eddy 116:19 EDI 142:25,25 effect 110:7 effective 132:9 effectively 119:15 effectiveness 26:2 efficient 94:12 effort 22:23 34:11 76:13 eight 84:15,24 either 19:10 24:25 35:6 85:17 89:12 131:12,13 132:6,16 134:1 136:15 153:19 elected 56:3,5 57:23 58:3 Elementary 146:5,15 email 106:22 emerged 159:12 emergency 104:12,20 138:18,24 145:14 emergency-type 146:3 employee 163:12 employees 99:8,9 115:9 encouraging 138:9 endeavors 12:18 engagement 15:16 39:3 61:8 129:6 engaging 161:15 English 146:25 enhance 14:24 enhancement 94:12 ensure 108:6 126:25 entered 77:15 entire 20:21 42:25 121:13 equitably 146:23 equity 147:13 ERIC 2:11 Erum 11:6 especially 19:23 104:9 116:3 158:22	essentially 110:25 111:16 112:9 129:13 established 93:2 152:17 Estate 121:19 estimate 8:10 153:2 estimated 127:18 estimates 149:3,4,5 149:18 Europe 62:3 evaluate 40:13 135:20 138:20 evaluated 24:20 137:8 evaluation 28:12 136:22 evaluations 137:12 event 68:3,4 109:19 131:11 Eventually 22:21 everybody 34:3,18 48:11 56:9 94:17 106:11 114:9 131:23 133:12 134:5,16 158:18 161:4 everyone's 124:6 130:25 161:5 evolves 119:23 exact 49:3 119:25 exactly 58:13 71:19 108:19 118:17,17 example 130:1 153:9 160:18 Excel 142:4 144:4,11 exception 104:6 exceptional 20:23 exceptions 32:24 35:5 exclusive 73:18 exclusively 50:22 excuse 33:18 40:3 102:3 105:15 152:12 execute 129:11 executed 102:17,22 126:13,16 146:23 execution 122:7 executive 2:12,19,23 86:12 89:7,9 91:14 100:25 131:13	132:7,12,17 existing 45:16 61:20 143:19 expect 100:14 127:16 141:6 expectation 34:14 expectations 98:5,18 expected 7:10 122:16 experience 9:20 29:8 38:8 143:7 152:6 experienced 77:24 140:9 experiences 47:19 expert 38:6 expiration 64:23 expire 67:10 expires 36:16,17 40:2 40:3 43:21 64:9 expiring 43:21 explain 48:1,4 87:19 89:4 90:9 128:23 135:25 explained 88:25 103:19 122:22 explains 87:23 112:3 exposed 146:11 express 24:13 expressed 28:22 extend 64:2,24 65:2,2 65:3 67:24 126:19 extended 64:11 159:24 extension 49:9 64:13 64:18 65:4,12 extent 94:13 128:10 143:24 144:2 external 36:15 64:9 extremely 9:20 53:7 Eye 81:12 eyeballs 80:16 <hr/> F fabulous 108:19 face-to-face 51:23 facilitation 122:14 facilities 2:19 95:21 95:24 99:20 106:2 121:11 131:7,15 132:13 133:14 139:23 facing 11:2
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

fact 20:14 42:23 46:8 67:15 97:15 102:20 105:12 119:17 126:22 148:19 152:2 factor 119:17 156:19 factors 53:3 119:17 142:22 falling 148:3 familiar 112:7 fantastic 86:20 far 16:14 41:22 53:21 64:12 116:23 117:6 130:6 142:2 faster 139:6 fastest 42:1 Father's 34:19 162:9 fathers 162:10 favor 6:15 29:21 30:14 31:6 32:5 33:11 36:3 58:18 78:23 81:10 121:3 130:20 151:5 162:7 feature 141:11 142:17 features 141:16 February 14:17 74:1 88:13,15 111:1 federal 18:14 feedback 128:25 feel 71:25 102:1 feeling 93:10 feet 138:2,4,7 felt 90:12 98:23 Fertig 2:5 4:18 12:6,7 12:13 18:24 19:3 20:4,5,10,11 21:15 22:16,17 24:15 25:1 26:5,13,16,18 27:5 27:11,14 30:6,7 31:15 33:3,4,7 40:23,24 42:9,17 43:14,19,25 44:7 46:5 49:8,17 52:6 53:24,25 54:7,25 55:4,11,14,18,22,25 56:6,8,18,23 57:5 58:13,23,24 60:2,16 60:25 61:22,25 63:19 65:8,25 66:3 66:10,15,23 67:13	68:3 69:3,7,15,19 69:21 70:8,17,19 73:3,20 75:8,10,21 75:23 76:4 78:5 81:3,6,9,15,16,19 82:1,5,11,13,16,24 83:20,25 84:4 85:7 Fertig's 49:1 62:24 65:14 fewer 109:23 field 117:23 fieldwork 156:6,9 157:2 160:19 fifth 62:8 67:6,10 fight 147:13 figure 159:20 final 42:22 51:2 93:9 120:2 finalized 97:19 finalizing 97:4 finally 9:14 121:18 159:2 finance 10:2 104:7 finances 11:13 34:8 financial 2:15,15 5:10 9:16 11:8,22 16:18 36:9,23 37:3,5,7,8 38:3,6 47:6,7 52:21 53:15,16 54:15 116:12 128:11 financially 163:13 financials 118:15,22 find 53:25 142:5 finding 51:11 70:21 101:25 144:13 findings 103:5,6 117:11 fine 19:11 23:13 46:18 55:16,17 56:10 70:13 92:8 finest 20:20 finish 48:8 160:20 finished 61:24 fire 146:5 firm 39:4 46:25 50:14 51:12 52:15 53:17 53:20 59:7,24,24 60:20,22 61:20 63:3 66:4,25 70:6 74:2 74:16,19 78:12 116:9,10 138:2	firms 38:25 39:1 47:2 47:20 50:9 51:14 53:10 60:19 62:7,22 72:16,18 77:25 first 17:14 29:11 31:23 37:25 39:7 41:3 44:23 52:1 56:15 76:20,23,25 77:8 80:17 87:22 88:9 91:11 92:21 96:16 97:21 101:7 115:3,5,16 119:11 137:18,20 138:6 157:20 first-year 142:11 143:6 fiscal 11:7 36:18 53:9 67:8,11 101:5,11,13 108:12 116:21 fit 47:22 48:18,22 124:1 fits 51:22 five 41:13,17 44:11 44:11 46:3 49:2,12 49:16 56:14,18,18 56:23 57:4 58:25 59:4,9 60:4 66:6 67:2 68:9,10,13 69:22 72:5 76:9 78:14 93:23 96:24 96:25 97:2 106:7,10 106:13 151:13 161:25 five-day 106:3 five-year 50:13 51:9 60:14 61:8,20 62:2 62:22 63:20 71:12 77:7 fix 75:10 152:10 FL 1:24 fleet 2:22,23 144:6 Fleming 2:17 34:21 35:13 flexibility 66:14 fling 131:14 floor 17:10 20:6 78:5 145:6 Florida 1:11 11:21 14:4,17 17:21,25,25 18:1 23:17 28:7 36:12 71:22 77:13	163:2,5,16 fluid 26:9 focus 150:21 160:24 focused 84:17 110:22 113:19,22 folks 71:25 follow 64:14 103:3,7 106:21 108:22 152:7 follow-up 103:2,6 120:5 134:25 followed 108:10 112:25 136:21 following 4:1 55:7 88:18 90:2 followup 119:11 126:10 foot 149:6 force 95:21,24 96:25 97:16 99:20 109:13 121:11,22 133:14 134:7 137:15 139:24 forced 62:25 forecast 102:24 foregoing 163:7 forever 59:18 forgot 74:7 forgot 5:13 159:8 form 87:16 formal 63:4 68:25 formally 19:2 format 23:5 81:23 109:11 forms 9:6,8,13 Fort 1:11,24 18:5 163:15 forth 24:21,25 38:10 129:25 155:12 forward 18:16 19:14 26:6 46:8 49:7 93:14,16 97:7,20 99:22 102:24 112:20 113:9 127:1 129:5 134:3 135:4 147:3 153:11 forwarded 21:10 found 115:23 117:14 127:17 four 10:23 12:17 49:19 55:1,4,13,15	55:16,18 56:8 68:5 69:21 72:5 87:16 106:8,11 140:12 144:5 161:25 four-day 106:13 Frank 2:19 86:12 91:12,14 92:2 94:15 100:25 102:1 106:8 108:1,16 131:3 132:8 Frank's 134:1 frankly 11:4,17 102:1 104:17,21 139:1 FRED 3:7 free 146:24 frequency 137:13 Friday 108:4 friend 10:14 front 21:25 25:15 81:21 87:8 125:12 FS&E 124:20 full 9:12 full-time 136:10 fully 35:11 function 21:14 functioning 135:22 functions 25:25 53:18 149:17 funds 2:10 15:8 32:12 32:15,18 further 28:4 56:24 100:5 121:1 163:10 future 10:1 53:6 113:22
G				
game 61:15 gaps 150:14 Garth 83:17 121:20 121:24 gather 130:9 Gauci 3:2 5:22,22 13:24 14:14,15 16:1 16:3,12,20 17:6 general 20:13 21:17 22:22 27:9,24 36:22 36:25 37:1,4 39:11 50:17 92:20 135:1 150:18 156:15 157:23 generally 150:3				

generate 109:23 getting 18:16 80:16 95:9 98:1 123:1 125:10 138:21 143:15 144:14 146:2,17 GFO 71:24 giant 149:22 Girardi 2:19 86:12 86:12 91:13,14,14 92:4 93:3 94:20 95:1 100:25,25 103:13,18 106:2,12 106:17 107:2,10,13 107:15 110:6 125:24,25 Girardi's 107:7 gist 107:18 give 9:10 12:10 62:16 62:18 83:6 105:3,7 given 8:10,15 34:2 61:14 62:5 99:25 117:16 125:5 131:16 gives 28:16 54:12 55:13 66:14 giving 28:18 101:3 glad 161:13 glowing 118:14 go 9:10 10:22 14:12 22:5 23:25 24:11 32:20 33:22 37:25 38:2 40:9,13 41:8 48:13 50:24 53:12 60:3,11 61:3 63:3 65:5 66:2,3 72:3,11 75:11 76:11 80:2 82:2 85:10,13 90:19 97:1 100:7 101:16 103:17 106:1 111:18 115:1,14 116:20 119:5,7 126:20 127:6 130:5 134:13,19 135:13 137:3 139:25 143:19 144:19 146:9 147:10 150:7 151:17 154:20 155:23 156:18 157:20 161:19 go-around 80:17	go-forward 120:1 goal 123:16 GOB 145:24 God 45:21 goes 24:2 42:21,22 52:24 80:25 97:18 114:8 136:12 142:3 going 9:10 11:23,25 11:25 16:6 22:19,22 23:20 24:18,18,19 25:12 26:5 32:19 39:20 43:4 44:5,10 45:19 46:22 51:11 52:4 53:3 54:8,17 60:3,18,23 63:9,25 65:17,17,17 67:6,20 68:4 69:12 71:5,16 71:18 72:5 74:9 76:17,22 81:16,21 83:11 84:2 91:2 94:16 95:15 97:17 99:24 100:11 123:23 127:1 129:24 131:5,18 132:21 134:22 136:15 139:9,16 141:4 142:19 146:14,16 147:23 148:4 149:11 152:4 153:12 154:15 156:6,17 158:14,15 158:23 159:10,13 160:10,21 161:2,7 161:12 gonna 54:1 62:23 82:1 157:25 good 4:3 6:25 10:15 10:19 11:13,14 15:3 15:7,20,22 16:14 26:8 34:3 35:12 39:1 46:17 50:17 57:13 64:3,4 65:3 69:3 85:24 99:25 109:20 116:22 144:25 gospel 58:12 gotten 107:18 governing 37:19 55:2 56:15 government 48:19 85:11	governmental 48:17 governments 85:16 GovPilot 141:12 gowns 118:19 grace 45:20 graduation 155:14 grand 158:1 granular 96:19 117:10 granularity 116:11 136:3 grateful 7:6 8:18 15:11 gratifying 155:22 gray 51:4 great 10:20 12:20 22:21 33:25 41:5 81:3 147:20 ground 145:6 group 11:5 14:23 50:7 131:2,19,22 154:10 156:4 groups 84:9,16 guess 13:10 16:22 51:6 71:5 74:14 83:21 100:8 101:9 103:9 105:9 108:22 114:16 115:20 147:25 154:23 161:20 guest 7:18 guests 3:1 7:2 guide 8:14 130:4 guidelines 43:3 Gums 3:4 86:9,9 134:23 guys 14:23 17:7 71:21 86:2 87:7 99:3 131:2 147:8 151:12	126:25 137:20 153:14 159:13 160:10 161:3 happened 158:14 happening 23:20 102:10 happens 77:6,11 92:15 104:21 107:2 158:12 159:7 happy 34:19 50:15 70:22 90:15 91:12 128:16 140:6 162:9 hard 11:14 34:4 90:4 107:13 134:9 145:13 151:16 hardcopy 159:4 hardships 146:7 HARPALANI 2:10 HARVEY 3:6 hate 59:16 HCT 3:6,7 15:16 72:6 153:9 154:22 155:2 157:9 158:11 159:14 160:9 hear 45:5 48:11 heard 86:18 91:8 146:13 hearing 87:4 107:22 162:11 heart 12:2 96:12 Heery 123:4,8 146:10 held 102:5 Hello 103:25 help 14:24 18:7 143:16 144:12,16 helped 134:24 helpful 61:17 112:5 Hi 17:13 HICKS 3:7 high 17:22,24 145:5 145:19 155:15,15 higher 39:17 highest 92:25 highlighted 112:23 hire 27:16 71:25 156:25 hired 19:19 20:1 143:25 hires 27:15 hiring 70:5 hit 135:11	hold 48:10 101:14 107:25 holding 96:8 101:12 143:2 holdup 100:24 Hollywood 71:6 home 11:24 Homeowners 148:7,9 148:10 honest 45:21 158:25 hook 123:14 hope 21:5 65:11 105:13 108:8,9 116:11 hoped 97:22 hopefully 10:16 19:16 20:3 26:8 152:17 hoping 152:11 hour 123:24 152:16 159:11 hours 62:15,17 65:21 159:11 huge 117:10,11 139:14 Huh 119:2 148:8 hundred 83:12 125:9 hung 121:16 hungry 78:1 HVAC 136:23 149:17
I				
IBM 142:7 143:21 identification 111:17 identified 112:15 115:9 124:17 identify 91:23 115:16 identifying 16:15 III 2:11,11 illogical 132:18 imagine 146:6 154:16 imagined 125:8 immediately 50:14 108:2 111:12 112:25 impact 46:24 53:6 impacted 39:13 impacts 125:13 implemented 97:25 106:24 143:25 144:14 implementing 34:13				

117:20	83:6,7,21 89:13	introduce 7:20 18:25	J	join 18:3 156:21,24
important 10:19	95:14 99:25 109:21	86:2 87:6	Jabouin 2:9 4:10,12	Joris 2:9 5:9 7:3
13:21 16:8 21:2	109:24 116:25	introduction 35:15	4:14,16,18,20,22,24	judgmentally 129:3
23:16,22 40:16	120:10 153:11	40:22	5:1,3,5,7,9,13 6:6	Judith 2:15 5:10 9:16
46:25 53:7 85:19	informational 30:20	Introductions 17:9	6:22,25 7:3,23	July 40:5 79:13,14
100:19 102:4,23	inhabitable 145:6	introductory 9:14	10:10 13:8,11 15:6	80:2,19,20 97:19
113:4 114:10	initial 119:20	invaluable 15:1	15:23 16:12 18:21	101:7 112:8 132:9
155:13 156:17	initiatives 9:22	inventory 2:9 34:23	19:9 21:12 24:6	158:19 159:19
improvement 33:25	input 12:8	35:1 36:8 117:3	26:14 27:2,6,13,19	jump 25:23 65:19
108:21	inside 99:13	INVITED 3:1	28:3,11,15,20 30:1	149:22
Improvements 140:7	insist 161:11	invoice 112:21	31:13 32:14 34:24	jumped 124:5
in-between 83:3	inspection 140:14	invoices 115:4,5,17	35:17 36:11 42:9	June 1:13 4:4 6:21
in-depth 96:19	inspections 135:25	121:19	43:2,18,20 44:1	67:5,12 127:19
inaccuracies 115:8	136:20 137:20,23	invoicing 87:12	45:1,5,10,15,18,23	163:15
inadvertently 48:23	140:3 142:1	involve 129:1	46:15,18 48:1,4,8	jury 158:2
inappropriate 157:24	inspector 20:13 22:22	involved 42:24 62:17	52:11 54:6,23 55:9	
include 64:17 85:2,3	136:23	122:14 128:19	55:12,16,20,24 56:4	K
88:17 122:16	inspectors 140:11	involvement 42:12	56:7,14,20 58:2,7,9	Kathleen 3:5 84:12
included 51:20 64:20	instance 96:18	involving 41:7	59:21 60:15 61:12	86:6 90:25 92:11
87:10,13,14 88:21	146:23	ISS 140:15 141:10,12	64:8 66:19 67:8	96:1 127:3 135:24
88:25 89:1,1 92:6	instances 90:8 117:25	issue 62:24 71:3,5,7	68:1,19 69:5 70:10	136:5,7
127:9	instituted 127:5	71:20,20 72:10,10	73:21,25 74:21 75:3	Kathleen's 90:18
includes 87:24	136:9,9	72:20 76:9 79:20	78:8,11 79:4,5,8,11	Kaufold 137:7
including 28:25 52:13	instituting 94:4	87:24 96:4 101:12	79:19 80:4,8,18,23	KAY 2:22
60:20 157:2	institutionally 148:11	103:22 104:4 108:1	81:2,5,13,23,25	KC 1:10
inclusion 38:11	insult 161:8	109:1,5 113:5 134:7	82:10 85:23 86:19	keep 10:18 15:3
income 18:13	insurance 147:23	141:1 150:13	86:23,25 87:2 90:22	41:12 53:14,19
incorporate 113:21	148:2,4	issued 87:9 88:7,21	91:7 92:7 94:19	59:18 65:17 68:8,9
increase 148:25	insured 148:16	90:10 101:8 104:20	100:17 103:11	70:20 104:14,14
150:5,18	Integration 2:20	135:2 156:19	104:24 105:2,6	123:18 132:20
increased 140:15	intended 88:5	issues 48:12 62:19	106:21 107:1,12,14	137:14
148:24 149:13	intending 129:5	112:11 115:16,22	107:23 108:5,9	kept 59:25 101:24
increases 139:16	intention 10:11	117:10 124:4 125:4	110:8 116:16,17	125:10
independence 22:14	interest 16:5 22:21	147:24 149:17	117:5,22 118:5	kick 134:22
23:22 26:2 50:6	78:3	161:11	125:23 129:19	kickoff 88:10
62:19 65:23	interested 41:16	it'll 12:12 97:24	131:19 134:10	kind 10:11 14:21
independent 20:2,12	163:14	104:9	148:1,6 151:10,13	49:20 59:17 65:8
25:7,8 37:10 59:6	interesting 154:10	item 13:6 18:18 19:15	151:22 152:19	76:12,23 109:15
66:3,23,25 78:12	interfacing 133:4	21:8,20 32:12,14	153:5 154:7,8 155:6	110:9 121:16
indicated 107:9	interim 53:16	33:17 34:22,25	157:16 158:3	129:10 131:5 135:7
129:20 130:6 156:3	interior 145:10	36:12 58:15 78:20	159:22 160:17	136:2 140:1
indicates 21:15	internal 2:10 15:8	79:5 87:6 90:20	161:1,6,18,23,25	kindly 7:24
individual 22:20	25:25 28:8 32:12,15	103:7 120:5 135:11	January 88:12 111:2	kinds 137:10
93:15 129:12	37:8 59:22 101:1	135:15 148:15	JENNIFER 2:10	knew 158:23
individuals 14:23	interpreting 99:16	152:14 153:4,6	JERMAIN 2:17	know 10:21 12:19,23
31:17 34:12 37:24	interrupt 63:24	154:20	Jermaine 35:13	16:22,24 19:12
industry 10:3	interruption 111:4	items 8:8 24:24 35:6	job 33:24 34:3 51:12	22:11 23:10 25:12
inexpensive 143:5	interview 99:3	35:9 88:22,24 89:11	51:13,14 72:1	26:10 29:5,6,10
influence 28:24	interviewed 99:6,9	92:20 93:16 115:7	147:20 151:12	38:4 41:14 44:12
inform 39:14	interviews 90:6,13	134:8 135:6,8	jobs 123:24	49:18 51:1,2,8 52:3
information 52:6	98:22	143:12 152:8 153:4	Johns 137:22 140:25	53:22 58:25 60:9

61:4,5 62:5 65:8 67:19 69:23 70:3,7 70:24 72:9 73:7 76:7,13 77:2 82:19 83:1,2,9,10,13,25 84:1,3 85:1,18 87:24 88:10 90:20 90:24 92:12 93:25 96:17 98:11 99:22 100:8 102:6 104:17 106:24 110:7 113:14,25 114:7,7 120:11 123:6,24 125:6,9 127:7 129:23 130:2 131:3 132:3 133:9 134:6 138:16 141:17,23 142:15 143:24,25 144:1 145:17 146:4 147:13 148:5,17 149:18,23,24 151:20 152:18 153:1 155:2 159:5,6 159:7,13,14 160:9 161:10,11 knowing 60:22 118:6 knowledge 9:19 25:12 28:21 47:19 89:23 known 51:25 knows 116:24 148:1	largest 11:18 62:9 lastly 34:19 137:12 late 51:9 61:15 latest 134:10 Lauderdale 1:11,24 163:16 Lauderdale's 18:6 law 39:17,24 42:10 50:21,25 Lazeda 156:23 lead 134:25 leader 11:8 leadership 94:14 131:6 leads 118:2 leak 136:24 146:1 leaking 145:9,17,23 145:24 learned 97:23 learners 146:25 leave 23:24 48:24 54:2 55:22 81:16 84:10 125:20 151:23 160:15 161:7 leaves 48:18 56:8 leaving 12:19 22:17 76:10 158:24 159:15 161:14 led 11:18 left 59:7 142:24 151:14 legacy 124:20 legal 21:16 22:11 24:25 64:18 139:8 legally 22:8 28:15 lengthy 90:17 92:13 158:12 Leo 131:8 let's 48:20 70:15 72:6 74:17,18 98:4 100:4 115:1 157:20 161:23 letter 37:9 90:14 129:6,8,11 letters 34:16 letting 44:12 127:7 level 21:21 23:22 26:1 34:12 109:21 117:10,21 121:24 131:13,14 156:5,13	license 47:23 life 16:24 17:20 lightweight 141:3 limitations 161:10 limited 53:10 62:6,6 76:14 limiting 65:21 limits 152:3,19,20 line 22:25 109:7 linear 55:7 lines 62:12 69:2 72:24 list 35:8 48:16,23 97:4 104:15 119:11 124:15 125:5 listed 8:16 35:2 112:20 125:14 listening 26:8 105:11 105:12 lists 98:17 literally 82:1 108:17 litigation 163:13 little 6:23 11:5,22 17:17 18:10 19:10 19:10 47:2 51:4 52:8 84:23 89:4 103:11 104:18 108:6 115:8 116:13 125:25 136:2 138:10 151:15 152:20 160:24 living 16:5 18:2 93:11 local 9:5 85:11,15 locations 35:1,2 logic 48:1,4 logical 132:6,9 long 7:10 11:19 40:25 55:6 82:6 100:11 130:8 132:11 136:19 152:9 154:2 155:9 158:23 long-term 140:18 longer 41:13 64:23 68:9 110:14 112:5 135:7 151:15 161:14 look 15:7 19:17 29:2 35:8 37:12,13 51:1 51:21 59:3 64:15,19 64:25 77:21 82:24 92:7 121:13 127:14 129:22 130:3 137:9	137:10,10 147:9 153:10,22 154:14 155:16 looked 32:19 91:15 109:15 129:24 136:11 looking 18:16 22:12 44:19 59:18 80:16 83:5 91:19,21 100:6 100:13 101:9 102:24 121:12,14 124:7,24 138:23,25 139:6,8,12 140:13 143:4,7 147:10 155:21 looks 51:4 60:6 121:10 loose 52:8 lose 131:1 lost 44:20 139:15 161:22 lot 8:8 11:10,17 12:17 13:14 18:4 46:22 47:19 65:10 84:22 87:2 96:16 97:22,25 98:8 104:21 109:20 112:3 118:20 124:12 125:15 139:10 147:7,23 156:6 157:1 luck 12:11,17 lucky 9:24 11:7 LUGO 2:11 Luker 3:3 82:23 86:8 86:8 87:5,7 91:17 92:7,9,10 95:14 98:13,20 99:5,9,12 100:13,15 102:12 102:14 103:3 110:20 111:5,11,21 112:13 113:17 114:1,11,18 115:3 119:10 126:10 127:22,24 128:13 128:22 129:8,20 130:6 134:19,20,22 135:23 150:10 lunch 146:24 Lynch-Walsh 2:5 4:22 7:20,22,22 30:25 31:2 44:15,16	44:17,19,23 45:2,3 45:7,11,18,24 46:16 46:18 47:4,10 48:3 48:6,14 49:15,18 51:19 52:5 54:21 56:23 57:15,25 63:7 63:18 65:11 66:2,9 69:12,18 70:16,25 71:1 72:22 78:6 80:1,5,15 82:12 83:19 91:1 95:5,22 96:6 98:15 99:3,7 99:11,15 100:6,18 100:21 101:9,18 103:16 106:9 107:19,25 108:8,15 109:3,9,19 111:24 114:24 118:10,18 120:8,14,16,19 121:9 130:18,19,24 131:21 132:2,5 133:20 134:15 139:23 143:21 144:20,24 147:19 148:13,21 149:2,16 150:25 157:8,12,14 157:18 158:9 159:25 160:8,18 161:1,7,24
L				
lack 90:7 98:24,25 99:14 140:18 141:7 land 12:11 159:8 Langan 3:5 84:11,12 86:6,6 90:23 91:9 91:10 92:11,12 94:21 96:5,10 103:14 109:18 114:20 127:3,4,21 136:6,7,25 137:16 138:12,16 143:3 language 37:14 38:11 59:23 60:12 62:16 63:1 65:18,24 66:1 66:20 71:4 77:5,10 77:21 146:25 large 39:6 52:13 59:3 83:3 104:9 163:5				
M				
M/WBE 121:17 122:5,23 123:14,16 123:21 ma'am 82:23 magnitude 41:24 mail 13:23 main 135:18 maintain 10:1 26:1 maintenance 144:7,9 major 135:14 150:14 majority 64:17 making 25:10 34:3 69:13 76:9 94:14 113:6 157:13 manage 7:12 108:14 125:11 142:11 managed 123:1 124:12 125:2 management 2:19 37:9 72:17 83:18				

87:9,20 89:24 90:9 90:15,18 93:11,21 94:5,5 98:5,6,18,19 100:16 107:8 110:15 111:16 119:18 120:2 122:13 123:20 126:25 127:1,13 130:14 137:19,25 management's 89:2 89:10 manager 2:9,10,10 84:15 86:11 97:13 112:16,18 113:7 124:23,23 managers 84:17 85:2 100:3 manages 92:21 managing 84:21 124:14 125:7 Manatee 38:19 manual 52:4 113:19 manually 142:15 manufacturer 140:25 Manville 137:22 141:1 March 30:4 74:1 88:4 88:20 95:17 156:18 Marion 38:19 mark 60:14 market 39:6 Markham 146:15,23 marks 88:18 Marquardt 2:12 5:16 5:16 49:25 Marte 2:15 5:10,10 9:17,18,25 10:3,5,8 10:10 12:13,21 13:1 13:15 15:19,24,25 17:4 20:22 38:17 101:10,17 103:20 103:21,25 104:3 105:4,15,18,22 106:1,18 108:3,16 109:2 111:8 Marte's 107:6 Mary 2:5,24 4:18 31:15 64:3,4 74:21 75:4 108:2,16 120:9 mask 107:13 masks 7:18 9:3	master 129:10 master's 18:1 materiality 117:18 118:3,12 materials 61:18 139:17,18 149:14 149:23 150:16 mathematical 115:7 matrix 142:2 matter 21:22 26:23 50:5 matters 6:24 18:14 Matthew 3:3 86:10 Maximo 2:20 142:8 142:11,17 143:4,18 143:21 144:4,13 Maximo's 142:5 Mayersohn 2:2 4:3,9 4:24,25 5:25 6:8,11 6:14,17,19,23 7:1 10:6,9 12:4,14,22 13:4,9 14:7,10,13 15:4 16:1,11,21 17:7 18:18,21 19:4 19:11 20:8 21:7,23 22:7 23:15 24:5,7 24:17 25:4,17,20 26:4,16 27:3 28:2,4 28:14 29:17,20,23 29:25 30:3,7,10,13 30:16,18,23 31:1,5 31:8,10,14,20,23 32:1,4,7,9 33:2,5,7 33:10,13,15,18,19 34:20 35:16,19,21 35:24 36:2,5,7 40:23 44:15,17,18 45:14 47:3,8,9 48:10 49:21,22 51:17,18 53:24 54:5 54:20,22 56:22 57:2 57:8,14,24 58:5,8 58:10,14,17,20,22 61:6,10,23 63:5,9 63:12,23 65:6,25 66:14,16,18 68:21 69:4,10,14,20 70:1 70:14 71:1 72:21 73:15,22 74:14,24 75:5,9,18,22 76:1 76:15 77:12 78:4,9	78:19,22,25 79:2,6 79:9,17,21 80:6,10 80:20,24 81:8,15,18 82:3,14 83:23 84:3 85:8,14,18,21,25 86:15 87:5 90:24 91:13,23 92:2,9 95:3,20 100:5 101:22 102:12 103:1,9,23 104:2,23 105:1,5,8,17 106:6 106:10,14,20 107:16 108:10,24 109:8 110:4,18 111:6,20,22 112:12 113:10,13 114:16 114:19,22 115:1,18 116:16 117:1,13 118:9,24 119:2,4 120:7,13,15,17,23 120:25 121:3,6,8 125:18,21,24 126:5 126:9 127:18,22 128:3,6 130:12,16 130:19,22 131:25 132:3 134:5,11,16 134:21 135:13,17 136:5 139:22 144:19,21 147:17 147:20 148:8,10,19 148:23 149:10 150:2,8,22 151:1,4 151:9,19,25 152:1 152:23 153:16,19 154:1,5,19,25 156:2 157:6,10,13,20 158:6,8 161:20 162:1,6,9 Mayersohn's 117:9 McGladrey 41:9 49:10 81:20 mean 10:19 13:9 23:12 26:10 44:3 58:10,11 61:7 70:19 73:7,15,23 92:3 101:18 118:18,25 143:21 144:21 148:12 150:8 151:10 152:24 153:12 154:25 158:3 160:17,22	meaning 60:22 99:8 123:15 means 18:4 meant 106:8 measurable 97:1 measure 90:6 measuring 97:5 meddling 29:2 Medvin 2:2 5:1,2 7:1 31:22,23 35:23,24 44:16 49:22,23 50:1 56:11 61:6 67:5 130:15,16 151:3,4 162:5,6 meet 7:7 8:3 17:15 31:18 43:5 50:9 59:14 60:17 94:20 103:14 110:8 129:20 137:8 158:18 159:19 meeting 1:5 4:4 7:5,8 7:11,25 8:7,13 9:17 12:16 14:4 17:14 22:2 24:10 30:5,21 32:17 40:1,8 42:4 49:14 50:8 64:15 75:17 76:4 80:7,13 94:16 95:18,21,25 96:7 109:13 112:23 116:20 125:20 128:23 140:17 142:7,21 143:3,17 144:10 147:3 151:18 153:8,13 154:16,22 155:3,8,9 155:11 158:14,20 158:22 159:18,21 159:24 160:10 meetings 8:4 12:8 15:13 51:24 91:20 93:3 96:3 121:12 158:17 meets 60:9 73:5 Meloni 2:20 91:25,25 94:3,8 95:6 132:10 133:19 member 22:3,20 37:18 38:2 42:13,14 43:7 47:18,22 52:18 55:2 56:15 76:2 109:23	member's 157:21 members 2:1 6:16 7:1 8:1 9:9 13:17 18:19 18:22 24:23 28:25 29:22 30:15 31:7,13 32:6,10 33:12 36:4 39:15 41:1 42:15 43:6 50:23 54:11,16 54:25 55:1,3,10,15 56:1,1,4,17 57:18 57:23 58:2,6,19 73:16 74:8 78:24 81:12 109:22 121:5 130:21 132:22,23 151:6,15 157:7 162:8 membership 47:17 membrane 140:24 memorandum 9:4 39:21 mention 21:12 28:23 52:11 94:25 109:11 118:11 140:8 147:15 mentioned 38:9 52:5 95:14 98:8 113:14 140:3 141:1 146:21 157:24 mentioning 101:11 Meo 2:4 4:14,15 31:15 57:1,2,3,9 61:7,8,11,14,24 62:1 63:19 64:10 67:23 68:21,23 70:23 77:12,13 86:14,16,21,24 87:1 87:3 119:1,3 128:5 128:6,7,17 129:6,18 129:20 130:11 135:16,17,18 136:22 137:12 138:8,13 139:21 140:2 151:12 157:19,22,23 158:7 Meo's 64:1 142:9 message 25:6 messes 114:8 Messier 132:14 met 9:24 70:8 96:25 103:14 132:12 139:24
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

metals 149:24	88:3 91:17 95:12	name 8:23 17:13	158:14 161:2	112:13 115:2
method 22:10,13	96:24,25 97:2,24	141:12	new 11:23 16:16	118:23 119:9 126:6
methodology 118:1	146:12 149:1,12	Natalie 70:23	19:21 37:13 42:9	128:20 140:8,8,16
metrics 97:1	150:7,20	Nathalie 2:5 4:22	44:9,10 45:16 46:23	145:22 152:8
Miami-Dade 11:11	Morgan 2:21 137:6	31:1	50:21 52:25 53:16	numbers 84:23
11:12 15:11	morning 4:3 6:25	nation 11:19	53:17 59:10 60:11	
Michael 3:2 5:22	64:3,4	nature 41:23 110:21	66:24 67:14,21 71:4	O
14:15	Moses 2:3 4:10	nearly 117:9	76:22 87:17 88:22	O'Keefe 116:19
MICHELE 2:12	motion 6:1,7 19:17	necessarily 20:1	95:23 113:7 119:24	Oakridge 146:5
Michelle 5:16	20:6,9 21:10,24	22:14 48:15 65:20	126:1 135:3,4,5	objective 97:1
microphone 9:1,2	22:17 24:17 25:2,10	67:18 73:22 84:21	newer 145:7	objectives 128:7
14:11	26:12,15,17 27:20	93:14 108:25 113:4	Nice 151:12	129:12,14
midst 94:11	27:25 30:3,18,21	necessary 69:24 70:4	Nicole 156:23	observation 84:14
migrated 123:4	31:16,20 32:9 33:7	96:20,22 128:16	night 7:15,16	87:19,22 91:16 95:4
mike 49:25 107:11	33:15 35:22,24 36:7	need 8:8 21:3 23:25	nine 85:24 112:16	97:9 98:3 100:7
million 83:14 138:1,4	39:24 56:22 58:22	26:14 30:3 45:22	NLW'd 96:13	107:18,20 110:19
138:7	76:16 78:5,7 81:8	46:11,17 54:15	nominate 54:14	110:20,21,22
mind 24:9 42:18 64:7	120:18,20 121:21	59:13,19,19 60:17	nominated 31:14	111:16 112:12,13
147:9	130:13,16 147:8	62:11 65:5 68:1	nominating 8:2 31:11	113:11 114:25
minimum 54:6,7 77:4	150:23 151:1 155:1	69:15,16 71:22	31:18,21 32:10	119:6,8,16 126:6,9
minute 63:10	157:9,11,13,17	72:19,22 74:21,22	54:13	126:10
minutes 6:5,6 30:19	162:2,3	77:1,20 81:3,5	Nora 147:2	observations 87:17
112:23 134:14,14	motions 23:6	94:22 102:9 104:5	normal 72:11 77:9	100:3 118:23,25
134:18 135:10	Motiwala 11:6 38:17	104:13 120:11	154:13	119:11
151:13 152:15	104:14	123:19 132:20	normally 65:1 77:9	observing 7:14
153:1	move 25:13,14 26:20	133:22 139:18	nos 97:11	obstacles 108:13
mirrors 25:24 129:15	27:6,20 33:4 54:1	140:21 141:9	notable 89:6	obvious 102:9
mismatch 117:15	54:17 64:21 77:2	145:18 146:1	Notary 163:4	obviously 17:14
missed 27:10 123:5	81:4,6 93:14,16	150:20 151:17,22	note 6:20 30:2 32:21	18:25 22:11 51:25
missing 91:2 111:13	112:19 129:5 134:3	157:8,16,17 159:17	32:23 38:22 52:24	89:22 90:4,16 92:22
115:23	153:3,11 155:2,7	160:23 161:23	89:6 101:21 113:1	93:22 100:15 116:6
mission 155:18	157:9	needed 9:7 98:1	140:25	116:21 136:19
modification 102:14	moved 17:21 30:6,22	115:13 130:3	noted 112:17 119:12	138:1
102:18	30:23 31:22 35:23	141:20 142:25	140:19 141:10	OCA 128:9
modified 119:22	81:5,7 109:6 130:15	147:5 149:7	notes 69:13 89:3,20	occupy 37:25
120:1	150:25 153:12	needs 26:7 28:13	96:7 163:9	occur 74:13
modifies 126:14	moving 11:21 13:6	68:25 83:15 94:24	notice 161:3	occurred 118:20
modify 128:24	17:9 19:14,14 97:6	103:12,17 107:7	noticed 136:24	OCP 122:18
moments 155:19	97:20 147:3	109:6 110:8,13	notices 127:9	odd 70:20
momentum 132:21	MPU 109:11,16	135:20 144:15	notification 141:10	OFC 128:9
Monday 106:4,23	MSL 16:17 36:17,21	157:3	notifying 111:12	offense 110:10
money 116:3 125:3	39:3 53:11,14 86:23	negotiate 74:15	November 14:4 36:17	office 2:8,15,16,18,19
monitor 95:1	86:24 116:19 118:3	negotiation 40:14	40:4 64:9 67:21	5:16,18,20 20:15
monitoring 127:12	155:11	74:4	number 32:12,14	23:2,19,21 26:22
month 11:16 88:9,15	multiple 87:25	negotiations 74:7	33:17 35:6 36:9,12	27:8,22 92:1 128:15
88:20 150:12	multiplier 123:11	neither 163:10	50:8 51:23 53:10	128:25 129:17
monthly 85:3,4 87:25	124:18 125:2	Network 2:20	54:10 55:5,8,17	officer 2:15,15,16,18
89:7,8 92:15 109:12	Municipal 9:5	never 99:22 104:9	56:19,20 57:22	2:18 5:11 9:16
109:15,16 110:24	mysteriously 142:7	114:7 119:25	60:23 66:21,24	11:22 53:15,16
111:14		125:11,12 127:8	77:14 93:18 110:19	122:21 131:8
months 49:19 68:5	N	146:25 149:4 152:7	110:20,21 112:12	132:13

Offices 9:6 Official-Inspections 2:21 oh 16:3 55:20,24 61:25 86:19 99:15 99:19 106:10 109:19 115:1 154:23 157:12 okay 6:19 14:20 17:11 20:8 24:5 26:16,18 40:24 44:7 44:15,23 45:18,24 47:3,10 53:25 54:8 54:20 55:22 56:21 56:22 57:9 58:24 61:11 62:1 63:18 65:6 68:21 69:3,14 70:14 72:21 73:20 74:19,25 75:6 76:8 80:1,18 81:2,6,7,8 81:13,18,24 82:7,24 83:13,20 84:11 85:7 85:8,21 87:1 92:11 95:3 96:6 99:11,17 100:15 101:18 106:11,14,14,20 107:16,21 109:19 110:5,18 111:22 113:24 114:14,19 114:22 115:1,2 118:8 120:8,23 121:9 125:21 126:5 127:22 128:3 132:5 134:5,16 135:17 138:8 144:20 151:25 154:25 157:6,20 158:6,9 161:1 old 17:22 older 35:9 37:12 147:25 148:3 onboarding 119:20 once 50:2 73:5,14 101:4 109:23 129:3 one-year 36:19 66:13 66:13 71:11 72:13 74:3 77:25 ones 136:14 142:9 ongoing 75:24 online 63:12 onsite 136:24	oops 145:16 open 8:4 103:7 119:4 143:13 148:14 opening 133:25 opens 101:5 operate 43:4 operates 23:19 operational 113:23 Operations 2:18,18 opined 22:3,4 opining 22:12 opinion 19:24,24 21:17 102:13 110:15 116:1 127:20 opinions 116:5 opportunities 24:12 25:6 74:11 opportunity 11:16 24:11 25:1 53:14 116:18 opposed 6:17 13:22 22:10 29:23 30:16 31:8 32:7 33:13 36:5 58:20 78:25 121:6 149:6 151:7 option 133:12 143:5 options 59:15 Orange 38:18 order 95:19 100:10 100:20 101:4,6,15 102:16,18,21 103:18 104:4,20 105:3,13,19 107:3 108:7 112:21 123:18 126:13,16 127:8,25 143:11 orders 101:8 102:16 126:19 127:15 137:10 142:12 org 124:24 126:2 organization 77:3 137:25 organization's 18:13 organizational 19:18 22:1 26:11 93:4 94:5 156:3 organized 84:15 original 136:20 145:12 147:4 149:3 originally 17:20	Osceola 38:19 Osgood 45:19 outcome 163:14 outreach 122:10,11 123:21 outside 29:12 41:6 64:5 74:25 131:3 overage 124:25 overall 83:21 94:4 116:5 129:22 150:4 overarching 117:12 129:10 override 105:18 106:19 108:3 oversight 100:2 122:13 overspend 115:24 <hr/> P <hr/> p.m 1:14 162:11 pace 154:11 package 111:14 page 32:23 35:2 82:7 82:7,12,14 87:18,22 88:18 89:3 90:2,2 98:7,15 109:11 110:1 128:8 145:1 159:3 pages 159:2 Palm 17:23 paper 44:20 45:8,12 paragraph 37:14,22 38:10,14,15 52:16 57:17,19 58:4 66:20 75:11 78:11 parents 155:25 part 17:2 46:1 52:7 52:22 61:18 74:9,10 74:15 75:1,6 97:14 99:5 113:23 119:19 125:12 154:10 partial 89:7 partially 126:11 participate 37:20 participating 8:2 participation 52:17 123:15 particular 8:5 38:10 39:22 40:18 50:14 51:15 62:10 64:20 81:22 95:17 98:10	157:5 158:5 particularly 9:2 parties 99:1 163:11 partner 59:24 partners 62:4,14 65:21 partnership 97:11 party 163:12 pass 25:2 63:1 passage 145:25 passed 121:22 147:8 147:8 passes 30:18 32:10 passive 142:4 Pat 20:20 pause 7:20 pay 125:2 paying 123:11 payroll 116:4 PDF 141:19 pending 32:25 people 7:10 24:19 27:15 38:8 47:12 48:23,24 54:4,7,14 72:5 82:21 84:6 94:1,6 112:6 132:19 146:7,10,19 147:12 156:21 159:7,18 160:15 perceive 90:7 perceived 90:7 percent 11:24 35:5 123:14,15,17 146:24,25 149:1,13 149:14,20 perception 50:5 perfectly 48:24 perform 37:1 47:2 53:8 87:12 92:24,24 performance 2:16,17 35:12 89:8,10 performed 35:17 136:25 performs 36:22 136:13 period 61:9 87:17 88:10 115:3,11 129:17 135:9 152:5 153:24 periodically 50:18 person 7:5 9:11,15	38:4 42:1 44:9,10 47:6,7 52:22 56:16 61:4 91:2 96:23 112:2 114:12 123:24 132:24 133:4 136:12,23 137:1 personal 13:10 25:11 personally 9:21 25:11 69:23 70:3 95:2 personnel 111:13 112:15 122:14 perspective 98:22 108:19 120:6 135:23 pertain 115:6 pertained 140:16 pertains 112:13 126:11 143:1 phase 119:20 phases 119:24 phenomenal 20:22 phonetic 156:23 phrase 60:25 Phyllis 2:6 5:3 6:7,8 20:7 27:1 30:22,23 31:15 33:6 36:1,2 158:15,15,17 pick 76:5 129:3 picked 9:3 41:6 picture 130:2 piece 9:15 29:6 pieces 45:12 place 42:20 44:9 53:8 60:5,23 67:14 71:16 75:16,25 100:20 104:11,16 114:17 114:21 135:20,21 places 29:9 60:1 110:2 plan 16:13,16 19:13 73:19 82:13,16 87:13 114:25 115:10 116:21 119:13,15,18,21 120:3 121:13 122:20 124:2 133:11 140:18 141:13,20 158:24 plane 81:17 planned 128:23
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>146:19</p> <p>plans 124:8</p> <p>Plantation 145:4,19</p> <p>155:15</p> <p>playgrounds 124:21</p> <p>playing 138:11</p> <p>please 5:7 8:22,25</p> <p>15:6 27:2 29:5</p> <p>32:21 37:12 45:6</p> <p>49:25 59:21 81:5</p> <p>pleasure 12:15 14:22</p> <p>16:20 50:6</p> <p>Pledge 4:5,7</p> <p>plus 55:10,11,12,14</p> <p>55:14,18,21 140:24</p> <p>142:18 143:23</p> <p>plywood 149:24</p> <p>PM 121:10 124:22</p> <p>PMII 124:21 126:1</p> <p>PMOR 3:6 87:12</p> <p>88:1,24 89:25 92:22</p> <p>93:23 122:5,8,16</p> <p>PMOR's 98:6,19</p> <p>PMORs 87:15</p> <p>PMs 121:14 123:19</p> <p>point 12:9 29:15</p> <p>57:15 59:5,16 60:2</p> <p>60:24 61:15 68:8</p> <p>70:10,17 73:4 82:22</p> <p>109:25 114:16</p> <p>117:2,9,19 120:4</p> <p>122:1 133:3 134:12</p> <p>137:21 142:10</p> <p>158:5 161:2,15</p> <p>pointed 61:16 95:2</p> <p>96:10</p> <p>points 116:22 151:17</p> <p>154:21</p> <p>policies 40:21</p> <p>policy 21:6 36:9</p> <p>37:12 38:22,23 39:7</p> <p>39:14,18 40:2 41:23</p> <p>43:16 44:25 45:16</p> <p>45:17 50:13,17 53:1</p> <p>53:21 59:1 62:10</p> <p>63:20,21 65:12</p> <p>67:14,18 68:4 69:16</p> <p>70:4,11,13,20 71:8</p> <p>79:25 122:7,12,15</p> <p>152:14 153:25</p> <p>154:1</p>	<p>Polk 38:19</p> <p>Polyiso 141:2,6</p> <p>pool 135:4</p> <p>poor 102:3 110:15</p> <p>121:20 133:23</p> <p>138:17</p> <p>portions 7:11</p> <p>position 8:23 19:7</p> <p>70:21 92:23 110:7</p> <p>156:5,13</p> <p>positions 121:15,17</p> <p>122:21,23 123:10</p> <p>123:23 124:1</p> <p>positive 15:23</p> <p>possible 152:13</p> <p>156:11</p> <p>possibly 39:7</p> <p>post 112:17</p> <p>potentially 72:23</p> <p>97:8 159:23</p> <p>Pou 3:2 5:23,23 11:10</p> <p>13:3,4,24 14:2,6,9</p> <p>14:12,19,20 15:7,22</p> <p>PPO 137:21 138:19</p> <p>142:16,22 143:17</p> <p>practice 34:14 41:11</p> <p>41:11,12 42:7 46:7</p> <p>71:24 134:24</p> <p>practices 41:15 49:11</p> <p>49:13 52:12</p> <p>pre-construction</p> <p>2:20 92:1 133:2</p> <p>preaching 113:25</p> <p>precise 99:7</p> <p>preclude 47:17</p> <p>precludes 47:14</p> <p>Preferably 90:22</p> <p>preference 77:10</p> <p>preferring 39:9</p> <p>prepared 89:23</p> <p>122:17</p> <p>presence 19:2</p> <p>present 39:21 40:4,7</p> <p>50:10 74:1 79:12</p> <p>80:12</p> <p>presentation 24:1</p> <p>85:12 147:18</p> <p>presented 16:13</p> <p>39:19 87:16</p> <p>pressure 29:3</p> <p>pretty 53:12 96:12</p>	<p>97:21 144:25 145:4</p> <p>previous 19:20 32:17</p> <p>37:14 84:14 92:22</p> <p>previously 136:10</p> <p>price 139:16 149:13</p> <p>150:16</p> <p>prices 149:25</p> <p>Prima 137:21</p> <p>primarily 119:17</p> <p>primary 87:23</p> <p>122:12</p> <p>principal 33:21</p> <p>principals 34:17</p> <p>143:12</p> <p>print 9:10</p> <p>prior 44:14 71:18</p> <p>114:24 118:23,24</p> <p>119:13</p> <p>prioritization 147:11</p> <p>prioritized 146:22</p> <p>priority 138:10</p> <p>144:13,15</p> <p>privacy 113:5</p> <p>private 147:22</p> <p>privilege 13:10 14:22</p> <p>probably 29:11 40:10</p> <p>68:5 70:18 77:20,21</p> <p>78:1,2 87:18 89:5</p> <p>91:7,8 97:24 101:7</p> <p>103:12 121:23</p> <p>135:8 160:23</p> <p>problem 44:24 51:10</p> <p>73:8,8,10,10,11</p> <p>77:7 101:23,25</p> <p>108:17 109:2,3,4</p> <p>141:8 148:21</p> <p>problematic 141:17</p> <p>problems 108:21</p> <p>procedural 21:9 52:4</p> <p>procedure 55:7</p> <p>114:17,20</p> <p>procedures 7:14</p> <p>77:17 87:11 99:5</p> <p>128:18,24</p> <p>proceed 43:9 52:23</p> <p>70:12 79:13 90:20</p> <p>134:12</p> <p>proceedings 4:1</p> <p>163:7</p> <p>process 9:7 22:5</p> <p>26:10 41:2,18 42:19</p>	<p>42:20,24 43:10 51:4</p> <p>59:11 60:5,11 61:2</p> <p>61:3 63:4 65:16,19</p> <p>67:15 68:6 69:17</p> <p>70:6 72:3,11 74:9</p> <p>74:13 75:7 95:1</p> <p>102:15 104:5,11,16</p> <p>104:18,19 105:18</p> <p>106:16,24 107:5</p> <p>108:10,20 112:24</p> <p>113:2 122:7 126:11</p> <p>127:6 135:5,19,21</p> <p>135:25 136:21</p> <p>137:3,16 138:17</p> <p>139:9 150:24</p> <p>process-wise 44:13</p> <p>processes 14:25 46:1</p> <p>113:20</p> <p>procurement 2:24</p> <p>64:5 118:20 139:8</p> <p>produce 89:15</p> <p>154:11 155:21</p> <p>produced 88:9,15</p> <p>111:1,14,19 126:17</p> <p>160:2,5</p> <p>producing 89:14</p> <p>product 17:18 155:21</p> <p>professional 133:13</p> <p>program 84:12 86:6</p> <p>87:9 89:8 91:11,15</p> <p>92:12 93:23 97:13</p> <p>98:6,19 99:19 100:2</p> <p>101:1 102:25</p> <p>119:23 120:4</p> <p>122:10,15 125:7</p> <p>127:4 130:13</p> <p>131:16 133:3 136:8</p> <p>138:5,24 139:1,20</p> <p>141:19 145:4</p> <p>programs 84:21</p> <p>86:13 92:1,21 130:4</p> <p>132:7 143:8</p> <p>progress 109:17</p> <p>127:16</p> <p>progression 113:6</p> <p>prohibits 38:15 39:15</p> <p>project 16:15 83:3,3</p> <p>83:4,8,8,11,17</p> <p>84:15,16 85:2 89:9</p> <p>102:25 109:16,17</p> <p>109:18,21 112:16</p>	<p>112:18,20,22 113:7</p> <p>113:9 120:21,22</p> <p>123:20 124:14,23</p> <p>126:14,19 127:12</p> <p>149:22 150:17,19</p> <p>project's 126:12</p> <p>projected 152:24</p> <p>projects 39:2 82:17</p> <p>82:20 83:2,14 84:5</p> <p>84:9,15,17,19,20,22</p> <p>87:2 113:8 124:12</p> <p>124:13,18,20,22,24</p> <p>125:2,5,14,16 126:3</p> <p>136:13,17 147:10</p> <p>147:12 150:4</p> <p>160:19</p> <p>property 2:9 34:8,22</p> <p>34:25 36:8 117:3</p> <p>proposal 50:12</p> <p>proposed 42:14</p> <p>45:17 46:12 70:22</p> <p>78:18 102:16</p> <p>proposing 54:8</p> <p>pros 12:10</p> <p>prototype 145:7</p> <p>provide 39:20 40:11</p> <p>40:20 65:3 102:7</p> <p>109:20 122:8,9</p> <p>provided 7:11 11:2</p> <p>15:9 77:17 88:2,5</p> <p>88:13 89:5,21 96:17</p> <p>112:21 115:12</p> <p>124:15</p> <p>provides 72:2</p> <p>providing 100:1</p> <p>provision 57:3</p> <p>public 8:4 9:6 11:2</p> <p>16:7 17:19,20 18:19</p> <p>18:20,23 38:5 62:3</p> <p>62:4 81:23 163:5</p> <p>publicly 13:22</p> <p>pull 72:25 127:25</p> <p>pulled 46:2</p> <p>purchase 95:19 96:4</p> <p>100:10,20 101:6,8</p> <p>101:15 103:18</p> <p>104:4,20 105:3,13</p> <p>105:19 107:3 108:6</p> <p>purchaser 101:4</p> <p>purchasing 93:9</p> <p>105:10 139:11</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>pursuant 77:15 purview 73:23 push 29:8 100:18 153:8 pushback 101:3 pushed 113:9 pushing 110:12 put 8:9 10:12 20:5 22:24 38:3,23 39:7 42:2 54:15,16 59:13 59:23 60:8,11 69:15 69:16,21 70:4,20 71:4 72:15 73:18 92:4 96:23 103:17 114:20 125:3 126:1 133:17,23 137:24 138:18 146:7 152:3 158:15 160:5 161:8 putting 97:12 116:7 124:18 138:23 140:20 142:2 161:13</p> <hr/> <p style="text-align: center;">Q</p> <hr/> <p>Q1 89:22,25 Q3 87:10 Q4 89:20 qualifications 85:1 qualified 48:24 51:12 qualifier 59:13 65:15 qualitative 89:16 90:5 quality 92:25 143:14 quarter 103:4 127:25 128:22 129:24,25 130:4 quarter's 103:8 quarterly 82:9 88:1 89:18,21 121:25 129:21 queen 158:17 question 21:9 45:20 54:24 57:1 63:5 64:1,6 73:21 74:14 79:21 81:19 83:17 83:24 98:10 114:14 114:25 118:6 119:6 128:17 130:22 135:14 141:25 145:11 147:21,22 148:12 157:24</p>	<p>158:4 questions 32:25 33:2 35:16,19 63:16 80:12 81:21 95:3 111:23 113:10 115:18 126:7 128:4 135:15 142:8,20 quick 68:6 70:10 73:21 111:24 135:11 147:21 quickly 25:23 84:12 92:25 156:2 quiet 133:10 quite 11:4,17 48:22 50:7,11 51:24 61:24 90:16 102:1 104:17 104:21 112:4 quorum 85:22,25 125:22 151:21 161:22</p> <hr/> <p style="text-align: center;">R</p> <hr/> <p>R 1:22 163:4,19 RACI 89:22 122:17 Radcliff 2:12 156:22 raked 121:20 rate 154:14 rates 147:23 148:2,4 rationale 65:3 raw 96:21 RAYSA 2:11 re-baselined 88:14 read 23:18 46:10,17 78:6,12 96:9 99:19 135:18 143:23 reader 141:19 reading 13:15 82:18 101:24 134:21 ready 101:15 real 114:6 121:19 124:4 148:16 149:4 realistic 160:9,14 realistically 97:23 133:6 158:16 reality 136:1,11,13 138:21 realize 82:25 159:1 realized 51:9 159:3 really 14:21 18:8 21:1 34:7 47:1 53:11 54:2 62:7</p>	<p>71:14 76:23 98:22 116:11 161:15 reappointment 74:2 reason 8:6 18:3 23:23 24:15 40:18 59:15 98:10 100:22,22 113:16 118:12 122:19 132:18 reasonable 39:4 71:25 107:24 reasons 88:25 Rebecca 2:3 4:12 6:10 30:9 32:1 131:4 recall 16:13 50:3 121:19 135:7 received 9:8 89:25 105:24 recess 63:11 recited 4:8 recognition 14:2,15 recognized 10:7,8 103:25 104:2 recommend 23:8 26:20 27:7 133:24 recommendation 23:4 41:20 42:21 43:1 56:13 76:18 79:23 140:19 147:4 recommendations 53:22 recommended 41:8 54:25 93:5,17,25 recommends 27:21 record 34:20 63:8 86:2 92:5 133:17 163:8 recording 37:9 recruit 156:25 recurring 60:20 reduced 146:24 reference 98:20 referenced 89:10 references 89:6 referring 136:2 reflected 126:16 reflects 37:21 regard 77:23 127:14 regarding 15:13 36:11 46:21 50:4 52:11,21 63:16</p>	<p>141:25 142:8,17 regardless 24:10 60:17 150:16 regards 110:24 registered 133:16 regular 8:3 43:5 96:3 156:7 158:19,22 Reilly 20:20 reiterate 16:21 reject 23:9 relate 147:25 related 102:25 115:9 121:17 124:10 135:6 148:2 149:24 relates 38:14 119:12 144:14 147:24 relationship 98:21 relationships 98:4,8 98:14,17 122:2,3 relative 163:12 rely 51:6 remain 20:2 remained 112:16 remains 141:7 remediated 111:17 115:17 remember 24:7 109:13 149:2 reminded 148:14 155:18 reminding 158:11 remote 11:24 removal 58:4 112:24 113:3 remove 57:16 92:8,10 removed 91:18 removing 42:6 renew 36:14 72:1 renewal 67:11 74:5 renewals 36:19 71:11 72:12,13 74:3 77:8 77:16,18 renewed 68:25 69:5 69:13 77:16 78:15 112:9 renovated 147:6 reoccurring 117:3 repair 135:21 149:5 149:12 repaired 140:22 repeat 26:17 45:6</p>	<p>repeating 64:7 replace 41:25 replaced 140:22 147:5 replacement 135:20 138:19,24 140:21 140:23 146:15,16 146:17 148:16 149:8 report 19:25 25:5 26:22 27:9,23 28:8 28:15 35:2,15 37:9 37:10 81:20,20 82:9 84:18,25 85:3 87:9 87:10,19 88:14,21 89:24 90:10 91:22 92:19 94:10,10 96:9 103:5 111:2,18 119:13 129:15 130:13 135:3 137:2 139:25 143:11 153:9 155:2,3 156:18 163:7 reported 29:9,11 89:12 reporter 1:22,22 3:7 5:12,12 8:21 111:9 163:4,19 REPORTER'S 163:1 reporting 1:23 3:7 11:8 20:15,16 22:10 25:3 26:3 88:1 89:18 94:18,18,24 95:10 98:16 102:21 109:12,15 110:23 111:1 112:1 reports 15:8 16:18 19:19 21:14 23:2 25:4,8 26:1 27:17 37:6 60:9 88:8,12 88:22 89:21 110:25 111:2,3,13 112:4 117:16 118:15 128:14 137:1,3,8,9 154:14,17 160:1,4 160:11 161:4 represents 131:24 reproduced 89:24 request 7:25 117:22 120:20 requested 121:21</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

requesting 104:5 requests 109:23 120:12 140:14 require 7:17 74:17 137:19 139:9 required 16:16 87:14 88:8 89:21 94:23 122:8 requirement 97:13 requirements 46:13 64:12 87:25 88:3,4 88:16,23 89:17,19 90:11 91:5 98:16 110:24 requires 37:18 39:24 42:10,12 52:17 59:23 62:13 137:22 requiring 42:16 resigned 131:9 resolved 100:12 101:4 109:5 resources 135:3,5 140:7 141:7 respect 7:8 8:13 9:4 10:20 21:24 34:24 35:13 52:16 143:16 154:19 respected 10:2,13 respectful 8:18 respond 90:25 responded 124:15 responds 140:14 response 4:19 6:13 6:18 24:18 29:19,24 30:12,17 31:4,9 32:3,8 33:9,14 35:20 36:6 58:16,21 78:21 79:1 89:2,11 90:16 91:11,19 92:5 92:13 93:21 96:11 96:11,13 102:10 121:2,7 126:8 142:6 151:8 responses 40:12 87:21 92:19 94:7,9 responsibilities 110:23 responsibility 95:8 122:13 142:2 156:12 responsible 34:12	122:6 137:18 157:1 rest 124:3 restricted 57:19 restricting 48:23 57:17 restriction 52:14 restrictions 38:21 47:6 restructured 132:14 result 61:3 resulted 140:19 results 35:14 87:15 90:13 128:9 retain 41:8 review 46:1 60:4,5,13 65:16,19 66:7,11,21 68:10,14,17,24 71:8 73:6,19 76:25 80:11 87:13 107:3 115:5 121:25 128:9 141:20 156:9,9 157:2 reviewed 16:18 32:22 67:3 123:6 reviews 67:19 revised 127:18 revisit 61:20 RFI 89:15 102:16 RFP 40:10 67:20 70:6 70:12 74:15,22,25 75:3,6 94:10,13,14 116:12,23 137:24 RFP/RFQ 72:3 RFQ 74:23 87:24 88:16,23 89:19 91:4 123:7 124:16 RFQ's 89:16 RFQs 87:15 Rickards 146:13 right 6:1 9:16 13:7 22:7,24 23:20 26:4 28:14 30:3 34:22 38:25 48:14 54:17 58:7,8 59:12 65:24 69:10 71:7,16,19 74:12 75:5,9,18 76:1,15 77:12,22 78:4,19 80:15 81:15 83:10 86:22,25 100:13,20 101:20 107:4 110:19	118:24 119:7 130:12 135:9 139:16 140:6 141:12 145:1 147:17 148:19,23 149:10 150:2,22,23 152:23 160:11 161:22 rise 4:5 risk 3:3,4 114:6 Robert 2:2 4:24 39:12 robust 112:4 152:9 rock 11:6 RODERICK 3:6 ROLANDO 2:23 role 29:7 38:12 roll 4:9 48:22 Ron 140:12 Ron's 131:3 RONALD 2:21 roof 135:20 136:11 136:11,13,23 137:4 137:25 138:18,20 138:24 140:21 145:19 146:13 roofers 139:15,17 roofing 131:1 134:13 135:3,25 137:1,5 139:1,18,20 140:3 140:18,24 141:25 142:12 147:24 149:5 150:24 roofs 138:2,7,17,23 139:5 140:20 144:3 145:22 148:2 room 1:10 5:8 7:15 159:6 ROSARIO 2:20 rose 121:24 rotate 49:11 50:18 59:24 rotating 49:2 52:15 rotation 61:21 62:2 62:13,22 63:20 65:21 72:17 round 115:5 rounds 126:15,15 routinely 106:18 RSM 3:3,3,4,4 15:14 39:1 53:13 54:3	81:20 86:8,9,11,18 87:2 91:17 98:10 112:14 123:6 128:11 130:13 160:11 161:3 RSM's 116:10 rubber 43:15 rule 39:25,25 49:12 50:17 51:9 67:19 71:7 79:15,18,19,24 80:20 rules 123:7 run 84:18,25 85:4 155:22 running 20:20 138:6 Rupert 147:2 rush 59:5 62:25	88:13 89:5 113:6 126:4,12,14,17 127:10,15 146:6 150:17 scheduled 50:9 143:3 scheduler 140:14 142:18 143:23 schedulers 144:1 schedules 126:21 128:1 scheduling 142:14 school 1:3 2:16,16 11:10,18,21 13:20 14:3,16,25 16:8,9 17:22,24 18:7 19:8 20:1,16,21 21:3 22:2,18,19,25 23:3 23:4 24:3 26:21,23 26:24 27:7,9,21,23 28:9,10,25 29:14 34:12 37:16,19,22 39:14,15,18,19 40:8 41:9 42:13,15 47:15 49:14 51:1 52:19,24 55:19 59:8 63:21 66:4,5,25 67:1,17 68:13 69:7 76:2 78:13,14,16 79:14 79:14 86:13 92:23 93:6 124:11,18,19 125:9 126:2 129:9 144:7,8 145:5,19 155:15 schools 16:6,7 17:19 17:20 23:2 26:25 27:12,25 32:13,16 32:22 34:5,23 125:1 125:4 scope 32:17 113:22 117:20 129:4,17 145:3,13,18 149:7 scoping 128:18 scratch 26:19 script 95:17 98:2 100:10 scripts 94:23 SE 1:11,23 seamless 133:21 seas 77:22 season 71:18 seat 37:25
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

SEC 38:5 62:13	75:15,15	shake 9:25	sit 14:22 18:8 48:25	sounds 12:11 57:13
second 6:9,10 20:7	selected 32:13 34:23	shaking 10:12	152:25 156:7	66:9 72:22 108:4
27:1,2 30:7,8,9,24	37:16 54:11 56:2	share 34:15 90:15	sitting 7:16 47:20	138:8,11 141:16
30:25 31:1,24,25	66:4,25 78:12	133:22	64:5 112:19	source 9:18 99:25
32:1 33:5,6,7 36:1	112:14 138:3	shared 145:8	situation 38:24 44:6	South 17:21,25
37:25 54:20,21,22	selecting 47:13 74:19	Shaw 2:6 4:23 5:3,4	47:1 53:14	space 12:12 62:6
56:17,23 66:17	75:1	6:7,8 12:14,15,21	situations 146:4	158:21
67:10 76:25 78:5	selection 37:17 39:16	20:7,7 23:10,13,16	six 35:1 68:5 142:20	spaces 7:16
79:18,24 81:9 83:17	40:12,13 41:4,17	27:1,1 28:5,6,13	146:11 149:1,12	speak 8:24 9:1 14:11
93:19 105:7 120:23	42:6,10 43:4,5,10	30:22,22,23 31:15	sixth 62:8 67:7	19:3 21:2 23:14
120:24,25 128:17	43:11 48:25 50:7,22	33:6,6,8 36:1,1,2	size 62:8	25:20 48:11,11
130:17,18,19	51:10 52:18 56:12	66:16,17 71:2,3	sized 39:4	49:25 70:1 91:5,9
140:24 151:1,3	59:10,14 60:7,8,13	74:22 75:2 76:15,17	sizes 129:2	91:10 96:13 114:11
157:8 158:16 159:3	60:16 61:2,3 66:7	81:7,8 85:8,10,17	skewed 84:23	136:2
162:5	66:22 67:4 68:15,16	85:20 86:1 158:16	skip 89:3	speaker 103:23
seconded 23:11 30:10	69:6 71:6 73:5,17	Shaw's 73:4 75:23	skyrocketed 150:1	speaking 16:22 98:13
35:25 70:23 71:1	74:10,16 75:14,15	she'll 108:3	slap 114:7	98:24
162:6	75:19 77:17 78:16	sheer 100:1	slowing 139:19	speaks 90:2 116:10
seconds 155:5,7	128:19,20	sheets 44:20 45:8	small 83:3 115:7	Spec 2:12
Secretary 2:12	selections 43:12	Shelley 2:20 91:3,23	smaller 56:11 125:16	special 75:17 158:13
section 54:9 57:6,16	self-explanatory 94:9	91:25 94:15 95:13	SMART 39:2 84:21	158:17 159:17
57:21 77:18 93:20	self-insured 148:13	96:2 131:3 132:10	122:15 138:5 145:4	specialized 51:14
95:7 122:3 129:15	148:20	133:13,23	Smith 156:23	specific 32:22 35:1,8
sector 147:22	send 23:6,7 105:22	Shimm 2:7 5:5,6,24	snuck 124:13	38:7 43:3 89:9
security 113:5,15,17	106:15	5:24	social 13:25	90:11 130:6 153:6
113:21 124:19	sending 13:23	shocked 50:16	software 18:12	specificity 123:9
see 21:4 25:16 35:3	senior 86:9 98:5,17	shoes 117:24	solve 73:9,12 108:21	specify 70:18
42:17,17 44:7,8	134:24	show 92:14	solved 108:17,22	speech 24:8
55:24 59:16,18	sense 65:22 108:1	shown 109:21	somebody 29:7,7	Speed 134:21
64:16,19 71:22 84:5	sentence 59:7	side 110:15 140:24	47:17,24 48:18	speeding 160:12
88:6 89:19 97:22	separate 140:5	sieve 145:9,18	59:18 67:21 105:19	spend 100:1
98:4 100:4 101:13	148:21	sieves 145:23,24	111:9 131:15 133:7	spent 116:3
108:23 109:9 114:2	September 16:13	significant 10:25	148:15	spike 150:11
115:6,21 116:2	24:9 40:7 80:13	38:13,14	someone's 106:4	spoke 13:11 18:25
117:11 118:21	81:1 139:25	signify 6:15 29:21	125:11	144:9
129:14 134:17	serve 18:5 31:17	30:14 31:6 32:5	somewhat 90:4,5,5	spoken 20:17
143:14,18 150:4	32:11 37:17,20	33:11 36:3 58:18	sooner 103:12	spot 133:18,23
151:14 161:23	57:12 62:14 66:5	78:23 121:3 130:20	sorry 20:22 26:14	spreadsheet 144:11
seeing 6:14 29:20	67:1 68:12 78:13	151:5	31:19 45:1,4 46:16	square 138:2,4,7
30:13 31:5 32:4,9	serves 62:10	similar 22:4 26:24	54:23 56:14 61:25	149:6
33:10,25 35:21	service 1:23 10:21	27:9,18,24 110:21	64:6 74:23 79:8	staff 2:8,14 8:15 11:9
43:19 47:5,8 56:25	13:19,20 14:3,16	117:2 143:10	82:12 95:22 98:13	24:18 92:16,18 99:4
58:17 78:22 97:20	16:23	simply 76:8 96:21	100:7,13 103:20	99:6 101:2 122:8,16
109:24 117:19	services 2:24 3:4	131:23	105:2 107:12	122:20,24 123:11
150:9	129:10	single 36:23 37:10	133:17 153:2 161:9	123:12 140:10
seen 20:25 29:12 60:1	serving 39:16 50:6	102:9 115:22,22	161:19	staffing 82:13,16
116:14 117:25	session 159:9	117:9,11	sort 65:16,19,19,22	87:13 114:25
149:22 150:5	set 63:1 112:4 138:16	sir 10:8,12 104:1	130:4 147:9 155:17	115:10 119:13,14
segment 77:24	setup 21:18	110:20 127:21	158:10	119:18,21 120:3
SEIFER 2:11	seven 11:9 85:23	128:13,22 129:8	sorted 97:3	121:13 122:20
select 37:15 57:18	151:22 161:23	135:24	sounded 111:8	124:2,7,11 125:13

140:7 stake 132:19 stakeholder 99:21 stakeholders 98:23 99:20 stamp 43:16 stand 142:23 standard 32:15 34:25 standpoint 21:10 101:10 107:8 155:1 stands 159:9 star 11:6 start 8:5,7 40:15 42:2 69:17 70:6 87:18 97:20 102:15 104:8 117:23 143:4 147:10 started 10:14 18:16 123:3 142:1 146:1 starting 132:19 starts 58:4 65:19 71:17 state 18:14 21:18 36:12 39:17,24 41:13 42:9,16,18 44:21 45:11,12,25 51:19 52:17,22 54:3 60:18 140:22 161:13 163:2,5 stated 37:14 67:16 99:13 statement 36:23 37:3 39:22 48:6 115:21 116:6,12 statements 37:8 129:12 statistics 15:14 status 105:4 127:2 135:12 141:13 statute 36:12 37:18 41:13 42:16,18 43:3 43:13,17,18 44:2,21 45:8,12,13,25 46:13 46:15,20 47:6,8,9 48:7 50:2 51:20 52:17,22 60:18 77:13 statutes 21:19 23:18 28:7 61:17 statutory 16:15 61:9 104:10	stay 17:7 72:24 82:3 84:24 151:16,20 staying 85:5 130:25 131:2 stenographic 1:22 163:9 stenographically 163:7 step 110:6 114:3,10 Stephanie 2:7 5:5,24 stepped 4:23 13:18 stepping 132:8 steps 113:15 135:1 stick 80:18 sticky 109:10 stomachaches 139:13 stop 134:9 151:16 straight 29:9 46:12 Stranahan 146:16 strategic 140:18 strategies 94:6 139:5 139:12 strategy 2:17,18 129:22 street 40:9 67:21 97:12 stress 11:17 stretch 151:14 strict 104:10 strides 10:25 12:19 strong 16:8,9 structure 20:14 21:13 23:8 25:3,24 27:18 50:20 structured 22:15 struggling 68:23 Student 2:22 students 155:25 stuff 110:10 144:10 style 93:11 sub-funds 32:19 sub-positions 122:24 subcommittee 96:7 121:12 142:21 subcontractors 99:10 subject 41:24 74:20 subjective 90:5 submitting 142:20 subs 99:8 121:16,21 121:24 143:14 subsection 77:15	subsequent 91:20 subsequently 90:9 substance 117:13 substantially 75:3 succeeding 38:16 success 142:22 sudden 71:11 72:8 77:1 suddenly 146:4 sufficiency 22:12 sufficient 22:8 28:15 72:2 137:13 suggest 75:13 145:3 suggested 24:15 suggesting 27:15 suggestion 65:15 suggestions 80:25 Suite 1:23 summarization 88:2 summarize 90:19 107:21 summary 84:7 89:8,9 superintendent 19:20 19:21 20:2,15 21:14 23:1 26:25 27:11,25 28:11,16 29:1 41:10 supervised 122:22 supervisor 144:9 Supplier 122:10 supply 150:13 support 19:16 21:6,6 34:18 45:24 62:21 65:18 79:23 102:19 115:12 116:3 120:16 122:12,15 supporting 16:10 44:24 122:6 supports 150:14 supposed 101:2 108:20 122:25 133:5 155:10 158:13 160:4 sure 13:8 19:3 20:22 26:14 34:3 46:11 50:24 57:20 60:5 64:8 66:19 68:8 72:16 73:1 76:11 81:25 85:5 86:4 87:7 92:17 97:14 102:2 103:3 104:24 107:1,3 110:1 113:6	114:1 116:24 130:25 134:15 136:18 137:16 142:23 144:8 145:4 152:1,11 162:4 survey 38:18 52:12 suspend 59:1 switch 123:19 system 76:24 102:19 112:14,16 113:2,3 114:5,9 141:10 143:11,19 Systems 18:11 <hr/> T <hr/> table 28:1 32:23 60:19 tailored 120:1 take 11:17 19:17 28:19 37:12,13 57:10 63:9 68:4 76:22 108:5 110:14 113:15 138:3 153:1 154:2,20 159:10 160:21 161:12 takeaway 82:19 taken 59:4 63:11 91:21 152:15 takes 10:22 13:14 110:7 talk 19:9 22:6 58:24 74:11 75:4 103:15 116:18 132:23 143:17 talked 71:24 94:3 118:1 talking 45:3 67:11 75:12,19 82:18 83:14 95:20 149:10 Tallahassee 50:2 TAMMY 3:6 tarps 145:22 task 13:12 95:21,24 96:25 97:16 99:20 109:13 121:11,22 131:12 132:6,13,16 132:24,25 133:14 133:24,25 139:23 taught 55:7 tax 18:13 teachers 146:11	team 11:14 34:7 35:18 90:18 93:3 94:2,3 99:13 111:15 113:2,18 133:5 137:5 156:22,24 teams 127:13 technical 113:21 136:3 137:1 technological 141:7 technology 113:20 135:6 tell 11:11 46:19 64:11 139:13 146:3 155:16 157:4 telling 28:17 102:2 tells 50:2 tend 50:19 term 38:16 135:8 136:1 terminated 112:15 termination 112:17 112:24 terminations 113:1 114:3 terms 23:19 46:13 62:6 64:16 95:10 96:8 97:4,10 133:11 144:12 terrible 33:22 tested 126:14 testimony 49:14 testing 129:7 130:5 texts 106:18 thank 6:22,25 7:3,8 7:23 9:15 10:3,10 10:20 12:2,7,10,12 12:13,18,21,21 13:24 14:9,20,21 15:3,4,7,17,25 16:3 16:9,11,12,19 17:6 17:11 18:17,18 21:5 27:13 28:3 32:10,14 34:4,5,6,9,15,24 35:18 36:11 47:4 48:14 51:18 52:10 53:23 55:24 56:7,21 63:12 81:13 82:11 85:21 86:1 87:7 92:2,11 95:5 101:20 102:11 108:16 110:17 114:15
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

116:7 118:8 125:21 126:5 127:3 129:18 130:11 134:4,20 136:6 139:21 147:17 151:11 152:22 154:8 161:17,18 thankful 16:23 thanks 7:4 the-- 25:21 theme 117:3 theory 143:22 thereof 163:9 they'd 130:8 thing 22:24 28:6 33:22 42:1 43:2 49:20 72:15 73:3,13 75:24 81:24 84:4 93:19 102:9 107:19 120:9 123:22 124:4 142:25 144:17 152:14 153:25 154:1 155:13 159:12,22 things 24:7 41:5 44:4 52:8 74:12 75:12 89:15 95:15 96:14 96:17 97:5,15,22,25 99:23 101:12 104:15 115:8,11 118:20 120:8 126:24 130:3 137:11 141:14,22 142:13 144:12 145:2 146:2,18,21 146:22 149:19,25 152:13,21,21 153:15,25 157:2 158:12 159:20 160:3 think 11:4,20 17:3 19:22 20:18,18,19 20:23,24 22:9,20 23:3,8,16,18,24 24:9,21 25:13 26:6 28:13 35:10 38:6 44:13 50:12,17,20 50:23 51:5,10,15 52:8 54:12,15 56:10 56:10 58:1 60:2,15 62:1,5,9,12,22	63:15 67:23 68:23 68:24 72:19 73:4 74:4 77:2,5,20,21 78:3 79:4 83:5 90:8 90:17 92:18 94:1,8 96:4,12 97:17 98:3 100:17 103:11,13 105:4 107:17,23 108:5,24,25 114:9 116:17 117:1,5,8 118:11 123:25 124:3 125:7 131:3 132:24 135:24 136:1 137:17 138:3 144:5,24 145:12 149:16 150:13,19 153:23 155:13 157:16,17,19 158:3 158:20 159:17,25 160:3,6,9,17,22 thinking 21:23 23:11 74:12 third 38:2 thought 13:21 33:23 41:4 55:20 81:17 83:23 86:18 99:19 111:9,11 113:3 125:17 thoughts 24:13,14 49:21 three 8:19 25:5 29:14 38:25 44:19 45:12 54:4,7,11,14,16,25 55:2,9,20 56:1,4,17 57:22 58:2 71:10 77:4 110:25 112:2 112:10 122:23 123:10,23,25 126:15,15 140:9 144:5,5 149:20,20 156:21 161:25 three-month 135:9 three-year 36:18 66:13 72:12 74:3 77:8 threshold 35:5,7 thrilled 17:14,15 18:9 18:15 thrown 72:8 Thursday 1:13 4:4 tick 88:18	ticky 115:15 tight 41:24 44:8 Tim 5:12 8:21 time 7:18 8:17 10:21 10:22 11:19,19 12:24 13:15 17:4,16 25:13 27:19 29:11 36:14 40:1,19 42:4 49:4 51:8,21,24 53:5 59:14 72:3 93:13 100:1 104:12 108:6 111:18 115:22,22 116:2,2 116:14 117:11 118:12 120:5 125:15 127:10 130:8 132:11 133:21 134:3,9,17 136:19 139:20 144:2,22 145:25 147:7 152:3,5,18,20 153:2,6,24 155:23 156:19 157:5 159:8 159:8,20 160:6,21 160:22,25 161:5 time-consuming 156:17 timecards 115:24 timeframe 7:12 100:24 159:15 timeframes 8:14 40:6 timeline 44:9 46:24 63:16 79:3 107:24 timelines 153:20 times 8:6,11,16 21:15 28:22 41:2 50:3 64:17 timetables 160:14 timing 19:23 26:7 41:22 46:5,21 53:2 53:4,6 70:12 71:15 71:17 79:20 80:9 Timothy 1:22 3:7 163:4,19 titled 93:4 today 25:2 26:6 42:2 44:14 49:20 52:2 54:3 68:7 127:19 136:21 144:25 152:14 158:23 161:3	today's 7:5 154:16 told 15:20 41:9 49:11 50:13 96:12 120:12 148:14 154:23 158:23 tomorrow 26:11 106:4,15,16 107:21 108:18,22 tools 98:1 top 138:10 topics 96:1 total 35:5 55:2 82:17 totally 83:14 120:16 touch 88:19 tough 154:17 tougher 116:14 track 37:13 45:17 85:4 102:15 143:11 144:3 tracked 142:3 tracking 85:1 89:15 traditional 87:10 traditionally 128:14 trained 34:4 127:13 training 9:12 126:23 transactions 127:25 128:19,20 129:2 transcript 163:8 transition 9:23 133:21 transitions 119:23 transmit 33:4 35:22 36:8 130:13 150:24 153:7 transmittal 33:1 transmitted 33:16 transparency 10:25 98:25 99:14 transportation 2:22 2:23 35:4,12 tried 92:14 trigger 59:10 65:16 68:10 triggers 60:13 61:2 true 163:8 trued 149:3 truncated 88:14 truth 102:2 try 18:7 84:24 152:2 152:4,12 153:22 155:6 159:18 161:6	trying 53:25 68:6,11 68:16 73:8,9,11 76:10 132:2 139:4 142:4 144:21 147:19 153:24 Tuesday 133:10 turn 9:1 107:11 turned 104:24 turns 74:18 137:21 twice 137:8,22 two 11:11,18 13:17 19:6 24:12 27:14 36:19 38:25 39:25 42:15 51:23 52:16 58:5 62:14 63:9 70:9 71:10,11 72:12 72:13 74:3 76:20 77:8 79:19 92:20 96:24 98:11,14,15 111:2 112:8 119:10 120:8 121:23 122:20 137:19 139:15 140:11,13 150:12 154:17 159:1,2,11,11 160:11 161:25 two-way 97:12 two-year 72:12 77:8 tying 75:10 type 113:5,18 116:4 117:25 129:10 types 84:22 150:19 typically 84:23 87:11 103:3 113:17 129:1 typo 6:23 <hr/> U Uh-huh 27:5 ultimately 52:25 69:8 133:8 156:24 160:6 unable 142:6 unanimous 30:1 81:13 unanimously 30:18 unaware 53:5 unclear 141:5 uncomfortable 49:23 50:1 underlying 45:25 understand 16:24 23:17 24:1 28:21
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

29:4,16 39:5 42:5 46:3 49:2 72:4 85:15 104:7 116:2 159:14 understanding 94:17 103:22 104:3 121:17 undertaking 139:14 uneven 54:10 55:5,8 56:19,20 unfair 77:3 104:18 unfortunately 46:21 53:2 85:12,13 133:23 University 17:24 18:1 unrealistic 158:20 unsupported 115:7 unsure 46:23 update 37:21 70:11 70:13 109:16 143:2 149:18 updated 36:13 88:14 89:24 126:12,22 updates 109:17,18 upside 148:18 upstairs 145:10 urgency 108:1 138:13 138:14 155:4 use 7:17 77:17 142:11 142:13 143:4,6,18 144:15 152:9 useful 109:20 usually 65:1 113:24 114:2	vendors' 150:15 venture 11:23 venue 73:23 versus 72:3 99:8 116:10 141:3 148:17 vested 16:5 vice 2:2 37:23 view 131:12 Vignola 39:12 42:20 68:17 72:23 violate 63:21 violates 99:24 violation 50:21 Virginia 39:5 virtual 11:21 12:12 30:20 visual 87:23 voice 9:3 19:24 volunteer 13:11 14:3 14:16 volunteering 32:11 volunteers 17:1 Volusia 38:19 vote 76:16 120:11,12 votes 41:21 voting 9:4,7 78:10	26:11 27:3 28:6,23 30:8 32:21 33:20 34:4,8 39:23 42:19 54:2 55:5,7 57:20 58:24 60:6,8 63:21 63:24,24 66:19 68:10 69:19 73:7 77:4 82:3 87:3 91:11 95:16,18 97:9 101:23 107:3 108:15 112:6 117:24 118:25 119:5 121:22 134:7 134:11,13 152:9,24 152:25 155:23 159:18 wanted 13:18 18:3 21:12 25:18,22 29:5 29:15 38:6,7 57:6 81:23 92:4 95:6 109:25 118:10 120:9 124:6 131:4 133:22 145:20 147:14 wants 77:25 105:19 158:18 Wanza 2:16 33:21 34:6,21 155:24 Warehousing 2:24 64:5 warranties 137:14,14 warranty 137:19 142:11,13 143:6,8 143:12,15 wasn't 25:9 61:24 87:4 136:10 wasting 144:2 watch 85:14 water 148:18 way 9:3 16:25 22:14 22:25 23:1 24:25 41:5 44:7 49:3 50:23,24 51:7 54:13 59:7 65:13 82:25 83:5 91:8 96:15 99:16 102:17 108:11 123:4 139:7 140:6 148:12 152:8 ways 144:12 we'll 7:18 92:13 93:12 106:3 119:7	126:3 127:17 134:17 143:17,19 150:20 156:5 we're 7:6 8:6 9:2,9 16:23 17:1 22:11,12 28:17 41:24 43:19 44:9 52:8 55:16 58:1 59:5 60:3 61:14 63:9,12 68:15 69:12 71:5,12,15,18 73:1,2,8,11 74:19 75:12 76:25 77:1 78:9,10 83:14 84:21 84:25 85:5,24 91:2 92:17 97:7 99:12 101:5,13 110:11 116:11 120:5 124:7 124:17 129:4 136:1 136:16,17,18 138:10,11,21 139:6 139:7,8,11 142:23 143:7 144:25 148:18 152:3 153:9 154:15 158:22 161:13 we've 10:25 12:7 20:25 51:23 56:11 66:12 70:8 84:20 87:9 88:1 92:14 93:24 95:11 97:20 97:23 107:17 117:18 121:12 134:7,8,17 139:15 142:1,19 143:7,10 144:4 153:2,3,10 156:22 159:24 wearing 9:2 Wednesday 7:16 week 10:24 101:7 103:15 107:23 137:9 weekly 93:3,7 95:25 weighs 42:25 welcome 12:24 17:4,9 went 17:22,23,24 93:9 121:15 145:9 weren't 50:15 124:3 142:18 145:24 146:19 whatsoever 29:4 whichever 133:25	WHIPPY 3:6 white 144:6 wholeheartedly 133:24 willing 51:12 79:22 window 40:11 101:4 105:20 111:1 wiped 7:17 wiping 7:18 wish 12:11,17 52:23 104:21 wondering 64:10 148:11 word 39:13 46:16 68:24 wording 26:15,17 68:20 words 10:11 14:21 58:9 wordsmith 68:18 72:23 76:18 work 10:15,19 11:5 14:22 15:3 16:4 18:11 28:24 34:5,7 34:10 39:1 47:2 62:23 65:10 73:6 86:20 87:16 92:16 92:24 93:13 94:25 104:22 106:10,13 113:18 115:9 116:7 116:9,25 117:20,23 119:20 124:19,19 125:14 126:4 129:4 129:13,17,21 132:20 134:25 139:5 142:12 143:10 149:7 155:25 156:8,25 160:3 workaround 41:16 worked 9:22 11:10 29:9,13 41:18 48:19 84:14 132:10 137:23 workflows 112:18 113:8 working 8:8 11:23 12:16 15:14 42:3 48:16 69:25 94:11 95:13 98:1 127:12 136:17 139:7
V VALERIE 2:16 valid 64:24 validate 126:21 128:1 validity 96:14 valuable 9:20 15:17 16:19 value 8:17 83:7 84:7 96:19 120:20 variety 39:2 various 15:13 38:18 112:18 119:14 151:17 vehicle 144:9 vehicles 144:7 vendor 120:21	W wait 48:8 49:5 93:15 107:25 waited 46:6 waiting 118:23 126:18 130:8 156:8 waive 79:17,24 walk 82:1 135:9 walls 146:10 Walsh 47:3 48:10,13 54:22 57:14 61:7,7 63:5,14 65:7 69:10 70:14 72:21 79:25 90:24 95:4 107:16 111:23 114:23 118:9 120:7 130:23 131:25 139:22 151:1 158:8 Wanda 2:12 156:22 want 10:10 12:4,25 13:24 14:20 15:4,6 16:2,3 17:5 19:1,15 21:24 23:5,23 25:16			

works 11:14 106:3,6 106:11 124:21 133:13,14 137:17 workshop 39:20 40:5 79:13,14,24 80:2,21 85:11 workshops 39:25 workweek 106:3,13 worthy 15:12 wouldn't 52:19 57:19 63:20 wrap 107:17 WRIGHT 1:10 wrist 114:7 write 93:20 95:7 write-up 71:23 writes 137:2 writing 77:19 written 36:14 75:4 77:14 95:11 wrong 118:21 140:12 wrote 91:4 95:6 96:23	155:19 156:1 year's 49:9 year-end 104:8,18 106:25 108:11 115:25 117:6 yearly 137:22 years 8:19 10:23 12:17 17:22 21:1 25:13 26:5 29:14 36:19,22 41:13,17 41:19 44:11 46:4 47:23,25 49:2,12,16 49:19 50:8 55:6 57:4 58:25 59:4,9 60:4,23 62:2 66:6 67:3 68:9,11,13 69:21 71:10,10 76:9 76:12,20,23 77:4 78:15 93:24 97:7 112:2,10 121:23 144:5 147:24 yeses 97:20 112:3 yesterday 110:13 younger 47:21	11:00 25:23 11th 30:4 12 17:22 32:12,15 150:20 12:10 159:15 12:30 54:2 159:16 12th 8:1 31:19 80:23 103:13 155:8 13 33:17 34:22,25 109:11 110:1 13th 139:25 14 36:9,12 14th 24:10 40:8 15 79:5 134:14 135:10 152:15 17 138:1 17th 1:13 4:4 6:21 127:19 18th 22:2 95:17 156:4 1990 35:10 1991 38:23 42:8 1998 17:22 20:11 28:22	218,391 36:12 37:18 45:9 77:14 22 53:9 82:10,11,15 138:4,7 149:9 22nd 30:19 154:22 25 25:13 96:5 147:24 25,000 102:5 250 139:2 250,000 36:21 257,000 123:25 27 80:20 128:8 27th 40:5 79:13,15 80:2,19 28th 163:15 2nd 31:19	63rd 11:15 6th 6:20		
X	Z	2	3	7		
Y	0	2 37:14 55:23 110:19 110:20 140:19 158:24 2:30 158:24 20 76:12 83:12,13 149:9 153:1 20,000 96:4 200 1:23 2009 14:5 2010 17:18 2014 18:3 141:23 145:25 149:3 2017 36:19 2018 36:19 37:2 2019 36:19 131:10 2020 14:18 36:13,20 43:18 88:7,8 89:20 139:25 2021 1:13 14:5,18 30:4,20 31:19 36:20 37:3 64:10 67:5,8 89:22 127:19 163:15 2022 67:12,12 21 116:21 210,000 36:24	1	3 38:15,15 89:6 112:12,13 126:6,9 144:18 30 123:16 155:5,7 30-day 40:11 30-year 140:20 30th 67:12 3100 36:9 53:1 3330 122:7,15 33301 1:24 38 32:16 39 61:17 391 61:18 77:14 3rd 1:11,23	4	7 77:15 140:9 145:1,5
yeah 16:3 43:25 49:17 56:6 57:12,15 65:11 66:15 68:23 70:16,18 74:19 75:21 82:2,5 91:15 95:22 105:8 107:19 114:20 117:5 118:18 120:15 128:7 144:11 148:22 150:8 year 10:15,24,24 36:17,20,24 43:22 44:3 53:9 61:19 62:14 63:3 67:5,6,7 67:8,9,10,11 68:2 69:17 70:5 71:17 72:14 73:5,14,19,25 75:14 76:25 97:21 97:24 101:6,12,14 108:13 116:21 121:19 123:25 131:9 137:18,20 139:3,4 146:6 150:11 152:11	155:19 156:1 year's 49:9 year-end 104:8,18 106:25 108:11 115:25 117:6 yearly 137:22 years 8:19 10:23 12:17 17:22 21:1 25:13 26:5 29:14 36:19,22 41:13,17 41:19 44:11 46:4 47:23,25 49:2,12,16 49:19 50:8 55:6 57:4 58:25 59:4,9 60:4,23 62:2 66:6 67:3 68:9,11,13 69:21 71:10,10 76:9 76:12,20,23 77:4 78:15 93:24 97:7 112:2,10 121:23 144:5 147:24 yeses 97:20 112:3 yesterday 110:13 younger 47:21	2 37:14 55:23 110:19 110:20 140:19 158:24 2:30 158:24 20 76:12 83:12,13 149:9 153:1 20,000 96:4 200 1:23 2009 14:5 2010 17:18 2014 18:3 141:23 145:25 149:3 2017 36:19 2018 36:19 37:2 2019 36:19 131:10 2020 14:18 36:13,20 43:18 88:7,8 89:20 139:25 2021 1:13 14:5,18 30:4,20 31:19 36:20 37:3 64:10 67:5,8 89:22 127:19 163:15 2022 67:12,12 21 116:21 210,000 36:24	218,391 36:12 37:18 45:9 77:14 22 53:9 82:10,11,15 138:4,7 149:9 22nd 30:19 154:22 25 25:13 96:5 147:24 25,000 102:5 250 139:2 250,000 36:21 257,000 123:25 27 80:20 128:8 27th 40:5 79:13,15 80:2,19 28th 163:15 2nd 31:19	63rd 11:15 6th 6:20		
X	Z	2	3	7		
Y	0	2	3	8		
yeah 16:3 43:25 49:17 56:6 57:12,15 65:11 66:15 68:23 70:16,18 74:19 75:21 82:2,5 91:15 95:22 105:8 107:19 114:20 117:5 118:18 120:15 128:7 144:11 148:22 150:8 year 10:15,24,24 36:17,20,24 43:22 44:3 53:9 61:19 62:14 63:3 67:5,6,7 67:8,9,10,11 68:2 69:17 70:5 71:17 72:14 73:5,14,19,25 75:14 76:25 97:21 97:24 101:6,12,14 108:13 116:21 121:19 123:25 131:9 137:18,20 139:3,4 146:6 150:11 152:11	155:19 156:1 year's 49:9 year-end 104:8,18 106:25 108:11 115:25 117:6 yearly 137:22 years 8:19 10:23 12:17 17:22 21:1 25:13 26:5 29:14 36:19,22 41:13,17 41:19 44:11 46:4 47:23,25 49:2,12,16 49:19 50:8 55:6 57:4 58:25 59:4,9 60:4,23 62:2 66:6 67:3 68:9,11,13 69:21 71:10,10 76:9 76:12,20,23 77:4 78:15 93:24 97:7 112:2,10 121:23 144:5 147:24 yeses 97:20 112:3 yesterday 110:13 younger 47:21	2 37:14 55:23 110:19 110:20 140:19 158:24 2:30 158:24 20 76:12 83:12,13 149:9 153:1 20,000 96:4 200 1:23 2009 14:5 2010 17:18 2014 18:3 141:23 145:25 149:3 2017 36:19 2018 36:19 37:2 2019 36:19 131:10 2020 14:18 36:13,20 43:18 88:7,8 89:20 139:25 2021 1:13 14:5,18 30:4,20 31:19 36:20 37:3 64:10 67:5,8 89:22 127:19 163:15 2022 67:12,12 21 116:21 210,000 36:24	218,391 36:12 37:18 45:9 77:14 22 53:9 82:10,11,15 138:4,7 149:9 22nd 30:19 154:22 25 25:13 96:5 147:24 25,000 102:5 250 139:2 250,000 36:21 257,000 123:25 27 80:20 128:8 27th 40:5 79:13,15 80:2,19 28th 163:15 2nd 31:19	63rd 11:15 6th 6:20		
X	Z	2	3	8		
Y	0	2	3	9		
yeah 16:3 43:25 49:17 56:6 57:12,15 65:11 66:15 68:23 70:16,18 74:19 75:21 82:2,5 91:15 95:22 105:8 107:19 114:20 117:5 118:18 120:15 128:7 144:11 148:22 150:8 year 10:15,24,24 36:17,20,24 43:22 44:3 53:9 61:19 62:14 63:3 67:5,6,7 67:8,9,10,11 68:2 69:17 70:5 71:17 72:14 73:5,14,19,25 75:14 76:25 97:21 97:24 101:6,12,14 108:13 116:21 121:19 123:25 131:9 137:18,20 139:3,4 146:6 150:11 152:11	155:19 156:1 year's 49:9 year-end 104:8,18 106:25 108:11 115:25 117:6 yearly 137:22 years 8:19 10:23 12:17 17:22 21:1 25:13 26:5 29:14 36:19,22 41:13,17 41:19 44:11 46:4 47:23,25 49:2,12,16 49:19 50:8 55:6 57:4 58:25 59:4,9 60:4,23 62:2 66:6 67:3 68:9,11,13 69:21 71:10,10 76:9 76:12,20,23 77:4 78:15 93:24 97:7 112:2,10 121:23 144:5 147:24 yeses 97:20 112:3 yesterday 110:13 younger 47:21	2 37:14 55:23 110:19 110:20 140:19 158:24 2:30 158:24 20 76:12 83:12,13 149:9 153:1 20,000 96:4 200 1:23 2009 14:5 2010 17:18 2014 18:3 141:23 145:25 149:3 2017 36:19 2018 36:19 37:2 2019 36:19 131:10 2020 14:18 36:13,20 43:18 88:7,8 89:20 139:25 2021 1:13 14:5,18 30:4,20 31:19 36:20 37:3 64:10 67:5,8 89:22 127:19 163:15 2022 67:12,12 21 116:21 210,000 36:24	218,391 36:12 37:18 45:9 77:14 22 53:9 82:10,11,15 138:4,7 149:9 22nd 30:19 154:22 25 25:13 96:5 147:24 25,000 102:5 250 139:2 250,000 36:21 257,000 123:25 27 80:20 128:8 27th 40:5 79:13,15 80:2,19 28th 163:15 2nd 31:19	63rd 11:15 6th 6:20		
X	Z	2	3	9		
Y	0	2	3	9		
yeah 16:3 43:25 49:17 56:6 57:12,15 65:11 66:15 68:23 70:16,18 74:19 75:21 82:2,5 91:15 95:22 105:8 107:19 114:20 117:5 118:18 120:15 128:7 144:11 148:22 150:8 year 10:15,24,24 36:17,20,24 43:22 44:3 53:9 61:19 62:14 63:3 67:5,6,7 67:8,9,10,11 68:2 69:17 70:5 71:17 72:14 73:5,14,19,25 75:14 76:25 97:21 97:24 101:6,12,14 108:13 116:21 121:19 123:25 131:9 137:18,20 139:3,4 146:6 150:11 152:11	155:19 156:1 year's 49:9 year-end 104:8,18 106:25 108:11 115:25 117:6 yearly 137:22 years 8:19 10:23 12:17 17:22 21:1 25:13 26:5 29:14 36:19,22 41:13,17 41:19 44:11 46:4 47:23,25 49:2,12,16 49:19 50:8 55:6 57:4 58:25 59:4,9 60:4,23 62:2 66:6 67:3 68:9,11,13 69:21 71:10,10 76:9 76:12,20,23 77:4 78:15 93:24 97:7 112:2,10 121:23 144:5 147:24 yeses 97:20 112:3 yesterday 110:13 younger 47:21	2 37:14 55:23 110:19 110:20 140:19 158:24 2:30 158:24 20 76:12 83:12,13 149:9 153:1 20,000 96:4 200 1:23 2009 14:5 2010 17:18 2014 18:3 141:23 145:25 149:3 2017 36:19 2018 36:19 37:2 2019 36:19 131:10 2020 14:18 36:13,20 43:18 88:7,8 89:20 139:25 2021 1:13 14:5,18 30:4,20 31:19 36:20 37:3 64:10 67:5,8 89:22 127:19 163:15 2022 67:12,12 21 116:21 210,000 36:24	218,391 36:12 37:18 45:9 77:14 22 53:9 82:10,11,15 138:4,7 149:9 22nd 30:19 154:22 25 25:13 96:5 147:24 25,000 102:5 250 139:2 250,000 36:21 257,000 123:25 27 80:20 128:8 27th 40:5 79:13,15 80:2,19 28th 163:15 2nd 31:19	63rd 11:15 6th 6:20		
X	Z	2	3	9		
Y	0	2	3	9		
yeah 16:3 43:25 49:17 56:6 57:12,15 65:11 66:15 68:23 70:16,18 74:19 75:21 82:2,5 91:15 95:22 105:8 107:19 114:20 117:5 118:18 120:15 128:7 144:11 148:22 150:8 year 10:15,24,24 36:17,20,24 43:22 44:3 53:9 61:19 62:14 63:3 67:5,6,7 67:8,9,10,11 68:2 69:17 70:5 71:17 72:14 73:5,14,19,25 75:14 76:25 97:21 97:24 101:6,12,14 108:13 116:21 121:19 123:25 131:9 137:18,20 139:3,4 146:6 150:11 152:11	155:19 156:1 year's 49:9 year-end 104:8,18 106:25 108:11 115:25 117:6 yearly 137:22 years 8:19 10:23 12:17 17:22 21:1 25:13 26:5 29:14 36:19,22 41:13,17 41:19 44:11 46:4 47:23,25 49:2,12,16 49:19 50:8 55:6 57:4 58:25 59:4,9 60:4,23 62:2 66:6 67:3 68:9,11,13 69:21 71:10,10 76:9 76:12,20,23 77:4 78:15 93:24 97:7 112:2,10 121:23 144:5 147:24 yeses 97:20 112:3 yesterday 110:13 younger 47:21	2 37:14 55:23 110:19 110:20 140:19 158:24 2:30 158:24 20 76:12 83:12,13 149:9 153:1 20,000 96:4 200 1:23 2009 14:5 2010 17:18 2014 18:3 141:23 145:25 149:3 2017 36:19 2018 36:19 37:2 2019 36:19 131:10 2020 14:18 36:13,20 43:18 88:7,8 89:20 139:25 2021 1:13 14:5,18 30:4,20 31:19 36:20 37:3 64:10 67:5,8 89:22 127:19 163:15 2022 67:12,12 21 116:21 210,000 36:24	218,391 36:12 37:18 45:9 77:14 22 53:9 82:10,11,15 138:4,7 149:9 22nd 30:19 154:22 25 25:13 96:5 147:24 25,000 102:5 250 139:2 250,000 36:21 257,000 123:25 27 80:20 128:8 27th 40:5 79:13,15 80:2,19 28th 163:15 2nd 31:19	63rd 11:15 6th 6:20		
X	Z	2	3	9		
Y	0	2	3	9		
yeah 16:3 43:25 49:17 56:6 57:12,15 65:11 66:15 68:23 70:16,18 74:19 75:21 82:2,5 91:15 95:22 105:8 107:19 114:20 117:5 118:18 120:15 128:7 144:11 148:22 150:8 year 10:15,24,24 36:17,20,24 43:22 44:3 53:9 61:19 62:14 63:3 67:5,6,7 67:8,9,10,11 68:2 69:17 70:5 71:17 72:14 73:5,14,19,25 75:14 76:25 97:21 97:24 101:6,12,14 108:13 116:21 121:19 123:25 131:9 137:18,20 139:3,4 146:6 150:11 152:11	155:19 156:1 year's 49:9 year-end 104:8,18 106:25 108:11 115:25 117:6 					