SCHOOL BOARD OF BROWARD COUNTY

AUDIT COMMITTEE MEETING

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

THURSDAY, MARCH 31ST, 2022 11:05 A.M. - 1:35 P.M.

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

```
Page 2
```

```
1
  COMMITTEE MEMBERS IN ATTENDANCE:
 2 MR. ROBERT MAYERSOHN, CHAIR
  MR. ANDREW MEDVIN, VICE CHAIR
 3 MR. MOSES BARNES
  MS. REBECCA DAHL
 4 MR. ANTHONY DE MEO
  MS. MARY FERTIG (Telephonically)
5 DR. NATHALIE LYNCH-WALSH
  MS. PHYLLIS SHAW (Telephonically)
 б
 7 OFFICE OF THE CHIEF AUDITOR STAFF:
8 MR. JORIS JABOUIN, Chief Auditor
  MS. ALI ARCESE, Manager, Property and Inventory
9
      Audits
  MS. ANN CONWAY, Manager, Internal Funds Audits
10 MS.
       MEREDITH ARLOTTA, Manager, Internal Funds Audits
  MS. ELENA PRITYKINA, Auditor III
11 MS. RAYSA LUGO, Auditor III
  MR. ERIC SEIFER, Auditor III
12 MS. MICHELE MARQUARDT, Executive Secretary
  MS. WANDA RADCLIFF, Clerk Spec B Confidential
13
14 DISTRICT STAFF:
15 DR. VALERIE WANZA, Chief School Performance &
       Accountability Officer, Office of School
16
      Performance & Accountability
  DR. LEO NESMITH, Task Assigned Chief Safety & Security
17
       Officer, Office of Safety, Security & Emergency
      Preparedness
18 MR. VINCENT VINUEZA, Task Assigned Chief Information
       Officer
19 Mr. CRAIG KOWALSKI, Chief Special Investigative Unit
20 INVITED GUESTS:
21 MR. TIM BASS, Court Reporter, United Reporting
  MR. SCOTT TRAVIS, Reporter, Sun-Sentinel
22 MS. EVA MAGADAN
23
24
25
```

Page 3 Thereupon, the following proceedings were had: 1 2 3 MR. MAYERSOHN: All right. Good morning, everybody. It is Thursday, March 31st, at 4 5 approximately 11:05. 6 Can we all rise for the pledge? 7 (Whereupon, the Pledge of Allegiance was 8 recited.) 9 MR. MAYERSOHN: All right. Roll call? 10 MR. JABOUIN: Good morning. Ms. Hagen 11 Disch --12 THE COURT: Your microphone is not on. 13 MR. JABOUIN: Good morning. 14 Thank you. Ms. Hagen Disch, she is Ms. 15 Alhadeff's appointee, she has retired from the audit committee. I spoke to her on Tuesday and 16 17 she is willing to come back for a future meeting 18 to be acknowledged. 19 So we'll have a roll call amongst the 20 existing members of the audit committee. 21 Mr. Moses Barnes? 22 MR. BARNES: Here. 23 MR. JABOUIN: Ms. Rebecca Dahl? 24 MS. DAHL: Here. 25 MR. JABOUIN: Mr. Anthony De Meo?

Page 4 MR. DE MEO: 1 Present. 2 MR. JABOUIN: Ms. Mary Fertig, on the phone? 3 MS. FERTIG: Here. 4 MR. JABOUIN: Dr. Natalie Lynch-Walsh? 5 DR. LYNCH-WALSH: Here. 6 MR. JABOUIN: Mr. Robert Mayersohn? 7 MR. MAYERSOHN: I'm here. 8 MR. JABOUIN: Mr. Andrew Medvin? 9 MR. MEDVIN: Here. 10 MR. MAYERSOHN: Ms. Phyllis Shaw, on the 11 phone? 12 (No response.) MR. JABOUIN: And Mr. Adam Sabin is excused. 13 14 MR. MAYERSOHN: All right. Do we have 15 approval of the agenda for the March 31st, 2022 16 Audit Committee Meeting? 17 MR. JABOUIN: Would you like to announce the 18 other attendees of the meeting? 19 MR. MAYERSOHN: Oh, the other people? Sure. 20 MR. JABOUIN: Joris Jabouin, Chief Auditor. 21 MS. CONWAY: Ann Conway, Office of the Chief 22 Auditor. MS. ARCESE: Ali Arcese, Office of the Chief 23 24 Auditor. 25 Michele Marquardt, Office of MS. MARQUARDT:

Page 5
the Chief Auditor.
MS. RADCLIFF: Wanda Radcliff, Office of the
Chief Auditor.
MR. SEIFER: Eric Seifer, Office of the Chief
Auditor.
COURT REPORTER: Tim Bass, Court Reporter.
DR. LYNCH-WALSH: Most important person in
the room.
MR. MAYERSOHN: All right. Do I have an
approval of the agenda for the March 31st, 2022
Audit Committee Meeting?
DR. LYNCH-WALSH: So moved.
MR. MEDVIN: Second.
MR. MAYERSOHN: All those in favor?
COMMITTEE MEMBERS: Aye.
MR. MAYERSOHN: Anybody opposed?
(No response.)
MR. MAYERSOHN: The ayes have it.
Chief Auditor Administrative Matters.
MR. JABOUIN: Thank you, Mr. Mayersohn.
I'd like to report that with respect to both
of our compliance items, the district's annual
training program for school board established
advisory committee members as well as the
acknowledgement for school board advisory

committee members responsibility form, we have received those forms from all the members and all the members have completed the training for fiscal year 2022.

1

2

3

4

5 Regarding the cabinet members attending today's meeting, there is a cabinet meeting that 6 7 started at 8:00 a.m. off-site. The cabinet 8 members will conclude that meeting and those that are needed for this meeting will attend. 9 Ι 10 anticipate that they will arrive by, the first 11 one will arrive by 12:20 for the Auditor General 12 Report discussion. But they will be here later 13 today.

We do have the audit committee timeframes. That was also provided to them so that they can be here on time. Please remember that they are a guide. We did provide them to district staff and cabinet members so that they can manage their time.

20 With respect to quorum today, we do have 21 physically present in the room six members. 22 Given the membership of the audit committee that 23 is quorum. So if a member needs to leave the 24 room for whatever reason, then no official 25 business can be conducted but nonofficial

1 business can proceed.

2	Looking at the agenda, the only
3	time-sensitive item that needs to proceed to the
4	board is Item Number 12, the Auditor General
5	Operational Audit. The other items are important
6	as well, but I just wanted to mention to the
7	Chair that that is the one item that we would
8	definitely need approval from this meeting.
9	That concludes the Chief Auditor
10	Administrative Items.
11	MR. MAYERSOHN: All right. Thank you.
12	Do we have any public speakers on non-agenda
13	items?
14	MR. JABOUIN: There are no public speakers,
15	Mr. Mayersohn.
16	MR. MAYERSOHN: Okay. Audit Committee Chair
17	Comments. Just a couple of housekeeping things.
18	Policy 1.7 is going to the board for its second
19	workshop on Tuesday. There was also did we
20	send out the letter regarding the Florida
21	Volunteer?
22	MR. JABOUIN: No, I did not forward it to the
23	audit committee.
24	MR. MAYERSOHN: All right. If you could do
25	that? There is the Florida Volunteer

Florida Volunteer Act, which is important, I 1 2 asked Mr. Vignola, or actually through Mr. 3 Jabouin, for Mr. Vignola to opine as far as when you read the document you'll kind of understand 4 5 about any civil liability that we may have as 6 individual members acting in good faith as a 7 member of this committee, and if we are liable 8 for any comments that we may say within our 9 action of this committee. And he opined on it 10 basically saying that, you know, as long as you 11 are within the scope and framework of what your 12 role and duty is as an audit committee member, 13 that we do have immunity from any civil liability 14 that might come upon us.

15 So, as an example, if a -- I'll just say RSM came before us and I said, you know, they are the 16 17 worst auditors that we've ever had, they're 18 terrible, I think the district should get rid of 19 them, and that is within my role and purview as 20 an audit committee member, and they were to sue 21 the district and claim that, you know, my 22 comments caused them irreparable harm, I would be 23 protected by this Florida Volunteer Protection 24 Act.

25

So if you can send that out to the committee

United Reporting, Inc. (954) 525-2221 Page 8

Page 9 members so that we all know what our roles and 1 2 functions are as we continue to, as I say, be 3 cautious of what we say, but know that there is some protection if we are doing it in the good 4 5 faith of our role and duty. And then, finally, I just want to remind 6 7 everybody about our timeframe reminders. Our 8 goal still remains to have explicit focus and 9 let's try not to get off on tangents as sometimes 10 we might. So sometimes we have to reel you in. 11 That being said, do I have an approval of 12 minutes for the February 24th, 2022 audit 13 committee meeting? 14 Don't all jump at once. 15 MR. MEDVIN: So moved. MS. DAHL: 16 Second. 17 MR. MAYERSOHN: Motion by Mr. Medvin, second 18 my Ms. Dahl. All those in favor -- is there any 19 discussion? 20 (No response.) 21 MR. MAYERSOHN: Seeing none, all those in 22 favor signify by saying aye. 23 COMMITTEE MEMBERS: Aye. 24 MR. MAYERSOHN: Any nos? 25 (No response.)

MR. MAYERSOHN: The ayes have it.Acknowledgement of Mr. Moses Barnes.MR. JABOUIN: If I may please start?MR. MAYERSOHN: Sure.

1

2

3

4

5 I do want to thank you, Mr. MR. JABOUIN: 6 Barnes for serving on the audit committee since 7 Thank you very much for serving as chair 2012. 8 from 2018 to 2020. Thank you for your 9 leadership. I started with the district in June 10 of 2018 and you were the first chair that was on 11 the committee. You were a very key person to my 12 transition. Many advisory comments that you gave 13 me, that you were quick to respond to many of my 14 calls on questions that I had. You successfully 15 advocated for increasing to our head count so we can produce the product that we are doing for the 16 17 committee. Many of your conversations led to 18 fieldwork decisions that we made on school based 19 audits.

20 So you led the audit committee with 21 professionalism and strength and dignity and 22 prior to being appointed by Dr. Rosalyn Osgood 23 you served the district as an employee, a 24 principal, and you served as a role model to 25 students and you served and continue to serve as

	Page 11
1	a role model to minorities, like myself, as we
2	continue with with our work.
3	So maybe you already know what I've said, but
4	I thought it was worth putting in the minutes.
5	Okay?
6	Thank you very much for everything that you
7	have done, even the things that you've done that
8	I did not know about.
9	MR. BARNES: Thank you.
10	MR. MAYERSOHN: Before we present that, are
11	there any comments anybody would like to make?
12	Dr. Lynch-Walsh or Ms. Dahl? We can go
13	around.
14	Dr. Lynch-Walsh, anything?
15	DR. LYNCH-WALSH: You know I'm not good at
16	this type of thing. Yeah, I didn't realize that
17	because there's no District 5 board member you
18	had to go, just when things are getting
19	interesting. So and it looks like it's going
20	to stay that way through August. So I guess that
21	frees you up for the next few months.
22	MR. MAYERSOHN: Ms. Dahl?
23	MS. DAHL: I'd like to thank Moses Barnes for
24	being a mentor to me when I came up as principal
25	at Lauderdale Middle School and the other times

	Page 12
1	during the years. He has always been a kind and
2	helpful person and I appreciate all the things
3	that he did for me and the district.
4	MR. DE MEO: Mr. Barnes demonstrates
5	professionalism, wisdom.
6	MR. MAYERSOHN: Your microphone is not on.
7	MR. DE MEO: Can you hear me? Wisdom through
8	experience, patience, and don't take this wrong,
9	but like a like a father and like a mentor to
10	all of us. And whenever he speaks his words are
11	weighty and I appreciate that.
12	MR. MAYERSOHN: Mr. Medvin?
13	MR. MEDVIN: Mr. Barnes is this thing on?
14	I think you and I are on the committee pretty
15	much the longest tenure at this point and I've
16	always admired working with you. Your comments
17	are infrequent discussions and I think we're all
18	going to miss you on this dais and hopefully
19	you're not don't become a complete stranger.
20	MR. MAYERSOHN: And my comments are, I'll use
21	the Smith Barney terminology, when Mr. Barnes
22	talks, people listen.
23	MS. FERTIG: Bob? Bob?
24	MR. MAYERSOHN: Yes, Ms. Fertig.
25	MS. FERTIG: Yeah, I just wanted to thank Mr.

Barnes for his many years of service to our school system both as he was a principal and on the audit committee. It's been a pleasure serving with him and I especially thank him for his wonderful wife who taught several of my children and they have a true commitment to education and to public schools. Thank you, Mr. Barnes.

9 Do you have any comments? MR. MAYERSOHN: 10 MR. BARNES: No, I don't -- I don't know who 11 you all were talking about, but, yeah, it's been 12 a pleasure serving about, coming up on 10 years. 13 And, you know, there comes a time when you move 14 on to greener pastures. Dr. Osgood appointed me, 15 and, of course, she's moving on and I anticipate following her on other committees at the state 16 17 level. And I appreciate all your good comments, 18 particularly Mr. Jabouin coming on, and we had a 19 lot of conversations and sidebars as well as 20 serving as chair. A lot of the things that we do 21 in preparation for these meetings comes before. 22 So I thank all of you for your comments and I 23 look forward to maybe working with you in another 24 capacity. Thank you.

25

1

2

3

4

5

6

7

8

MR. JABOUIN: Would the committee members

	Page 14
1	mind taking a picture with Mr. Barnes?
2	MR. BARNES: Where's the gold watch?
3	MR. JABOUIN: No gold watch. Sorry.
4	MR. BARNES: I didn't get that when I retired
5	from the district.
6	DR. LYNCH-WALSH: I mean, if you're going to
7	do it, do it right. There's like a whole public
8	relations logo business going on out there.
9	MS. DAHL: Where do you want it?
10	DR. LYNCH-WALSH: There's a press conference
11	set up out there or in front of the logo, one or
12	the other.
13	MR. JABOUIN: We can always go to the beach
14	if you want.
15	(A brief recess was taken.)
16	MR. MAYERSOHN: Mr. Travis, can you just
17	introduce yourself?
18	MR. TRAVIS: I'm Scott Travis from
19	Sun-Sentinel.
20	Where is the press seating?
21	MR. MAYERSOHN: Anywhere you want.
22	MR. TRAVIS: Okay. Because I saw microphones
23	on there. Usually you don't have a microphone.
24	MR. JABOUIN: We did not establish one
25	MR. TRAVIS: Is there a reason you didn't

	Page 15
1	establish one? There's no audience seating
2	either.
3	MR. MAYERSOHN: You can sit right there at
4	the table.
5	All right. Moving on to Item Number 9,
6	Internal Funds Audits of Selected Schools.
7	MR. JABOUIN: Okay. Thank you. So Agenda
8	Item Number 9 is a consolidated report on the
9	audits of internal funds of 20 schools. The
10	audit was performed and managed by internal funds
11	audit manager Ann Conway. It included several
12	members of the Office of the Chief Auditor staff.
13	We have discussed the scope of these audits
14	before. This is the same scope that the
15	committee is familiar with regarding the
16	reviewing of the different sub-accounts from
17	athletics to music to the clubs, the classes, the
18	trusts and the general and the general
19	sub-accounts.
20	With this particular audit there were no
21	exceptions at the schools that are noted. And
22	this report pending any questions is ready for
23	transmission.
24	MR. MAYERSOHN: Yes, Dr. Lynch-Walsh.
25	DR. LYNCH-WALSH: Question, where do SAC

Page 16 accountability funds fall? Are those a form of 1 2 internal funds? I forget that whole --3 MS. CONWAY: They're not in it. They're not where? 4 DR. LYNCH-WALSH: 5 They're not in internal MR. MAYERSOHN: funds. 6 7 DR. LYNCH-WALSH: They're a separate type of funds kept by the schools? 8 9 MR. MAYERSOHN: Correct. 10 DR. LYNCH-WALSH: Just not called internal 11 funds but kept internally by the schools? 12 MR. MAYERSOHN: Correct. 13 DR. LYNCH-WALSH: Okay. 14 MS. DAHL: I think it's categorical; isn't 15 it? MR. JABOUIN: Where is the term categorical 16 17 used in this process? They are not within the 18 scope of this --19 MS. DAHL: No, no, no, they are categorical. 20 They come to the schools through state. So, 21 therefore, they would not be in internal funds. 22 MR. JABOUIN: Correct. Thank you. Yes. 23 MR. MAYERSOHN: Okay. Is there any other 24 questions or discussions on this item? 25 MR. DE MEO: Just a couple comments.

Page 17 Mr. Chief Auditor, this is an annual -- we do 1 2 these annually, these audits? 3 MR. JABOUIN: Yes. So I can talk about this because this could serve as a preview to the 4 5 Auditor General Report discussion. 6 So according to the state requirement each of 7 the schools are to be audited for internal funds annually. And so -- and in addition the school 8 board has policies of items that we test on as 9 10 well and that's a requirement of school board 11 policy. So all of them have to be reviewed every 12 year. What we're going to be doing going forward is 13 looking at the balances in order to achieve what 14 15 would be materiality for the external auditors 16 when they do their audits. 17 So when Ms. Conway and I make the selections 18 in future years we will start to address larger balances ahead of some smaller ones so we can get 19 20 to whatever materiality that the external auditor 21 tells us on that front. 22 But ultimately all of them have to be audited every year by the end of the following year. 23 24 MR. DE MEO: Okay. Follow-up. I notice no 25 negative balances.

	Page 18
1	MR. JABOUIN: Yes. So you recall during the
2	November and January audit committee meetings we
3	did have some schools with negative balances.
4	One of the things that I did last year was I
5	tried to aggregate all of those into one
6	particular meeting so we can discuss the issue
7	overall rather than having them coming up like in
8	March and April where we're discussing the same
9	item. So at that time I consolidated all of
10	those issues. So we talked about them. We did
11	have one that we didn't get done that went into
12	the January meeting, but these did not have
13	negative balances.
14	MR. DE MEO: Thank you.
15	MR. MAYERSOHN: That's it?
16	Any other questions?
17	(No response.)
18	MR. MAYERSOHN: Do I have a motion to
19	transmit?
20	MR. MEDVIN: So moved.
21	MR. MAYERSOHN: Motion by Mr. Medvin,
22	seconded by?
23	DR. LYNCH-WALSH: Second.
24	MR. MAYERSOHN: Dr. Lynch-Walsh.
25	Any further discussion?

Page 19 1 (No response.) 2 Seeing none, all those in MR. MAYERSOHN: 3 favor signify by saying aye. COMMITTEE MEMBERS: 4 Aye. 5 MR. MAYERSOHN: Opposed? 6 (No response.) 7 The ayes have it. MR. MAYERSOHN: 8 Item Number 10, Property and Inventory of Select Locations. 9 10 MR. JABOUIN: And I'll just do a quick check 11 to ask if Ms. Shaw has joined the meeting yet? 12 (No response.) 13 MR. JABOUIN: Okay. So Agenda Item Number 10 14 is the property and inventory reports that the 15 committee typically sees. In this particular report we have 18 16 17 locations. The audit was performed also by various team members of the Office of the Chief 18 19 Auditor staff and managed by property and inventory control manager, Ali Arcese. 20 21 The specific departments that were reviewed, 22 you can see them on pages 4 and 5 of the report. 23 During the scope of this work, 1,208 items that 24 had a historical cost of \$2,873,625 across those 25 departments were reviewed. We did not have any

Page 20 exceptions or findings during the review of these 1 2 18 locations. That concludes my introduction. 3 MR. MAYERSOHN: Any questions; comments? 4 (No response.) 5 MR. MAYERSOHN: Seeing none, do I have a motion to transmit? 6 7 DR. LYNCH-WALSH: So moved. 8 MR. BARNES: Second. 9 Motion by Dr. Lynch-Walsh, MR. MAYERSOHN: 10 second by Mr. Barnes. 11 All those in favor signify by saying aye. 12 COMMITTEE MEMBERS: Aye. 13 MR. MAYERSOHN: Anybody opposed? 14 (No response.) 15 MR. MAYERSOHN: The ayes have it. Item Number 11. 16 17 MR. JABOUIN: So with respect to Item Number 18 11, we are actually ahead of schedule; correct? 19 So we do have outside Chief Kowalksi if there's 20 any questions regarding Observation Number 1 and 21 then I can respond to Observation Number 2. 22 Oh, I'm sorry, we're actually -- oh, we 23 skipped -- we didn't skip anything. I apologize. 24 Yes, I'm sorry. 25 I had jumped up to -- I had jumped to the

	Page 21
1	next item, Item Number 12. Thank you.
2	Number 11. Back to number 111.
3	DR. LYNCH-WALSH: Not yet. Did you hear your
4	name?
5	MR. MAYERSOHN: You can stay here if you
6	want.
7	MR. JABOUIN: Okay. So Item Number 11, the
8	Office of the Chief Auditor Policies, my
9	assistant, Michelle Marquardt, is handing out
10	something that Dr. Lynch-Walsh was kind enough to
11	forward to us and so those are going to be handed
12	out to all of the different members. Those are
13	some of the Palm Beach County policies.
14	MR. MAYERSOHN: Excuse me. Before you
15	can we make sure that these get added into the
16	record on the website?
17	MR. JABOUIN: We certainly could.
18	MR. MAYERSOHN: Yeah, I mean, because they're
19	now becoming public record and we need to add
20	them into the meeting.
21	DR. LYNCH-WALSH: And they should be
22	disseminated to the people that aren't here to
23	get a hard copy.
24	MR. MAYERSOHN: Well, it's not even the hard
25	copy. It's just that this becomes now a record

that we have to maintain so it needs to be added into the documentation. I mean, you can add a link if it's easier.

1

2

3

4

5

6

7

8

9

10

11

12

MR. JABOUIN: Sure. There was a document that came up in a previous meeting that we did that, so we could have these documents -- we have a line that we've added below the agenda that, we've done this before so we will do this again for this one. And what I also could do is, regarding the previous question on the Florida Volunteers Act, I could attach that memorandum as well; if you so wish.

13 MR. MAYERSOHN: Okay. You could do that,14 too.

15 So back to Agenda Item Number MR. JABOUIN: So on March 8th of 2022 16 11, as I jumped ahead. 17 at the school board meeting the school board did 18 pass a motion changing the reporting line for the Office of the Chief Auditor to the school board. 19 20 This is in line with the motion that the audit 21 committee had previously passed. So there was a 22 lot of work to do with respect to this change.

I previously had a position at the company I worked for before the school district where I reported to the board. I, now, I'm going through

process of understanding how some of the other school districts function on a day to day. I've already had conversations with the chief auditor for Orange County Public Schools, Linda Lindsey, as to how they operate. I'll be speaking with John Goodman, the chief auditor for Miami-Dade County Public Schools as well, as I'll get an understanding as to how they -- how they function from a day-to-day basis.

1

2

3

4

5

6

7

8

9

10 Also, as part of this process, we're going to 11 get the peer review that we normally get done of 12 the audit function and we'll be going through 13 updating the different policies that affect this 14 office. I -- there are other policies besides 15 the ones that I have listed. I just included the primary policies that are more -- the other 16 17 policies that I did not include are more 18 operational in nature, such as the 3204 on 19 property accountability responsibility 3411 on 20 internal accounts and 1163 on charter schools. 21 Those are more operational in nature as to the 22 audit function. But the ones I've included here 23 are more higher-level policies that it's worthy 24 to get some commentary from the committee members 25 as we proceed to update them.

Page 24 So, if I may, we do have the policies that 1 2 Dr. Lynch-Walsh provided. I will be utilizing 3 those policies from Palm Beach County as well as the ones from Dade and the ones I obtained from 4 other districts in order to merge some of the 5 6 positive aspects of them into the eventual 7 documents that will represent this function here 8 at the school board of Broward County. 9 So, Mr. Mayersohn, what I wanted to do was go 10 through different policies starting with 1002.1 11 and get some comments. 12 MR. MAYERSOHN: Just before you do that. So 13 my understanding would be the process is, it will 14 take two workshops and board approval to get 15 these policies changed, amended, reviewed, et cetera, et cetera; is that correct? 16 17 Ultimately, yes, it will take MR. JABOUIN: 18 two board workshops to get these policies as well 19 as the others that are not in the package also 20 approved. 21 MR. MAYERSOHN: Okay. So it will give us the 22 ability to see this as it continues to evolve 23 along the way. 24 MR. JABOUIN: Agreed. There will be 25 additional opportunities besides today as well.

MR. MAYERSOHN: Okay. So that gives everybody, I mean, if we don't have all the answers today, it doesn't mean that there aren't other opportunities to have a bite at the apple.

1

2

3

4

5

6

Do we want to go through each policy, or, Dr. Lynch-Walsh, do you have a --

7 DR. LYNCH-WALSH: I just wanted to clarify 8 why I sent the Palm Beach policies. I find Palm 9 Beach's policies and the way they're organized on 10 their website to be very clean and easy to 11 follow. And also I thought we started having an 12 audit committee policy but we never finished or 13 else it would be in this pile. So they -- you 14 know, it's not unusual to have an audit committee policy. That was started when Pat Riley was here 15 16 but never got done. So now would seem like a 17 good time do it. So that's why I included their 18 audit committee policies, the audit 19 recommendations and follow-up, which our audit 20 committee functions is within the Office of the 21 Chief Auditor policy. Their follow-up is a 22 little bit more explicit, to say the least, than ours. And, actually, I think they do have 23 24 something about outside audits. But I find their 25 policies to be very comprehensive. They sort of

write policies from the standpoint of thinking 1 2 about everything that could possibly come up. 3 And so I think they would be helpful. I realize they have an inspector general rather than just a 4 5 chief auditor, but, essentially, that's the 6 direction I suspect that this will be moving 7 toward because we desperately need one. And since the Office of the Chief Auditor, the first 8 9 part of our current policy, I could see where 10 changing the language in the first paragraph 11 would be the first challenge because it currently 12 says the chief auditor who shall report 13 administratively to the superintendent and shall be accountable to the School Board of Broward 14 15 County and the audit committee. The inspector general job description from Palm Beach 16 17 designates the inspector general as senior 18 management reporting directly to the school board and that's it. I mean, obviously, they -- and 19 then the audit committee provides the oversight, 20 21 but --22 MR. JABOUIN: If I may say something, Dr. 23 Lynch-Walsh, not to necessarily to interrupt you, 24 certainly that change to that first paragraph 25 would be needed in order to comply with the board

1 resolution. I also wanted to mention, Dr. 2 Lynch-Walsh, there is a requirement for the audit 3 committee to have an enabling policy and 1002.1 was serving as that even though Mr. Riley was 4 5 trying to update it. So during this process we 6 will seek to achieve that enabling policy as 7 well. There is a school board wide initiative to 8 9 update the policies. Because these aren't the 10 only policies, obviously, that need to be 11 updated. 12 Yes, I'm well aware. DR. LYNCH-WALSH: I'm 13 the one that keeps bringing it to their 14 attention. 15 MR. JABOUIN: Okay. The game I play is, how old 16 DR. LYNCH-WALSH: 17 was I the last time a policy got updated, and there's a slew of them from 1974. 18 19 So, obviously, these aren't the MR. JABOUIN: only ones. Some of other ones that you've noted 20 21 need to be updated, but I know the Chief of 22 Staff's office has looked at all the policies and 23 they've assigned them to different departments, so that will be coming, but I do agree that the 24 25 way that Palm Beach has structured theirs is good

	Page 28
1	and I'll get those comments to them so that they
2	can these can be part of not just these policy
3	updates but some of the other policy updates as
4	well.
5	And sorry to interrupt, I just wanted to
6	mention that comment. I thought the timing of
7	that was reasonable.
8	MR. MAYERSOHN: So how do you want to
9	proceed, by going through each of those policies
10	or just
11	MR. JABOUIN: If I may, we went through
12	paragraph 1 with Dr. Walsh and I did note her
13	comments on that. If we can proceed to paragraph
14	2 you can ask the committee members if they have
15	any questions on that.
16	MR. MAYERSOHN: Okay. Any questions?
17	(No response.)
18	MR. MAYERSOHN: All right. Go ahead.
19	MR. JABOUIN: Any questions on page 1?
20	MR. DE MEO: I have a question.
21	MR. MAYERSOHN: Yes, Mr. De Meo.
22	MR. DE MEO: It says "all", in that third
23	paragraph, we're on 1002.1; right?
24	DR. LYNCH-WALSH: Yes.
25	MR. MAYERSOHN: Correct.

	Page 29
1	MR. DE MEO: All audit reports shall be
2	reviewed and transmitted. What about incidents
3	of fraud and potential fraud which are mentioned
4	later and it indicates that those are, incidents
5	of fraud are reported to the superintendent. So
6	I would add incidents of fraud or potential fraud
7	to be reported to the audit committee, the board
8	and the superintendent.
9	DR. LYNCH-WALSH: Incidents of fraud.
10	MR. DE MEO: Well, however it's referred to
11	later. It's referred to let's see.
12	MR. JABOUIN: Just keep in mind that this
13	policy affects this office. So incidents of
14	frauds that I would work on, unless there is a
15	law enforcement or legal restriction on it, they
16	would normally come through this process. But we
17	can identify that. But those would be those
18	instances that are known by me and this office.
19	This applies to this office itself. So that
20	wording can be added because that's something
21	that I would normally do and this would would,
22	I guess, memorialize it, but these are the ones
23	that are known to me that I work on that don't
24	have any law enforcement restrictions on it.
25	MR. DE MEO: Yeah, Number 6 is the one that

refers to, the second sentence refers to evidence of fraud, abuse and improper or illegal acts and expenditures and it leaves out the audit committee.

1

2

3

4

25

5 DR. LYNCH-WALSH: I have a solution which is 6 one reason for Palm Beach's policy. The policy 7 is 1.091 in the packet you got. Under 8 responsibility for the audit committee, Number 3, 9 receive the completed reports of fraud, financial 10 mismanagement or waste detected by the inspector 11 general, in this case the Office of the Chief 12 Auditor. Where appropriate, the Office of the 13 Chief Auditor shall forward the reports of such 14 fraud, financial mismanagement or waste to the 15 proper law enforcement agency for disposition. Т 16 think that part's in this district policy, but 17 received the completed reports of fraud, 18 financial mismanagement or waste detected by the 19 Office of Chief Auditor is basically number 3 on 20 the Palm Beach policy.

21 MR. JABOUIN: Can you please tell me, only 22 because I was taking notes as you were speaking, 23 which document you're referring to of the Palm 24 Beach policies?

DR. LYNCH-WALSH: The code is 1.091. It's

the audit committee policy. It's under Number 3, Responsibility, letter A, letter iii.

MR. JABOUIN: Thank you. So one of the things to remember is this will impact the eventual audit committee policy and eventually the bylaws when that's updated as well.

DR. LYNCH-WALSH: Well, I think the first thing that has to happen here is you have to disaggregate what should be under the Office of the Chief Auditor policy versus the audit committee policy.

12

1

2

3

4

5

6

7

8

9

10

11

MR. JABOUIN: Agreed. Yeah.

DR. LYNCH-WALSH: Which is why this Palm Beach one makes it a little easier because it already provides a roadmap. You just have to change the words inspector general. It's essentially most of the same things we're already doing but it may have additional or more detailed responsibilities laid out.

20 MR. MAYERSOHN: And just for the record, 4D 21 on this policy says the chair can serve for four 22 years.

23 DR. LYNCH-WALSH: I didn't even look at this24 section yet.

25

MS. DAHL: See, we keep saying that.

	Page 32
1	MR. MAYERSOHN: Just for the record.
2	DR. LYNCH-WALSH: Oh, and you can extend the
3	term. Keep reading.
4	MR. MAYERSOHN: Yeah, I know. For another
5	year.
6	MR. JABOUIN: So, of course, as I mentioned,
7	you know, these were the policies from Palm Beach
8	as well as some of the others are also useful as
9	we move forward with that.
10	Okay. With respect to policy 1002.1
11	regarding the rules
12	MR. DE MEO: I have some questions about
13	that.
14	MR. MAYERSOHN: Go ahead.
15	MR. DE MEO: Okay. I'm not going to make
16	these recommendations yet, but I'd like to
17	briefly discuss, and I'm going to list these, so
18	I'm talking about tests that the audit
19	committee I'm sorry, that the chief auditor's
20	department would conduct. One of them is
21	highlighted as one of the findings in the Auditor
22	General's report and is one of my pet concerns.
23	So test major controls over the financial
24	statement preparation process. Test major
25	controls over appropriations and the expenditure

Page 33 1 cycling. Test controls over the budgeting 2 reporting process. Test major controls over 3 compliance with Florida statutes and other governing rules and policies. Test controls over 4 5 IT, general and application controls. The 6 Auditor General had a finding on that. 7 DR. LYNCH-WALSH: Wait. Where are you 8 reading from? MR. DE MEO: 9 These are my comments. 10 MR. JABOUIN: I was looking for them as well. 11 DR. LYNCH-WALSH: Oh, okay. These are things 12 you're trying to add into the policy. I'm not 13 arguing with them at all. 14 MR. DE MEO: I'm not sure if they're already 15 contemplated. I have one more. And be part of 16 the decision making process for the selection of 17 financial reporting and related software. Ι 18 don't know, you may already be doing that. 19 DR. LYNCH-WALSH: No. 20 MR. JABOUIN: So the district has other 21 committees that have responsibilities for the IT 22 function outside of the audit committee. The 23 technology advisory committee has a purpose. One 24 of the things to keep in mind is the audit work 25 related to information technology is one where it

falls similar to the security type of reporting where it's reported at the board level behind closed doors. So that can still be added, but just know that the reporting of it is different and there are some requirements for that for the safety of the organization because if a fraudster or a bad actor was aware of not just our weaknesses but our strengths, that could be used against us to do damage.

10 MR. DE MEO: And that is completely 11 understandable. I think it's an internal Broward 12 County Public School policy and there's probably 13 a way to handle that with call it a subcommittee, 14 executive session, call it what you like, that is 15 not subject to public access.

16

1

2

3

4

5

6

7

8

9

MR. JABOUIN: Uh-huh.

17 MR. DE MEO: But -- and I think, and I've 18 expressed this before, that this committee should 19 be involved in reporting over controls and 20 testing of controls for the -- for IT. It is a 21 major concern for every organization along with 22 the grand, you know, and the other confidential acts and laws. But if these are not contemplated 23 24 by this document, I think they should be added. 25 MR. JABOUIN: I think they are. Ultimately

performing information technology auditing, given the risk that it poses not just to the district but other organizations as well, every audit function should be covered. And we have it in our plans that I create every year for that coverage to be done. Your question as far as the reporting and how that information is channeled is something that we probably should work on. But it's important that we do the work because it's required from a risk standpoint.

1

2

3

4

5

6

7

8

9

10

11 MR. DE MEO: And so all of the testing that I 12 mentioned is already in some way addressed either 13 through your audit scope and risk matrix and 14 assessment and audit programs or somehow implicit 15 in this document?

Well, there's something that 16 MR. JABOUIN: 17 you mentioned that would be covered by another 18 committee. But as far as auditing with respect 19 to looking at the general computer controls and 20 looking at the application controls and looking 21 at the internal processes, as well, that's part 22 of our program that over a period of time we 23 cover each of them. So looking at them from a 24 network standpoint and then looking at it from 25 the key application as well.

> United Reporting, Inc. (954) 525-2221

Page 35

MR. DE MEO: So access, general application and general controls are --

3 MR. JABOUIN: Exactly. Program management, change controls, backup and recovery, user 4 5 administration, those would be standard general computer controls that you're familiar with that 6 7 the industry knows that we run -- that we have in 8 the audit program. Then we take out the key 9 applications and apply them to those as well 10 separately. Because you could always have a network having good application controls but 11 12 these underlying ones as well. 13 MR. DE MEO: Absolutely. So the testing of

14 major controls over financial statement 15 preparation processes, do you get involved with 16 that?

MR. JABOUIN: So that we give to MSL to dowithin the external auditing on that end.

MR. DE MEO: So you don't -- you rely on the external auditor for that?

MR. JABOUIN: We do; yes.

22 MR. DE MEO: And then what about tests on 23 controls of major appropriation and expenditure 24 cycling?

25

21

1

2

MR. JABOUIN: So we do look at significant

contracts as part of the program. You can have various controls, such as purchase cards. You know, when you look at the contract altogether, the audits that are in the plan, you take a look at the procurement ones, they are from, you know, from initiation to bidding to procurement to ultimately paying. That's how the program is designed.

1

2

3

4

5

6

7

8

9 MR. DE MEO: Budgeting process and compliance 10 with laws, regulations and policies, you're 11 involved with that? Are you involved with the 12 budget process at all, testing it?

13 MR. JABOUIN: Testing it? We leave that to 14 the external auditors to do as far as the 15 budgeting process. But there is a very big 16 compliance piece within the plan that I present, 17 such as, you know, you take a look at laws 18 regarding charter schools, even the requirements 19 for property and inventory and internal funds. 20 Those are part of the program as well.

21 MR. DE MEO: So I think maybe if and when we 22 make these revisions, somehow, some kind of 23 mention of these things in some way.

24 MR. JABOUIN: Yeah, I think ultimately a 25 thorough risk assessment process and when we get

Page 38 the Audit General's audit that's one of the areas 1 2 of coverage, if your audit function and our audit 3 function have that and it's comprehensive enough and it addresses the risks, then those areas such 4 as IT, as well as some of the other areas of risk 5 6 to the organization such as construction, you 7 know, such as payroll, you know, your audit 8 function should be able to absorb those key areas within it. And when I prepare the audit plan 9 10 that I present to this group that whole process 11 is incorporated in it. 12 MR. DE MEO: Okay. 13 MR. MAYERSOHN: Dr. Lynch-Walsh? 14 DR. LYNCH-WALSH: Yes, a couple of things. 15 MR. JABOUIN: I'm sorry. Just to finish up with Mr. De Meo, would you -- as I mentioned, the 16 17 process is to get the comments to be able to 18 absorb them. The ones that you mentioned, you 19 can go ahead and forward them to me and they can 20 be part of the buildup of the process. 21 MR. DE MEO: Yeah, I'd like to do that. 22 MR. JABOUIN: Okay. Thank you. MR. DE MEO: And I should not send them to 23 24 everyone, just to you? 25 MR. JABOUIN: Yeah, send them to me and I'll

Page 39 go ahead and evaluate them and I'll give the 1 2 thought process that I just exhibited here and if 3 I have any questions I'll just call you back. MR. DE MEO: 4 Thank you. 5 MR. MAYERSOHN: Dr. Lynch-Walsh. 6 DR. LYNCH-WALSH: Okay. Right now we are 7 That is not a violation compiling information. 8 of Sunshine Law to compile and share information. 9 If we were narrowing it down, which, in fact, is 10 what -- so unless he sends it, Mr. Jabouin is 11 going to then forward it to the group exactly as 12 you sent it, I'm uncomfortable with it not going 13 to everybody. Because I think your ideas were They're clear. And I don't like when 14 excellent. 15 things are implied in writing. I would prefer to see them explicitly stated as you mentioned them. 16 17 And, in terms of budgeting, I have repeatedly 18 over the past several years been trying to get 19 the board to have the projects that have not come 20 to the board for award for construction award be reflected in the DEFP at their current estimated 21 22 cost because Atkins has been -- has been doing 23 cost estimating for the projects, construction 24 and in total, for several years. There are 25 projects still in the DEFP at their 2014

Page 40 1 completely unreasonable estimates and there's a 2 shortfall in reserve of anywhere from 26 to 3 potentially 46 million, per Atkins, and we almost got it done in July of 2020 when Judith Marte, 4 5 who is now back, was here and Robin Bartleman 6 asked her because Robin understood the problem 7 and tried to get it reflected in some -- so Marte 8 said she'd put a line time in the DEFP 9 identifying the amount needed for those projects 10 to bring them up to their current estimates and 11 the current board chair, which would be Ms. 12 Levinson, said, no. 13 MR. MAYERSOHN: Okay. I'm gonna reel you in 14 because we're getting off --15 DR. LYNCH-WALSH: I'm giving an example of 16 why --17 MR. DE MEO: But this would be caught in an 18 audit of the budget process? 19 DR. LYNCH-WALSH: Exactly. 20 MR. MAYERSOHN: But, no, we're talking about, 21 I think the commentary was Mr. De Meo sending 22 information to Mr. Jabouin. 23 I know, but I'm giving an DR. LYNCH-WALSH: 24 example to everybody else of why --25 MR. MAYERSOHN: Right. But if -- if -- I'd

rather not have it go back and forth in an email 1 scenario.

2

3

4

5

DR. LYNCH-WALSH: It's not going to. But it just has to get to us as he's written it. That's all I'm looking for.

MR. MAYERSOHN: If it gets to us on a public 6 7 document that we can then discuss further in a 8 meeting, I'm more comfortable with that than 9 necessarily -- so, in other words, if you're 10 sending information to Mr. Jabouin, you're more 11 than welcome to do that. When Mr. Jabouin 12 receives it, at our next meeting, if we're going 13 to discuss this policy again, that that 14 information then is included as a backup.

15 MR. DE MEO: But am I -- can I distribute it to the members? 16

17 MR. MAYERSOHN: Here's the -- there's nothing 18 that prohibits you from sending communication one 19 way. My experience has been, in an abundance of 20 caution, when you send it out to everybody, if 21 one person writes back, then it becomes a violation of Sunshine. 22

So in abundance of caution, and I know we all 23 24 understand what Sunshine Law is, but there may be 25 somebody that writes back and says, great idea,

Page 42 let's discuss it at the next meeting --1 2 DR. LYNCH-WALSH: Okay. Well --3 MR. MAYERSOHN: I --DR. LYNCH-WALSH: My only concern is that we 4 5 get exactly what Mr. De Meo has written. 6 MR. MAYERSOHN: Right, which can be included 7 the same way as when we get backup of 8 information. There's an email --9 DR. LYNCH-WALSH: Preferably as soon as he 10 sends it. 11 MR. JABOUIN: Just keep in mind that Mr. De 12 Meo's comments are advisory comments and I'll 13 evaluate them, but they're not necessarily going 14 to be incorporated as he wrote them. Nor are the 15 comments from Palm Beach or Miami-Dade -- there's 16 a process to that. 17 MR. MAYERSOHN: Right. No, this is just 18 information for us to filter through. If we, as 19 a committee, decide to make a recommendation, 20 whether or not you accept that recommendation or 21 whether or not the board accepts that 22 recommendation, that's up to them. But we, as a 23 committee, I believe, have a responsibility and 24 an obligation to review these policies as brought forward. And if we have, as Mr. De Meo has some 25

suggestions and ideas and he wants to share it with everybody, the best way to do it is to share it with you and then come back to us at the meeting so that we can opine and say, you know what, it's a great idea, let's make a motion that these be included. If you evaluate it and the board evaluates it and finds out that, you know, it doesn't work for us, that's okay. But we at least have gone through our process.

1

2

3

4

5

6

7

8

9

14

15

DR. LYNCH-WALSH: Yes, Mr. Jabouin is free to evaluate them as much as he wants, but I would just like the original version. That's all I'm asking for.

> MR. MAYERSOHN: Right. You can continue. MS. DAHL: What did we decide?

MR. MAYERSOHN: I would decide that anybody who wants to make a comment send it to Mr. Jabouin. Then Mr. Jabouin at our next meeting can share those comments.

20 DR. LYNCH-WALSH: But why do we have to wait 21 'til the next meeting? Can't he just forward it? 22 There are other times in history when he's 23 forwarded it as soon as he gets it or within a 24 reasonable amount of time or the office forwards 25 it.

United Reporting, Inc. (954) 525-2221

Page 43

	Page 44
1	MR. MAYERSOHN: I would just like it to
2	become a public record where somebody doesn't
3	have to worry about searching for it.
4	DR. LYNCH-WALSH: Send it when you get it and
5	it becomes backup for the next meeting.
6	MR. DE MEO: Okay. I'll send an email
7	requesting Mr. Jabouin to distribute it to the
8	members at his earliest convenience; if that's
9	okay.
10	DR. LYNCH-WALSH: Perfect. That way that
11	should work.
12	MR. MAYERSOHN: Okay. That works. That's
13	your answer, Ms. Dahl.
14	MS. DAHL: Thank you.
15	MR. JABOUIN: So we have 20 more minutes.
16	We're now, I believe, in the rules, the second
17	page of the document.
18	MR. DE MEO: I have a question on Number 6.
19	MR. JABOUIN: Number 6?
20	MR. DE MEO: Yeah, the second sentence. The
21	OCA will contact the superintendent of schools
22	and executive director of SIU to report. I don't
23	know why the audit committee should be excluded
24	here.
25	DR. LYNCH-WALSH: It shouldn't.

Page 45 MR. DE MEO: I would add the audit committee. 1 2 MR. JABOUIN: Okay. 3 MR. DE MEO: Now, obviously, some of these matters might involve legal sensitive issues and 4 5 we need to find a way to address that, either 6 through some kind of executive committee or 7 security committee where a few members will be 8 appointed to serve on that. 9 MS. FERTIG: Bob? 10 MR. MAYERSOHN: Yes, Ms. Fertig. 11 MS. FERTIG: I'm so sorry. I am having a 12 terrible time hearing anything. I'm catching 13 every third word. So I'm gonna drop off --14 MR. MAYERSOHN: And come join us? 15 MS. FERTIG: -- and catch you all at the next meeting. I've called in twice and it doesn't 16 17 seem to make a difference, so --18 MR. MAYERSOHN: Okay. 19 MS. FERTIG: -- thank you very much. 20 MR. MAYERSOHN: All right. 21 MS. FERTIG: Take care. 22 MR. JABOUIN: I just want to check if Ms. Shaw is on the line? 23 MR. MAYERSOHN: 24 Ms. Shaw, are you on the 25 line?

	Page 46
1	BECON: No.
2	MR. MAYERSOHN: Ms. Shaw, you sound like
3	Doug.
4	MR. JABOUIN: Okay. Thank you for the
5	comments on paragraph number 6.
6	MR. DE MEO: I also have on number 10 a
7	comment.
8	MR. JABOUIN: Sure.
9	MR. DE MEO: Number 10, I would add the
10	words well, it says "and/or". I would just
11	say and, not and/or. The school board and/or
12	audit committee.
13	MR. JABOUIN: So this is
14	MR. DE MEO: This is in the same vein.
15	MR. JABOUIN: I see the wording.
16	MR. DE MEO: The third line in the middle,
17	the school board and/or audit committee. I would
18	say school board and audit committee. I don't
19	know why and/or.
20	MR. JABOUIN: Okay. I have it. Thank you.
21	On paragraph 10.
22	Any comments on the previous paragraphs
23	before we move on to page 3?
24	DR. LYNCH-WALSH: So just from a logistics
25	standpoint, and I'm fine with saying and the

i	
	Page 47
1	audit committee, since the audit committee
2	well, typically, we get most reports prior to the
3	board, that would mean that once it hits us, but
4	either way it was already a public record, so
5	but there are times when the board may get
6	something that we don't know about so this works
7	for both.
8	MR. DE MEO: Mr. Jabouin, I missed under
9	number 4.
10	MR. JABOUIN: Number 4.
11	MR. DE MEO: I would add, on the follow-ups,
12	I would add something to the effect that and
13	report to the OCA, audit committee
14	MR. JABOUIN: This is rule number 4?
15	MR. DE MEO: After rule number 4 I would add
16	a fifth one on the follow-up, that they would
17	report to the OCA, all the applicable parties,
18	the audit committee, I have SB, who is the SB?
19	MR. MAYERSOHN: School board.
20	DR. LYNCH-WALSH: Wait, where are you?
21	MR. JABOUIN: This is a new paragraph?
22	MR. DE MEO: New paragraph under 5.
23	DR. LYNCH-WALSH: Under 5?
24	MR. DE MEO: Yeah.
25	DR. LYNCH-WALSH: Okay.

	Page 48
1	MR. DE MEO: This would be number 5. And
2	report
3	MR. MAYERSOHN: We have four. So this would
4	be 4 it would be an additional one so you have
5	to move them all down. So you're striking 5, 6,
6	7, 8, 9, 10.
7	MR. DE MEO: No, this is under follow-up on
8	audit committee recommendations.
9	DR. LYNCH-WALSH: Where is that?
10	MR. DE MEO: That is on page the very top
11	of the page.
12	MR. MAYERSOHN: Oh, you're looking at the
13	other policy?
14	MR. DE MEO: Oh, I'm sorry. I'm sorry. I've
15	already jumped.
16	MR. MAYERSOHN: We're still on we're still
17	on 00
18	MR. DE MEO: I'm sorry. I jumped the gun.
19	DR. LYNCH-WALSH: Oh, now that makes sense.
20	MR. MAYERSOHN: Okay. Go ahead.
21	MR. JABOUIN: Okay. So on policy 1002.1 we
22	just discussed page 2 and then now there's a very
23	small page 3.
24	MR. MAYERSOHN: Any other comments on page 3?
25	(No response.)

	Derre 40
1	Page 49
1	MR. MAYERSOHN: Okay. All right.
2	MR. JABOUIN: Okay. So with respect
3	to policy 1003, which is the next one, and that
4	is the follow-up on audit recommendations.
5	DR. LYNCH-WALSH: So number 11 flows into
6	policy 1 number 11 from 1002.1 flows into
7	policy 1003.
8	MR. JABOUIN: Yes, it does. I see that
9	there.
10	MR. MAYERSOHN: Okay. So now
11	MR. JABOUIN: And Dr. Lynch-Walsh, even
12	though there will be a separate follow-up policy,
13	wording keeping follow-up into 1002.1 will also
14	occur.
15	I also want to mention that as the school
16	district updates the policies the numbering
17	scheme is going to change. It doesn't matter
18	from a substance standpoint, but I just wanted to
19	mention at some point these policies when you see
20	them they'll have a different number.
21	DR. LYNCH-WALSH: Well, one of the things
22	that I hope will also change is when I say
23	Palm Beach is organized, they do a beautiful job
24	when they're proposing a policy change. They
25	explain the rationale, the state statute it ties

Page 50 1 to, they check, you know, dot their Is and cross 2 their Ts, at least the ones I've looked at. So 3 one that I provided to the audit committee at the 4 end, it has statutory authority, laws 5 implemented, other requirements, history, and then cross-references. 6 7 So, for instance, the chief auditor policy 8 where its number 11 mentions follow up. It 9 should also mention that there's a policy on 10 follow up. Because we do have policies that 11 exist in silos around here. 12 MR. MAYERSOHN: Ms. Shaw, are you on the line? 13 14 MS. SHAW: Good morning. I am. Thank you. DR. LYNCH-WALSH: So cross-referencing would 15 16 be handy. 17 MR. MAYERSOHN: Phyllis is on the line. She 18 replaced Ms. Fertig. 19 MR. JABOUIN: Ms. Shaw, did you just join a 20 few minutes ago? 21 MS. SHAW: Yes, I joined not too long ago. 22 MR. JABOUIN: Thank you. 23 MR. MAYERSOHN: By the way, we're on Item 24 Number 11. 25 MS. SHAW: Yes, I know. Thank you.

1

MR. MAYERSOHN: Okay.

2 All right. So on Policy 1003, MR. JABOUIN: 3 I do -- so Palm Beach County has incorporated a follow-up process that is in line with how I 4 5 eventually would like to have our follow-up 6 process as well and they have captured that into 7 their language. So the way the follow up is primarily done here is an audit ends and there's 8 9 some findings that are there and they require a 10 natural follow-up to the actual audit. But what 11 should be happening is that we should track all 12 of them across all audits to look at trends and 13 sort of, you know, split the data to be able to 14 provide better risk assessment as well. But to 15 do that requires the setting up of a database and to being able to analyze it, which is all things 16 17 that are in our plans as well. So we do have 18 some of the follow-up you see from RSM on the 19 findings, some of the ones on the previous 20 reports. And since we audit the schools every 21 year, there's follow-up that's built in, but I 22 think we need to raise that level a little bit to 23 be able to do better work on that front. Which 24 is interesting, because the follow-up actually is 25 easier than doing the audit, because you've

already done the work and you want to make sure that the commitment that management has given has been adhered to, the deadlines, and making sure that the control that failed before now passes. So there is going to be a progression of that and I want to make sure that the eventual Policy 1003 captures that. But, obviously, Palm Beach as well as the other ones that we'll have will pick up that language from there.

10

1

2

3

4

5

6

7

8

9

MR. MAYERSOHN: Dr. Lynch-Walsh?

11 DR. LYNCH-WALSH: I don't think there's any 12 reason for this next iteration of 1003, which has 13 not been updated since I was 16, shouldn't bear resemblance to the Palm Beach one in its first 14 15 qo-around. The language -- I mean, it's -- as 16 well as heads of administrative activities will 17 personally and vigorously follow up on conditions 18 and programs and activities whenever such 19 conditions and recommendations are agreed upon, 20 this is not professional language. The Palm 21 Beach one, the difference in the policy writing, 22 it just sounds more professional. It's more 23 businesslike, for lack of a better term. It 24 reflects the gravity of what it is they're 25 supposed to be doing. This almost comes off

like, hey, we need you to do something within 60 1 2 So this you could almost -- I'm sure there davs. 3 are things in here that need to be tweaked and it needs to be reviewed to make sure it's consistent 4 with what we're doing so we don't leave things 5 6 out, but it has a -- the tone is more appropriate 7 than what is currently in place. I haven't seen 8 if we have a timeframe in here. I have to look. 9 MR. MAYERSOHN: Mr. De Meo, did you want to 10 go with your number 5? 11 MR. DE MEO: Yeah, I would add a fifth item, 12 the first paragraph says school officials and 13 those responsible for various school board 14 activities are not obligated to accept all audit 15 recommendations, they are required to -- and then we have the iteration 1, 2, 3, 4. I would add 16 17 that they report to the OCA and the audit 18 committee and so on, superintendent, 19 recommendations that are not accepted and the 20 reasons why they were not accepted, and an 21 alternative, if applicable. 22 MR. JABOUIN: So noted. Thank you for the 23 good comment. 24 I also wanted to mention to the committee, as they see the different findings and 25

Page 54 recommendations, ultimately, in order to close 1 2 out a finding either an alternative or something 3 to cure the concern has to occur. So when we do get the follow-up database the way that it is, 4 5 there could be a finding that's perpetually open 6 because they haven't resolved it. It's kind of 7 interesting because the last place I worked at we 8 actually had a finding that was open for eight 9 years. But we wouldn't know that without the 10 proper reporting. Thank you. 11 MR. MAYERSOHN: Anything else on this policy? 12 MR. DE MEO: Number 4 on the --13 MR. MAYERSOHN: On the rules? 14 MR. DE MEO: Yeah, on the rules. I would 15 just -- again, I would add the audit committee. For some reason, director, office of management, 16 17 audit, the name has changed, will report the 18 status of all open recommendations to 19 superintendent and school board simultaneously. 20 I know you're already reporting to us, but, I 21 mean, if we're gonna make revisions, I would add 22 the audit committee. 23 Thank you. So noted. MR. JABOUIN: 24 Okay. That's 1003. 25 So Policy 3101, so this is the policy that

would allow my involvement into the different 1 2 audits that are going on organization-wide, so 3 liasing with the different groups and being aware of the different audits. It could be an audit 4 5 that's done by a grant, an organization that's 6 auditing, like some of the grants have their own 7 auditors to ensure that, there are requirements on there that I be aware of the issues and be 8 9 involved in. So, I mean, I -- it's obviously a 10 worthy policy that will benefit me and my program 11 to identify areas that we may want to dedicate 12 audit resources to. MR. MAYERSOHN: So I guess my question to

MR. MAYERSOHN: So I guess my question to that is, why do you really need a separate policy if you can include that in Policy 1002.1?

MR. JABOUIN: Agreed. So, for example, some of the follow-up language will also make it into 18 1002.1.

MR. MAYERSOHN: Right. So, I mean, the whole idea is to try to streamline all these policies so you don't have 8,000 policies that you're looking at. MR. JABOUIN: That's a good point.

24 MR. MAYERSOHN: I mean, I would -- I mean, I 25 think the audit recommendations in follow-up as

> United Reporting, Inc. (954) 525-2221

Page 55

Page 56 well as, you know, coordination of examination by 1 2 outside audit groups, I think --3 MR. JABOUIN: That's a good point. MR. MAYERSOHN: -- we may be better off just 4 5 including it as Office of the Chief Auditor and 6 hear what the responsibilities are and eliminate 7 the two policies that haven't been updated since 8 Dr. Lynch-Walsh went to elementary school. MR. JABOUIN: What I like about the 9 10 separation is, though, those other policies, 11 also -- Policy 1002.1 applies to the Office of 12 the Chief Auditor and this group here. Those 13 other two policies also have responsibilities for 14 management. So there is a benefit to having them 15 having their own spotlight on that end. But I --I think that -- I think that there's a benefit to 16 17 giving them their own policy because they're 18 important enough. I think the follow-up process 19 is important enough and you can lay out the 20 management responsibilities a little bit more on 21 that front. 22 But I think that your logic makes sense, 23 though, Mr. Mayersohn. But I think certain key 24 things and given the importance of a follow-up in this -- but, yes, you are right on that regard. 25

	Page 57
1	MR. MAYERSOHN: Dr. Lynch-Walsh?
2	DR. LYNCH-WALSH: I'm trying to figure out,
3	what was the Office of Management Audit, was that
4	
5	MR. JABOUIN: It's the previous name of the
б	department.
7	DR. LYNCH-WALSH: Okay. That's what I
8	thought. I was trying to follow the dates, but
9	I'm not quiet sure it looks like they created
10	a policy for the Office of the Chief Auditor and
11	forgot that this one was here even though the
12	years are like similar. It just shows you how
13	much the left doesn't know what the right hand is
14	doing. So, yeah, there's no reason to not
15	consolidate these two while taking the audit
16	committee out of it.
17	MR. JABOUIN: Yeah, I think keeping them
18	separate but making the reference comments that
19	you mentioned
20	DR. LYNCH-WALSH: Keeping which separate?
21	MR. JABOUIN: You mentioned cross-referencing
22	earlier, but keeping the follow-up policy
23	separate as well as the coordination policy
24	separate has some worthy benefits in the sense
25	that it highlights those areas on their own.

There is some other departments that are impacted whereas 1002.1 is the Office of the Chief Auditor.

1

2

3

4

5

6

7

8

9

But I also think that what you mentioned earlier, Dr. Lynch-Walsh, as far as making that the cross referencing of policies would also help a leader coordinated between them.

DR. LYNCH-WALSH: Well, they would at least know that the policy was there for sure.

10 MR. MAYERSOHN: But when you read -- I mean, 11 when you take a look at state statutes and the 12 way it reads is that there may be a specific 13 statute that says X, Y and Z, and then as you 14 move down and continue to read is that whatever 15 statute it applies to, which may be a completely 16 different area, is usually highlighted so you can 17 click on that and figure out, you know, what's 18 related to what. I mean, I know auditing in five 19 different chapters in the state, in the state 20 statute. One is obviously for educational needs, 21 one is for, you know, other areas. So all these 22 things are kind of morphed together in one area 23 but the key elements that would lend itself 24 toward, as you say, maybe there's a management 25 policy that kind of relates to a management

operation, auditing functions, can still be consolidated in one policy but referred to that other management policy. And that takes a lot of legwork, but -- yes, Dr. Lynch-Walsh.

1

2

3

4

5 I mean, I can see keeping DR. LYNCH-WALSH: 6 it separate because it's -- as I'm reading 7 through each item, it sounds more like it's 8 directed to people who might be contacted, board 9 member or whoever within the district, not, what 10 do I do now? I've been contacted by the state, OMG, what do I do? And this would tell them. 11 12 But that would presume that they're looking at 13 their own policies.

It could be in a school board 14 MR. MAYERSOHN: 15 policy. It could be in an employee policy. I mean, it could be in 20 different things, but 16 17 this way, my opinion is it's all consolidated in 18 Then you identify what that policy is that one. 19 it might relate to and let somebody look at that 20 policy or vice versa.

21 DR. LYNCH-WALSH: Yeah, I think it probably 22 does fall under something else, like the OCA and 23 also something to do with board members and 24 other -- because, yeah, I think the risk is that 25 it would get forgotten even if it were

1	cross-referenced.
---	-------------------

2	MR. JABOUIN: Of course remember though I've
3	just took out some of the significant ones where
4	this office is mentioned. There are others that
5	I didn't include. I mean, ultimately, we
6	obviously want to make sure that the substance is
7	correct, but we also want to make it efficient,
8	effective, not confusing to people when they read
9	it and those type of other benefits that we
10	discuss here.
11	So either way, Mr. Mayersohn, there are some
12	benefits in one way or another on this front but
13	duly noted.
14	MR. MAYERSOHN: Okay. Are there any other
15	further comments?
16	MR. DE MEO: On number 5 it's just a matter
17	of consistency. One of these rules, one of these
18	policies
19	MR. JABOUIN: 3101?
20	DR. LYNCH-WALSH: Policy 3101 Number 5?
21	MR. DE MEO: Yeah, I just want to add audit
22	committee. One of these policies says all
23	reports will go through the audit committee, the
24	school board and so on and then here we say, will
25	review outside audit groups the results of their

examinations and advise the school board. Well, we regularly get advised on external audits and it should be part of that -- formally part of that rubric.

1

2

3

4

5

6

7

8

DR. LYNCH-WALSH: So basically anything that mentions the school board and the audit committee should be added in there for consistency's sake.

MR. JABOUIN: For consistency; yeah.

9 DR. LYNCH-WALSH: Because, technically, I'm 10 not even sure the superintendent needs to be a 11 word in these anymore.

MR. JABOUIN: Well, even though the reporting line has changed the superintendent is a significant part of the organization on that end.

DR. LYNCH-WALSH: Yeah, they're the person incharge of all the people you're auditing.

MR. JABOUIN: So communication to them is
appropriate in this organization as well as
others.

20 MR. MAYERSOHN: Okay. Is there any more 21 discussion? And, again, anybody who has 22 additional comments, send them to Mr. Jabouin and 23 then Mr. Jabouin will circulate them.

24 MR. JABOUIN: And thank you very much for the 25 comments and thank you very much for the Palm

	Page 62
1	Beach policies as well.
2	MR. MAYERSOHN: All right. Moving on to Item
3	Number 12.
4	MR. JABOUIN: Which is the item that I was
5	discussing an hour ago.
6	MR. MAYERSOHN: Yes. Now you can discuss it.
7	MR. JABOUIN: Okay. Thank you very much.
8	Okay. So Item Number 11, this is the
9	MS. DAHL: 12.
10	MR. JABOUIN: One moment while I get this in
11	order.
12	Agenda Item Number 12.
13	MR. MAYERSOHN: Are they here for Item 12?
14	MR. JABOUIN: Yes.
15	MR. MAYERSOHN: Can they identify themselves?
16	MR. JABOUIN: They're here for me but they
17	can identify themselves.
18	DR. LYNCH-WALSH: Who are they?
19	MR. MAYERSOHN: If you guys can identify?
20	MS. ARLOTTA: Oh, I'm Meredith Arlotta for
21	the Office of the Chief Auditor.
22	MR. JABOUIN: That was Meredith Arlotta from
23	the Office of the Chief Auditor.
24	MS. LUGO: Raysa Lugo from the Office of the
25	Chief Auditor.

	Page 63
1	MR. JABOUIN: That was Raysa Lugo from the
2	Office of the Chief Auditor.
3	MS. PRITYKINA: Elena Pritykina, Office of
4	the Chief Auditor.
5	MR. JABOUIN: As well as Elena Pritykina from
6	the Office of the Chief Auditor.
7	DR. LYNCH-WALSH: Are they here for 12 or 13
8	and 14?
9	MR. JABOUIN: They're here for 13 and 14.
10	DR. LYNCH-WALSH: Okay. So if they get asked
11	questions no one can hear them. Is there any
12	reason with all this real estate available
13	MR. JABOUIN: They'll move up when Item 13
14	and 14 comes.
15	MR. MAYERSOHN: They're here early.
16	MR. JABOUIN: Okay. So
17	MR. MAYERSOHN: And the gentlemen who just
18	came in, can you identify yourselves please?
19	MR. VINUEZA: Yes, good afternoon. My name
20	is Vincent Vinueza, I'm Task Assigned Chief
21	Information Officer.
22	MR. MAYERSOHN: Mr. Kowalski? Or Chief
23	Kowalksi.
24	MR. KOWALKSI: Good afternoon. Craig
25	Kowalski, Chief of Special Investigative Unit.

1 MR. JABOUIN: So with respect to the Auditor 2 General Operational Audit, now there are multiple Auditor General audits that are going on, so what 3 you have in Agenda Item Number 11 is the 4 5 operational audit. That audit began in March of 2021 and was released in on March 15th, of 2022, 6 7 that's Agenda Item Number 12, but there are other 8 Auditor General audits going on. There's a 9 financial audit. Now, that was released 10 yesterday on March 30th and it's not included in 11 your packet just due to timing. My team is in 12 the process of filing this report as well as the 13 next report, the federal grants or the single audits, those we need to file with the different 14 15 departments at the state and federal level, those 16 were released yesterday. They'll be discussed at 17 the next meeting. But when you see them, you'll 18 see that there are no findings in the federal 19 audit. That includes all the different grants, 20 Title 1, ESSER and so forth. And in financial 21 audit, which is not here as well, that we had 22 yesterday, also has no findings and that's mostly 23 review of the accounting and financial reporting 24 area.

This audit here, the operational audit, we'll

United Reporting, Inc. (954) 525-2221

25

talk in one moment, but I also wanted to mention that ongoing right now is the FTE and transportation audit by the Auditor General. That started in mid January of 2022 even though the discussions were occurring in December and over the holidays. And that's going to probably be done in mid 2023 sometime.

1

2

3

4

5

6

7

8 Both -- all of those audits are very 9 important. It does provide an opportunity for a 10 team of auditors outside of the school district 11 working for the state reviewing the various 12 They're very important. The district areas. 13 staff takes them very seriously. They do absorb 14 a significant amount of time, district time, my 15 time, but they're part of my responsibilities and 16 the district's responsibilities.

17 Now, the previous audit that was done by the 18 Auditor General on the operational side was back 19 on June 30th of 2018. That noted eight findings. 20 The previous audit before that on June 30th of 21 2015, that had 12 findings. This current Auditor 22 General audit as of June 30th, 2021 has three 23 findings. So you can see the reduction from 12, 24 to 8, to 3. These are significant reductions in 25 light of the various challenges that are faced by

> United Reporting, Inc. (954) 525-2221

Page 65

the finance, strategy operations, HR, academics, IT, that needed to address those particular findings.

1

2

3

4

5

6

7

8

9

10

11

So I want to mention to the committee to look at the areas of coverage by the Auditor General on pages 6 through 9 of the report. You'll see on page 6, and, Mr. De Meo, this is probably important to you, you can see dots 2 though 5 and then when you go on to page 7 you'll see dots 1 to 2. This is part of their detailed information technology coverage that they have.

And then on page 7 dots 10 and 11, this is where they reviewed me, they reviewed my work papers, they reviewed my risk assessment process and all of the aspects of how my function works operationally.

Page 8 you can see on dots 5 and so that there's construction that goes on. There's also more construction on page 9 on dots 2 through 4. The P-cards were reviewed on page 8.

21 So it is a very thorough review that occurred 22 in a one-year timeframe. So the three 23 observations, Observation Number 1, and we do 24 have Chief Kowalski that's here, involves two 25 particular aspects. One of them is safety and

security training and the other one deals with the requirements of reporting to the Office of Safe Schools under certain circumstances. Chief Kowalksi has gone ahead and put in a controlled mechanism for the training. He's gone ahead and changed the contract with respect to the reporting.

1

2

3

4

5

6

7

8 And then Observation Number 3 regarding IT 9 access privileges, we have the response from Mr. 10 Vinueza that talks about the identification of 11 individuals with access to unmask Social Security 12 numbers as well as doing periodic reviews of 13 their access privileges. So we do have responses 14 that address that finding.

15 Now, Observation 2 is regarding our function 16 here and the audit function. So those of you who 17 were on the audit committee back in 2018 may 18 recall that we were over 200 internal audits 19 behind. We had some that hadn't been done in 20 four or five years. We were able to catch up as 21 reported in our meeting in August of 2019. We 22 were doing fine until the pandemic occurred.

The 97 audits that have been noted in the report, those were presented in the various months and finally approved by the audit

committee at the January 22 meeting, January 20th, 2022 meeting, and then the board at the February 2022 meeting.

1

2

3

4

5

6

7

8

9

So although we have the capacity to do these audits on time in a normalized non-pandemic environment, the Auditor General would like to have the significant balances audited in time for the external auditor to be able to do their opinion in March of the following year.

10 So, as I mentioned earlier in the internal 11 funds report, we will aggregate the selection of 12 those schools differently. The organizational 13 charts that we'll have will have an additional position for internal funds audits that will 14 15 allow us to be able to get them done sooner rather than the one-year requirement that they 16 17 have been addressing to be able to get these 18 significant balances done by March of the 19 following year.

20 So those are my comments on Observation 21 Number 2. We do have our colleagues, Mr. 22 Kowalski and Mr. Vinueza to answer any questions 23 that the committee has regarding the other two 24 observations. And that concludes my 25 introduction, Mr. Mayersohn.

	Page 69
1	MR. MAYERSOHN: Anybody have any questions on
2	Finding Number 1?
3	I have a question, Chief Kowalksi.
4	So you're adding, obviously, language to
5	ensure, because I think it was more of just a
6	mental health certification, into the SR
7	standard SRO contracts. Just and I guess the
8	question is, if let's say the sheriff's office or
9	a municipality doesn't have that SRO complete
10	that certification, what's the process
11	contractually? In other words, is there any
12	compliance mitigation issue or is it just, well,
13	you don't have it today, fill it out, and when
14	you get it, you get it?
15	I'm just trying to understand, and I have a
16	reason to ask, but I just want to get it from you
17	of, what's that process look like?
18	CHIEF KOWALKSI: So I can I can speak to
19	the current contract. So the current contract
20	has the language in there for the training
21	requirement. It doesn't address what you're
22	speaking of and probably what I'm thinking the
23	concern is.
24	We will be going into negotiations with the
25	Chief's Association regarding the upcoming

Page 70 contract and we're going to have to figure it out 1 2 amongst both parties how to include language as 3 far as if somebody is not, these are my words, certified to be an SRO, what's the course of 4 5 action? Obviously we will have to provide a safe school officer there, but what's the 6 7 ramifications of not being in compliance with 8 that portion? 9 MR. MAYERSOHN: Right. 10 CHIEF KOWALSKI: That's in our -- that's in 11 our list of things to talk about. 12 MR. MAYERSOHN: So this is more -- this 13 hasn't been definitively negotiated, it's still 14 in conversation moving forward to the next 15 contract year? 16 CHIEF KOWALSKI: Correct. I can just speak, 17 because I spoke to the sheriff's office recently 18 about the training. So they're 100 percent on They understand the training 19 board. 20 requirements. Some agencies, and it was noted in 21 the response, that because of COVID we didn't 22 have live training, so it pushed the dates back 23 and now they're enrolled in April, May and so 24 they'll be in compliance with that portion. 25 I mean, and just, MR. MAYERSOHN: Okay.

again, looking at it from the municipal 1 2 standpoint as a municipality that contracts out 3 with the sheriff's office, is there some way for the municipalities to have some teeth into the 4 contract? And I know the board had discussed 5 6 that before, so -- because we're paying, you 7 know, 60 percent of the cost, if that -- if an 8 SRO or any, you know, any deputy is not in 9 compliance with, you know, their state 10 requirements or certification, we as a 11 municipality want to know because we're paying 12 Similar to the school board, if they are for it. 13 reimbursing or paying, which, in essence, you 14 guys are, you'd want to know that, so that this 15 way they're not in the school, they're removed until they become compliant. 16

17 So I'm just sharing with you my perspective, 18 you know, as a municipality to firm up that 19 agreement, whether it's a three-way type agreement. Obviously, if you're contracting out 20 21 with Plantation and they have their own police 22 force, that's a different scenario. But for the 23 sheriff's office, I think all those that are 24 contracted out need to have is some buy-in or tie-in to the municipality that also contracts 25

i i i i i i i i i i i i i i i i i i i	
	Page 72
1	out.
2	So that's my only additional recommendation,
3	which I'm sure you're well aware of.
4	CHIEF KOWALSKI: Thank you. I will bring
5	that to them.
6	MR. MAYERSOHN: Okay. Anybody else on item
7	number 1?
8	MR. BARNES: One question. Chief, obviously,
9	the reason why we had this finding is because
10	somewhere along the line there was no reporting
11	done. So I was looking at your recommendation
12	going forward. Is there a specific person who is
13	going to monitor this? I know you're the chief,
14	but you can't be everywhere. So have you
15	designated a person who has the sole
16	responsibility for making sure this does not
17	occur again?
18	CHIEF KOWALSKI: I appreciate you saying I'm
19	the chief, but the sole person is me right now.
20	MR. BARNES: I understand. As a principal,
21	it's me. But I can't do it all. So I have to
22	designate someone who I know is going to be on
23	top of it. So all I'm saying, you are the chief,
24	and, basically, what you're saying is, as the
25	chief you're going to make sure this gets done,

	Page 73
1	personally?
2	CHIEF KOWALSKI: That's my responsibility;
3	yes.
4	MR. MAYERSOHN: He's taking on the challenge.
5	MR. BARNES: Okay.
6	CHIEF KOWALSKI: I hear what you're saying.
7	MR. BARNES: Who took on the challenge
8	before?
9	We have a finding and we had a chief then.
10	We have a recommendation here and you're the
11	chief.
12	So all I'm saying is that we have a finding
13	and we had a chief. Now you're the chief and you
14	said it's your responsibility.
15	So all I'm saying is, looking at the size and
16	complexities with all of the schools, if you say
17	that it's you, it's you.
18	I just find it difficult to believe that you
19	can be at all these places and make sure it's
20	done without having someone else that you can
21	turn to. The superintendent turns to Mr. Jabouin
22	when it comes to audit stuff, but you're saying
23	that you've got it all. My case rests if he says
24	he's it.
25	MR. MAYERSOHN: How many SROs are there?

1

CHIEF KOWALSKI: Approximately 202.

2 So let me expand upon that. We're going to 3 have processes in place, but, ultimately, if it doesn't get reported, especially since I'm 4 5 accepting ownership of this now, so in the past 6 these findings are based on, we don't know what 7 we don't know; right? If an agency doesn't tell 8 us, we can't report it within the statutory 9 requirement of 72 hours. So that's why we 10 included the specific language in the contract so 11 they would be in violation of the contract at 12 that point.

MR. BARNES: Let me expound on it a littlebit further.

15 Usually when we get an exception from a school the response through Dr. Wanza's office 16 17 and through the principal is saying we agree with 18 the findings and here are the steps that the 19 school, meaning the principal, is going to take, 20 and we know as an audit committee that you have 21 procedures in place to check this so it won't 22 happen again.

But what I'm hearing you say is that in your office it's a little bit different. You don't have to have those subordinates doing that. And,

Page 75 like I said, I just don't see you being able to 1 2 make sure that all this is done. But as you're 3 sitting with the committee today and you're saying it's going to happen, I'm through with it, 4 5 but I just think it's kind of --6 MR. MAYERSOHN: I just -- Mr. Barnes, I can 7 echo it and certainly understand where you're 8 going to. Maybe when you finalize the contract 9 and have a template with the Chief's Association 10 that you can bring that back to us as a follow-up 11 and say here is how we're implementing this. So 12 maybe that will help answer your questions and 13 give us that line of -- is that -- do we need to 14 have a motion for that? 15 MR. BARNES: I like that. So do you want to make a 16 MR. MAYERSOHN: 17 motion, Mr. Barnes? Your last motion. 18 MR. BARNES: You made the motion. I don't 19 know what you're saying. 20 MR. MAYERSOHN: I can't. That Chief 21 Kowalski, once he forms a template, an SRO 22 template or agreement, he will bring that back to the audit committee for review. 23 24 Is that the motion that you want to make? 25 That's the motion. MR. BARNES:

Page 76 MR. MAYERSOHN: Do we have a second? 1 2 MR. JABOUIN: I just want to make sure I have 3 the language correctly. That Chief Kowalski, once he forms an SRO template, that he will bring 4 5 that back to the audit committee meeting? MR. MAYERSOHN: Yes. 6 7 MR. JABOUIN: Thank you. 8 MR. MAYERSOHN: So we have a motion by Mr. 9 Barnes. A second? 10 MR. DE MEO: Do we need a second before we 11 have discussion? 12 MR. MAYERSOHN: Yes. 13 MR. DE MEO: All right. I'll second it and then we can have a discussion. 14 15 MR. MAYERSOHN: Okay. Now we can have discussion. 16 17 MR. DE MEO: I think Mr. Barnes was also interested if not in an individual other than 18 19 you, Chief, the process. So I think the template 20 and the process for coordinating and reporting 21 these incidents. I think that's really 22 important. 23 CHIEF KOWALSKI: May I comment? 24 MR. MAYERSOHN: Yes, you may. 25 CHIEF KOWALSKI: So understood what both of

you are saying, what everybody's saying. Ultimately, I'm responsible, that's why I'm sitting here.

1

2

3

So, that being said, yes, there are processes 4 5 in place currently and processes that will be 6 more identified within the contract, i.e., maybe 7 an email address that they can notify. But 8 reality is, 72 hours is a short turnaround, 9 turnaround time to report to the state. So 48 10 hours, which is in the contract, is even shorter. 11 So that phone call and that conversations with 12 all the chiefs of that phone call contact has to 13 be made. So when I say it's me, they usually 14 reach out to me. But we will identify the 15 process in more detail. MR. DE MEO: Yeah, I think it's -- yeah, 16 17 identify the process. You've reviewed some of it 18 now, but I think it's worthy of our conversation 19 once it's completely formed by you. 20 CHIEF KOWALSKI: Thank you.

21 MR. MAYERSOHN: Any other further comments?
22 Dr. Lynch-Walsh.
23 DR. LYNCH-WALSH: Just for clarification

purposes, the template is the contract template?
 MR. MAYERSOHN: Yes.

	Page 78
1	DR. LYNCH-WALSH: Should we put the word
2	contract in that?
3	MR. MAYERSOHN: Put the word contract in the
4	template.
5	MR. JABOUIN: I will re-read it shortly.
6	MR. MAYERSOHN: Okay.
7	MR. JABOUIN: So the current wording is,
8	Chief Kowalksi, once he forms an SRO process and
9	an SRO contract template he will bring it back to
10	a future audit committee meeting?
11	MR. MAYERSOHN: Correct.
12	All right. Any more discussion?
13	(No response.)
14	MR. MAYERSOHN: All those in favor signify by
15	saying aye.
16	COMMITTEE MEMBERS: Aye.
17	MR. MAYERSOHN: Thank you, Ms. Shaw.
18	Anybody opposed?
19	(No response.)
20	MR. MAYERSOHN: The ayes have it.
21	Just for the record, Dr. Nesmith and Dr.
22	Wanza have entered.
23	All right. Item Number 2.
24	MR. DE MEO: Can I just I wasn't going to
25	ask this, but after this conversation, Chief, I
25	ash ents, suc areer ents conversacton, enter, r

just have to ask you. Is -- in this case, Broward Sheriff's Office, is the Broward Sheriff's Office compelled to report within the timeframes that the state law requires and how do we know they are going -- do they have a process to ensure that these incidents are properly reported to us, one of their customers; right?

1

2

3

4

5

6

7

8 CHIEF KOWALSKI: So what I'll tell you is 9 this. The challenge is the way the statute's 10 worded with respect to -- the wording is a safe 11 school officer is dismissed for misconduct and 12 then the agency has to -- we have to report it, 13 right, within 72 hours. Dismissed for 14 misconduct; right? It doesn't say the date of 15 the incident. So that's where the conversations are happening. Right? So I could have done 16 17 something today, but the discipline occurs six 18 months from now; right? So six months from now 19 any -- the agency tells us, hey, six months ago 20 something happened, I disciplined them or 21 terminated them today. The way it stands, it's 22 gray as far as the date of occurrence versus the 23 action. So what we're doing now is, as soon as 24 we hear of something, and not the knowing the 25 outcome, we report it up.

Page 80 1 MR. DE MEO: Yeah, I think, Chief, the 2 language should incorporate, of course, with our 3 attorneys any alleged or any incident whether it's adjudicated or not probably is a good policy 4 5 to set it up. 6 MR. MAYERSOHN: Yeah, I would suggest, again, 7 through Mr. Sullivan's office, legislatively, you 8 know, next session, some of these bills, some of 9 these avenues that are gray areas may be able to 10 have some sort of legislative amendment or change 11 that would help clarify these things a little 12 So that may be an opportunity to do better. 13 that. 14 CHIEF KOWALSKI: Agreed. And we've had 15 conversations with the state as far as what is discipline or for what incident. 16 Is it an 17 accident, a driving accident? So that's where 18 there is a lack of guidance from Florida DOE. 19 All right. Item Number 2, MR. MAYERSOHN: 20 any questions? 21 (No response.) 22 MR. MAYERSOHN: Item Number 3. 23 Dr. Lynch-Walsh. 24 DR. LYNCH-WALSH: Yes. Just one thing. So 25 the recommendation I agree with, but there is a

1 sentence in the second paragraph, while the 2 district does not require Social Security numbers from students, and I stop right there, because if 3 it's not required, then why do we have all these 4 5 people -- I mean, over a million Social Security 6 numbers of former students, are you kidding me, 7 just floating around? And I don't know how we 8 make it through all these audits without a 9 mention of a data security breach, but, okay. So 10 it says, while the district does not require 11 Social Security numbers from students, the 12 district's student registration form includes an 13 optional field for the student Social Security 14 number and, if provided, they're maintained, 15 yada-yada, in the Student Information System. 16 Okay. So take the field out. It doesn't --

it costs probably next to nothing and I'm not clear on, when we say "registration form", whether we mean the initial one when you sign the child up for school. I looked at the ones I complete when my kids went from one level to the next and I didn't see it but I was kind of scanning it quickly.

24 So if it's not required and you don't need 25 it, to avoid the people that are bigger on

> United Reporting, Inc. (954) 525-2221

Page 81

Page 82 compliance and less crotchety than I am, because 1 2 I refuse to just throw that on sheets of paper, 3 just take it out. That doesn't seem to be a recommendation the state made, but they might be 4 thinking within confines of their audit. 5 6 Is there any reason it can't come out? 7 MR. MAYERSOHN: Dr. Wanza, is that you? 8 MR. VINUEZA: Yeah, good afternoon. Vincent Vinueza, Task Assigned Chief Information Officer. 9 10 Yeah, we do not require it, to answer the 11 question. Sometimes the students, and seniors, 12 specifically, will come request it because they 13 are applying to universities and it's easier for 14 them to either request the transcript or the 15 university makes the request. So we don't 16 request it, the student will come and ask us to 17 please include it to make it easier for the 18 transfer. 19 DR. LYNCH-WALSH: But it's on the district 20 student registration form. And I get that piece 21 of it, but what I'm trying to avoid is another 22 generation of parents providing a Social Security 23 number that's not required because it happens to 24 be an empty field and they're being compliant

25

United Reporting, Inc. (954) 525-2221

filling out the form in its entirety.

I mean,

	Page 83
1	there's, you know, all of these Social Security
2	numbers floating around in a seemingly unsecured
3	environment. So I'm not I'm trying to think
4	of who is responsible for that registration form.
5	MR. MAYERSOHN: Dr. Wanza?
6	DR. WANZA: Good afternoon. Valerie Wanza.
7	So the student registration process is
8	coordinated by district guidance and right now
9	the task assigned chief officer for that is Ms.
10	Veda Hudge. So I wrote down some notes and I'll
11	take it back. But that whole registration
12	process is coordinated through District Guidance.
13	DR. LYNCH-WALSH: It's not Student Support
14	Services or
15	DR. WANZA: So that department is under that
16	division. District Guidance is under Student
17	Support Initiatives & Recovery.
18	DR. LYNCH-WALSH: I usually know the head
19	honcho department, not all the
20	DR. WANZA: I'm sorry. That's why I said Ms.
21	Hudge, the Task Assigned Chief of Student Support
22	Initiatives & Recovery.
23	DR. LYNCH-WALSH: Got it. Thank you.
24	MR. MAYERSOHN: So you'll bring we don't
25	need to make a motion, you'll bring back

Page 84 I have a note to take that back. 1 DR. WANZA: 2 I'll probably text her sitting in here. 3 MR. MAYERSOHN: Okay. All right. Any other questions? 4 Through the Chair? 5 MR. BARNES: MR. MAYERSOHN: 6 Yes, Mr. Barnes. 7 Let me understand this to make MR. BARNES: 8 sure. Even though I'm a lame duck, I don't know 9 why I'm asking these questions. 10 MR. MAYERSOHN: That's all right. Smith 11 Barney, when Mr. Barnes talks, people listen. 12 I may get drafted back. MR. BARNES: 13 So when a quidance counselor accesses the 14 student's records the SS number does not come up automatically? In other words, if I go to -- I 15 don't know what you call it now, but if I go to 16 17 the computer and I pull up Moses Barnes' data, would my Social Security number come up as part 18 19 of that process right now? 20 DR. WANZA: So Mr. Vinueza has to speak to 21 whether or not they've all been like purged or 22 whatever you want to call it in TERMS, but, yes. 23 So when you go in and you put in A01, do a name 24 search, the student's information comes up, definitely the FSI comes up, and so you will have 25

to speak to it. Okay.

1

2 Good afternoon. So if the MR. VINUEZA: 3 access is given to the system administrator, which, basically, the school or school principal 4 5 decides who gets the access to look at those records. The recommendation is that on an annual 6 7 basis, one, we're gonna purge the records and 8 every year they're going to have to make the 9 request over again so the same folks don't have 10 it or maybe they move or leave the organization. 11 And on a quarterly basis the application group is 12 going to go ahead and look through the SAP system 13 and look at which is going to either still be in the same title position they were at before or if 14 15 their title changed and then reach out to the school and say, here, we see a difference here, 16 17 what's going on, and we would remove the access. 18 MR. BARNES: No, my question is, when, I'm a 19 guidance counselor, I pull up Joe Blow's 20 information, what comes up on the screen? 21 MR. VINUEZA: If the principal requested the 22 quidance counselor have the access --23 MR. BARNES: That's not the question. I'm in 24 my office, the principal is doing his thing, I 25 have a student sitting before me and I pull up

Page 86 1 his or her records, is the SS number a part of 2 those --3 DR. WANZA: On the A03 panel, when the A03 panel -- I'll text Jeff Stanley, but on the A03 4 5 panel, which is the general student demographic 6 information, when that panel pulls up, your 7 question is, is there data in the field for a 8 Social Security number; right; is that --MR. BARNES: But does the number itself come 9 Is there a field and does the number come 10 up? 11 That's all I'm saying. up? 12 MR. VINUEZA: There is a field, but the 13 number will be masked if the guidance counselor 14 does not have system administrator access. 15 So the answer is, no? MR. BARNES: MR. VINUEZA: Only the system administrator 16 17 who the principal, you know, requested the 18 access, then it unmasks the number. 19 MR. BARNES: And the system administrator is 20 not the data processor? 21 MR. VINUEZA: It could be anywhere from a 22 couple of folks. Anyone that he designates, 23 that's correct. He or she designates in the 24 school, that's correct. 25 MR. MAYERSOHN: Dr. Lynch-Walsh?

1	
	Page 87
1	DR. LYNCH-WALSH: But to continue answering
2	your question, the answer is, it depends, because
3	of the findings. In theory, maybe they didn't
4	want that person to have access but maybe the
5	prior principal gave them access and they haven't
б	gotten around to restricting their access yet.
7	So the answer is, maybe, according to this
8	finding.
9	So why not just remove it unless you really
10	need it?
11	MR. MAYERSOHN: Okay. Any other
12	MR. DE MEO: Mr. Chair.
13	MR. MAYERSOHN: Yes.
14	MR. DE MEO: Yes. Mr. Jabouin, this this
15	is what I was referring to earlier and I'm just
16	going to read one sentence and it relates to what
17	Mr. Barnes and Dr. Lynch-Walsh were just
18	discussing. This is the last sentence, third
19	paragraph, on page 4. Also, periodic evaluations
20	of employee access privileges had not been
21	performed as of April 2021.
22	Okay. Having performed many external audits,
23	not so much of school districts but public
24	companies and other companies, our firm and those
25	who interpret the standards always audited

access, test access.

1

2

3

4

5

6

7

8

As an internal audit function I think it should be cyclical, maybe select 20 employees every month, for this very reason, this sensitive information. Who has access? I think we had a finding once recently where employees who were no longer in the service of the district still had privileges.

9 So this is really important and the IT 10 audited and some of those things I mentioned 11 earlier I really think need to be -- see the 12 light of day in terms of policies. They need to 13 be listed.

Yeah, let me add some 14 MR. JABOUIN: 15 information regarding this finding because I was 16 very involved in this audit since it started in 17 March of 2021. What the Auditor General is 18 referring to is not -- because the district does 19 have a periodic user access privileges. This 20 relates to the Social Security number as far as 21 identifying who actually had that and whether or 22 not the access -- it relates just to the SSN, 23 because the district does have user access 24 privileges. And Mr. Vinueza could describe in 25 detail on that front, but we do have that.

	Page 89
1	Now, obviously, you know, this is a
2	legitimate finding in that we need to identify
3	who has that access and whether or not they are
4	using it correctly.
5	MR. DE MEO: And audit it and test it.
6	MR. JABOUIN: Yeah. User access should it
7	is part of what a fundamental audit will do,
8	obviously, yes.
9	MR. DE MEO: Thank you.
10	MR. JABOUIN: Mr. De Meo, we have had
11	findings before that have had formal employees
12	that were still listed. So it is part of our
13	program and we've had previous findings on those
14	things before.
15	MR. DE MEO: Yeah.
16	MR. MAYERSOHN: All right. Anything else?
17	(No response.)
18	MR. MAYERSOHN: Seeing none, do I have a
19	motion to transmit?
20	MR. BARNES: So moved.
21	MR. MAYERSOHN: Motioned by Mr. Barnes.
22	MS. SHAW: Phyllis Shaw, second.
23	MR. MAYERSOHN: Second by Phyllis Shaw.
24	All those in favor any further discussion?
25	(No response.)

Page 90 MR. MAYERSOHN: All those in favor signify by 1 2 saying aye. 3 COMMITTEE MEMBERS: Aye. 4 MR. MAYERSOHN: Anybody opposed? 5 (No response.) MR. MAYERSOHN: This motion transmits. 6 7 Item Number 13. 8 MR. JABOUIN: I wanted to quickly ask Mr. De 9 Meo, do you still have your 1 p.m. time 10 constraint? MR. DE MEO: Yeah, I've got a 2 p.m. meeting 11 12 all the way back north. 13 MR. JABOUIN: So, if I may then, let me 14 present 12 and 13 together. 15 So, as I mentioned, back in 2018 we were over 200 internal funds audits behind and the payroll 16 17 procedures and processes were part of those 18 internal funds audits. They're not required by 19 the state with the internal funds audit 20 requirements, but from a risk standpoint that is 21 an area that should be subject to audit review. 22 We needed to take them out in order to catch up with the internal funds audit requirements, but 23 24 from a risk standpoint we needed to do those 25 audits separately, but choose schools that

through our knowledge of internal funds audits that we knew had historical issues and so we selected eight schools to perform the payroll procedures that we have.

And the procedures are documented on page 1 of the report. The schools selected are documented in the table of contents section. You can see them from Hollywood Hills to Westwood Heights.

The reason why you have Agenda Item Number 14 is we had told the Inspector General that we would perform additional payroll procedures and review the purchase card for that school and so 14 we separated that and it has its own report.

But, ultimately, you can see there were four 15 schools that had no issues. You had four schools 16 17 plus Coconut Creek had issues with respect to the 18 policies and procedures. We have been in conversation with the schools. We have been in 19 20 conversation with the cadre director. We've seen 21 and what's included in the response from OSPA 22 Chief, Dr. Valerie Wanza, is communications to 23 her team members with respect to following the 24 policies and procedures.

25

1

2

3

4

5

6

7

8

9

10

11

12

13

You know, we do anticipate that we will see

Page 92 some improvement given the importance that this 1 2 matter has received from OSPA. 3 So those are -- that's my quick introduction for both of them as Mr. De Meo is still here. 4 MR. DE MEO: I have a comment. 5 6 MR. MAYERSOHN: Go ahead. 7 MR. DE MEO: Okay. I've read both reports 8 and I -- if you like, I'm happy to be part of an affirmative vote to transmit them. 9 10 The procedures seem fairly comprehensive 11 and -- but the scope -- I have a question about 12 the scope. Real basic procedure; right; payroll? 13 How do we look for ghost employees or 14 compensation, added-on compensation? I think 15 there's a procedure in here that addresses 16 unauthorized compensation, extra hours, that type 17 of thing. But how about ghost employees or former employees still -- do we test for any of 18 19 that? 20 MR. JABOUIN: Within our program we do run 21 into those type of circumstances, so we do look 22 for that in that process. It's kind of like the 23 comment I made earlier regarding the IT, we do 24 run into those type of circumstances. You know, 25 unfortunately, overpayments that have

	Page 93
1	historically existed in the previous Auditor
2	General reports, those type of controls are part
3	of the payroll work the district is trying to
4	improve on the payroll process improvement
5	project, but that is something that we look for.
6	MR. DE MEO: Okay. So we look for ghost
7	employees. We check to see that they're you
8	know, years ago
9	MR. MAYERSOHN: Rebecca Dahl is still getting
10	paid.
11	MS. DAHL: I wish.
12	MR. DE MEO: I mean, I had an employee who
13	is I'm the principal and I had an employee who
14	is a relative of mine and the relative gets a
15	check and hands it over to me.
16	MR. MAYERSOHN: Dr. Wanza, you wanted to
17	comment?
18	DR. WANZA: So I appreciate and I respect the
19	question and we did have that it's been maybe
20	a year or two ago, but at one of the middle
21	schools when the principal through approving the
22	Monday morning ZTIM is what it's called, but it's
23	the time entry sheet, and Ms. Conway may remember
24	this, it was one of the middle schools and the
25	principal noticed someone that just didn't look

copacetic and requested an audit and we did have an issue where there was something less than legal, something less than professional, and it was, you know, it was through the process that it was determined that there was something that needed to be resolved and there were some actual, I believe, I'm not sure if it rose to the criminal level but it was definitely an SIU issue where it was identified and you're shaking your head, you --

11

10

1

2

3

4

5

6

7

8

9

MS. CONWAY: I remember that.

12 DR. WANZA: So, yes, we do, to the greatest 13 extent possible at the school there's a process 14 but it's also reflected in the audit process when 15 they start to look at the, you know, the weekly timesheets. And you'll see that in a couple of 16 17 these where a couple of principals were not as 18 diligent in that weekly ZTIM report where they 19 actually have to verify all the people on the 20 list and sign off and make sure the certificates 21 of absence are there and things of that nature, 22 and you'll see in my response, and I don't want 23 you all to believe that it's boilerplate, because 24 it is not, but it is necessary that the person in 25 my office who processes the payroll for all the

> United Reporting, Inc. (954) 525-2221

Page 94

1 principals and several departments under me, I 2 have now, you know, charged her with, she has to 3 put together a quarterly type of something to work with school based payroll processes either 4 5 through the audit process or just us wanting to do some kind of a check to work with them because 6 7 you also see, and I know you have to go, a piece 8 about the training component, because when 9 training went virtual there was something lost in 10 people being able, and Mr. Barnes and Ms. Dahl 11 will remember, you know, back in the day when we 12 had the hot labs set up at the Wingate or 13 Atlantic Tech and people actually brought their 14 work with them and could ask questions and get 15 stuff done in real time, and when it went completely virtual there was something lost in 16 17 that professional learning process. 18 MR. DE MEO: So I think you've described that 19 there is a procedure in place to ensure that 20 every person that's getting paid should be paid 21 and are authorized employees. 22 What I want to hear is, do we test for that, 23 for every person that is being paid is an 24 authorized employee and has been properly 25 processed?

Page 96 It's a yes or no kind of question. 1 2 MR. JABOUIN: Yes, we do check to see that 3 the procedure was followed but I get the point on that end. We can -- I can look to further 4 5 enhance those tests to do what I think you --6 MR. DE MEO: If you think it's necessary. 7 I'm just asking because I would be surprised if 8 the answer was, no, we don't test for that. Ι 9 would be really surprised. 10 MR. JABOUIN: There is a traditional, if you 11 sort of think about it, right, you get, whatever, 12 30 pay stubs, there should be 30 people on that end. 13 14 MR. DE MEO: So maybe you send an auditor to 15 say, Principal Barnes, would you introduce me to such and such? 16 17 I make a motion to transmit, if you want. 18 MR. MAYERSOHN: Well, wait. Dr. Lynch-Walsh 19 did you have a --20 DR. LYNCH-WALSH: Yes, I am torn as to what 21 to do, but, I mean, I have a lot of stickies here 22 and I can't do them in two minutes. 23 MR. MAYERSOHN: Can't we -- well, here's the 24 question. And I guess this is more procedural 25 than anything else.

	Page 97
1	Can we make a motion to transmit and then
2	further discuss?
3	MR. DE MEO: I won't be hear to vote.
4	MR. MAYERSOHN: No, no, no. No, we make a
5	motion to transmit, transmit it, and then we can
6	continue to ask questions, but we've already made
7	the motion.
8	Do you object to making the motion to
9	transmit?
10	DR. LYNCH-WALSH: In theory, I don't. I just
11	have a lot of questions.
12	MR. MAYERSOHN: No, no, we're going to get to
13	the questions. We just I just don't want to
14	necessarily
15	DR. LYNCH-WALSH: Well, there may be a motion
16	that comes out of the discussion, but it would
17	have to wait until April 28th.
18	MR. MAYERSOHN: Does that I mean, I'm
19	asking you, does that does that present a
20	problem to you?
21	DR. LYNCH-WALSH: Not necessarily.
22	MR. MAYERSOHN: Okay.
23	DR. LYNCH-WALSH: But then we'd have to bring
24	it back; basically.
25	MR. MAYERSOHN: Correct. And if you vote in

the affirmative you can bring it back, so --1 2 MR. JABOUIN: I can't see that if it goes 3 through there, that there's a question to bring it back, it's not going to be an agenda item. 4 5 MR. MAYERSOHN: No, we just want to have --6 we're making a motion to transmit it because we 7 have a quorum. If not, we're going to lose the 8 quorum and we're not going to have it and we'll 9 have to bring it back for April. This way we can 10 dispense of it. Any questions that any of the 11 committee members have can still be addressed. 12 MR. JABOUIN: Sure. Okay. 13 MR. MAYERSOHN: It's just that we've already 14 made the motion to transmit. 15 If we need to have a motion to add whatever it may be we can do that at our April meeting. 16 17 MS. DAHL: I move to transmit the item. 18 MR. MAYERSOHN: Okay. Motioned by Ms. Dahl, 19 a second by --20 MR. DE MEO: I'll second. 21 MR. MAYERSOHN: -- Mr. De Meo. 22 Is there any more discussion? 23 You look lost, Dr. Walsh. MR. JABOUIN: So the motion is for both 24 25 Remember that there's two sets or reports.

	Page 99
1	reports, Agenda items 13 and 14.
2	MR. MAYERSOHN: So we're still asking staff
3	to stay for additional questions.
4	MR. JABOUIN: Sure. So could you please make
5	two separate motions, one for
6	MR. MAYERSOHN: Let's make a motion for
7	MR. JABOUIN: Item 13. Thank you.
8	MR. MAYERSOHN: Let's make a motion for
9	MR. JABOUIN: Let's make sure I got this
10	correct. Items Number Report Number 13, OCA
11	Payroll Procedures, that's the motion that Mr. De
12	Meo or Ms. Dahl has and Mr. De Meo seconded.
13	MR. MAYERSOHN: Okay. So seeing that there's
14	a motion by Ms. Dahl and a second by Mr. De Meo,
15	is there any additional questions; comments;
16	concerns?
17	(No response.)
18	MR. MAYERSOHN: Seeing none, all those in
19	favor signify by saying aye.
20	COMMITTEE MEMBERS: Aye.
21	MR. MAYERSOHN: Anybody opposed?
22	(No response.)
23	MR. MAYERSOHN: Okay. That transmits.
24	Item Number 14. Ms. Dahl, are you making the
25	motion?

	Page 100
1	MS. DAHL: I make a motion to transmit Number
2	14.
3	MR. MAYERSOHN: Which is the Payroll and
4	Purchasing Card Procedures of Coconut Creek.
5	Mr. De Meo, will you second it?
6	MR. DE MEO: Yes, second.
7	MR. MAYERSOHN: Okay. Second.
8	Is there any more discussion?
9	(No response.)
10	MR. MAYERSOHN: Seeing none, all those in
11	favor signify by saying aye.
12	COMMITTEE MEMBERS: Aye.
13	MR. MAYERSOHN: Anybody opposed?
14	(No response.)
15	MR. MAYERSOHN: Ms. Shaw, are you an aye or a
16	nay?
17	MS. SHAW: I'm an aye. Thank you.
18	MR. MAYERSOHN: Okay. We make a motion to
19	transmit.
20	Now, okay, Dr. Lynch-Walsh, did you have some
21	additional questions?
22	DR. LYNCH-WALSH: Yes, because there are a
23	few things that are not clear.
24	MR. MAYERSOHN: Okay.
25	DR. LYNCH-WALSH: So the audit period for

	Page 101
1	this first bunch, for Item, whatever number it
2	is, 13, is from January 1, 2020 through March
3	31st, 2021. In Item 14 that goes through
4	September 30th, 2021.
5	When was the complaint to the Florida
6	Department of Education? When did that take
7	place?
8	Because it seems like so let me back up.
9	Was this school ever part of this bunch that was
10	being audited or it came up solely as a result of
11	this complaint?
12	MR. JABOUIN: We added it because of the
13	complaint because we would have done the eight
14	schools that are in Item Number 13.
15	DR. LYNCH-WALSH: Okay. So it got added.
16	When was the complaint made; and when did the
17	district have a response; and when did this get
18	added?
19	MR. JABOUIN: I don't recall when we added
20	it, but the complaint was received in the first
21	quarter of 2021.
22	DR. LYNCH-WALSH: Okay. First quarter 2021.
23	So kind of like a year ago. We're in the
24	we're approaching second quarter of the calendar
25	year. Do you mean the school year well, it's

Г

1

2

3

4

5

6

8

9

10

a calendar year?

The calendar year. MR. JABOUIN:

DR. LYNCH-WALSH: Okay. So somewhere between January and March of 2021. And that's when you received notification of the complaint?

MR. JABOUIN: That is when we received the 7 complaint and that's when this -- when I committed to the state to perform the payroll and the additional purchase card procedures for Agenda Item Number 14.

11 DR. LYNCH-WALSH: Okay. But there were no 12 P-card findings?

13 MR. JABOUIN: Correct. There were no 14 purchase card findings in that report. But the 15 scope did include the purchase card findings for 16 Agenda Item Number 14, but not Agenda Item Number 17 13.

18 DR. LYNCH-WALSH: Okay. So sticking with 19 Item 14, on page, I'm trying to figure out what 20 page it is, the bottom of the page says 10, it's 21 in the back matter in the, I guess, exhibit, and 22 it's the letter to you from Dr. Wanza dated March 23 9th that said that on August 27, 2021 the payroll 24 processor in my office sent an email, and so on 25 and so forth, to -- basically to all principal

> United Reporting, Inc. (954) 525-2221

Page 102

secretaries.

1

2

3

4

5

6

7

So that was August and this audit was going on through September. Now -- then the next paragraph informs everybody that the principal of the school is no longer employed. Well, that's certainly true. But he was employed back in August.

8 So was there no response from Coconut Creek? 9 MR. JABOUIN: So regarding your questions on 10 timing, there was not a specific timing 11 requirement with respect to being able to perform 12 the work. So in addition to doing the payroll 13 and the purchase card work there was also the 14 normal internal funds and property and inventory 15 work that's going to go through its normal cycle.

So we -- you know, we did perform the work but I don't understand the questions on the timing part of it.

DR. LYNCH-WALSH: Well, I'm just trying to understand, so were there any findings during -so this school got added in the first quarter or sometime thereafter of 2021 and the audit went through September and came up with findings that, frankly, don't sound any worse than the findings in Item 13.

1

MR. JABOUIN: Correct.

2 DR. LYNCH-WALSH: Yet the principal then 3 left, subsequent. So we don't know what action would have been taken against the principal 4 5 because we have no response from the principal because this audit, the audit period concluded 6 7 for the rest of the schools a year ago but kind 8 of started for this school a year ago, and so 9 we'll never know what the response is unless 10 someone pulls a public records request or something. So -- because it's -- so what was the 11 12 action taken on this? It's very all well and 13 good to say the guy is no longer here, but is he 14 no longer here because of this audit? 15 MR. JABOUIN: We performed the audit and the 16 exceptions that are here are the ones that you 17 see in the report. 18 DR. LYNCH-WALSH: Okav. 19 MR. JABOUIN: If we needed to have a response 20 then we would have gotten it. 21 DR. LYNCH-WALSH: But everybody's responding 22 so late. I mean, he's been gone since December, 23 early January, so he wouldn't be here to make a 24 response in time for this report because he's 25 already gone. So the new principal that has

nothing to do with what was going on there is the one responding.

1

2

So there's that that doesn't quite add up for 3 Especially since the thing that was 4 me. 5 reported, which was about P-cards was not even a finding. So someone complained, presumably, that 6 7 there was some funky P-card business going on, got the school audited, had no P-card findings, 8 and have findings that are similar to everywhere 9 10 else, it seems like much ado about nothing except 11 that it's a repeated -- it's a principal with 12 repeated findings.

MR. JABOUIN: So we don't know if there's 13 14 going to be a finding prior to doing the work. 15 So there conceivably could have been a purchase card finding. In this particular case there 16 17 wasn't. So going into the project we will 18 approach it objectively and if there is a finding 19 it's treated like the other findings that we 20 have. And in this particular case there were no 21 purchase card findings. Had there been, it would 22 have been treated accordingly.

23 DR. LYNCH-WALSH: No, I'm not concerned about 24 the P-card. I'm saying that the findings there 25 were there that had to do with payroll, because

> United Reporting, Inc. (954) 525-2221

Page 105

Page 106 it's sort of like it got rolled into payroll, 1 2 since there was no P-card findings it was 3 extended to payroll. So was the concern to the OIG simply about 4 5 P-cards or you decided to then do payroll? 6 MR. JABOUIN: So I knew that payroll was 7 going to be part of our program so we added it so it became the ninth school. I didn't want to 8 9 combine it into one report because the scope is 10 different on Item Number 14. But I easily could 11 have put it into Item 13 and put some explanatory 12 language. I thought it was much simpler to just 13 go ahead and present it separately. 14 DR. LYNCH-WALSH: Not the question I'm really 15 asking. So the question I'm really asking I 16 think is for Dr. Wanza. Was the principal ever 17 spoken to about this finding seeing as he was a 18 repeat -- we're all pretending we don't know who 19 this principal is, but --20 DR. WANZA: Thank you, Dr. Lynch-Walsh. So 21 when my office received the report it was in 22 February, so that's when we were able to do the 23 work. So the principal was already --24 DR. LYNCH-WALSH: He was gone. 25 DR. WANZA: Yes.

DR. LYNCH-WALSH: Okay. So he never had -he was being audited at the behest of a complaint from the Florida OIG and was being audited and the findings were -- okay. So -- so would this have resulted in the same -- because he was more of a repeat, and, in fact, a number of these, when we get through this one, were repeat findings. What would have been the course of action given that he's had findings before in different areas?

1

2

3

4

5

6

7

8

9

10

11 DR. WANZA: So I'll say -- so I'm going to 12 answer that in two parts. The first part is, is 13 that even though one of the schools, I think it's 14 Floranada, even though it's a repeat, it's under 15 different principals, right, so then there's the question like from my office, the previous 16 17 principal, where is that individual now? And are 18 we doing something to add additional monitoring 19 controls over where that person is now, knowing 20 that there was a concern at the previous 21 location; right? So you will see, for some of 22 the responses, you will see that it is indicated in the evaluation because it may be the first 23 24 time of something, but you we want to document 25 the finding at least in the evaluation. I can

tell you that we do have a methodology for progressive discipline when it comes to repeat audit exceptions and I would have to see where, you know, in that continuum would this have fallen had the previous principal still have been there.

DR. LYNCH-WALSH: Okay. Because I'm kind of curious.

9 MR. JABOUIN: I also wanted to ask for the 10 committee's sake, Dr. Wanza, when bookkeepers 11 have changed you've also communicated issues to 12 their new school; if I recall.

7

8

DR. WANZA: So there is -- there was a question at one of the middle schools, but the individual, although she had transferred to an elementary school, she is now no longer in the district. So just like I did with the principal change, it's the same thing with the bookkeeper, the payroll processor.

20 DR. LYNCH-WALSH: Okay. So bouncing back to 21 Item 13, Bair Middle, on page 7 and 8, and this 22 is sort of a repeat observation of mine because I 23 tried to look up these positions to make sure 24 that the people in these positions are doing --25 like they're not working outside the scope of

Page 109 their job description. So payroll preparer seems 1 2 to fall to the office manager confidential, but I 3 see people being referred to as payroll this or that, but I can't find that position listed in 4 5 the job description database. And the only 6 payroll, I want to say processor is more district 7 where they take it from different departments. 8 So when you say payroll preparer, so like at Bair 9 Middle and I know that person changed, are these, 10 in fact, office manager confidential people? 11 DR. WANZA: So more than likely at the school 12 base the office manager confidential is the 13 person who prepares the payroll. In some schools 14 it may be the bookkeeper. 15 DR. LYNCH-WALSH: Okay. DR. WANZA: And the job description of the 16 17 office manager does include payroll. 18 DR. LYNCH-WALSH: Yeah, office manager 19 confidential, yes. I'd have to go look at the 20 bookkeeper. 21 So the office manager confidential is 22 required to have at least a two-year degree, an 23 associate's. Is the bookkeeper required to have 24 any kind of degree? 25 I'd have to go look because I DR. WANZA:

	Page 110
1	don't know if the office manager is required to
2	have an associate's.
3	DR. LYNCH-WALSH: Well I'm looking at the job
4	description.
5	DR. WANZA: Okay.
6	DR. LYNCH-WALSH: So yeah, so it says for
7	the confidential one at elementary and middle,
8	that's the one I'm looking at.
9	DR. WANZA: Okay.
10	DR. LYNCH-WALSH: Because what I'm getting at
11	is, you can give all the training in the world,
12	but if you're trying to impress upon somebody
13	training that and they don't have the
14	foundational knowledge, it's never going to
15	stick.
16	And another question that kept popping up on
17	me is, except for Bair where it's clear that the
18	person is new, at these other schools with
19	exceptions, how long has the person doing payroll
20	been there? Are they new as well? Because I
21	can't tell except where it's noted that these
22	people have been there. I mean, Bair definitely
23	seems to have a problem, but they
24	MR. JABOUIN: Dr. Lynch-Walsh?
25	DR. LYNCH-WALSH: Yes.

	Page 111
1	MR. JABOUIN: Dr. Lynch-Walsh, Ms. Arcese can
2	explain a little bit about those titles and how
3	they appear in SAP, if you can?
4	MS. ARCESE: Yes. Thank you. Ali Arcese,
5	from the Office of the Chief Auditor.
6	So a payroll processor is an SAP role.
7	That's why when you do a search in SAP for a
8	position you're not going to find payroll
9	processor, because it's a role that's created
10	within SAP function.
11	DR. LYNCH-WALSH: I get that, but they should
12	have an actual job description.
13	MS. ARCESE: So the SAP processor can be
14	assigned to any clerical position. That's why
15	Dr. Wanza said it could be a bookkeeper or it
16	could be an office manager.
17	DR. LYNCH-WALSH: Right. So the positions
18	that are in the job description database are
19	things like office manager confidential,
20	bookkeeper and all of that.
21	MS. ARCESE: Correct. Correct.
22	DR. LYNCH-WALSH: So what I'm trying to
23	understand is, who do you have fulfilling this
24	role and are they qualified? And especially at
25	schools where they've had repeat findings. So

Bair it's clear that we went, you know, and the principal wrote an explanation. I think part of the issue might be the principal, itself, but they switched out who they had there. Hopefully, with somebody that has some sort of qualifications.

7 Then at other schools, though, Floranada, new 8 principal, that's clear, but the payroll 9 preparer, that person, I don't know what their 10 job title is. Because I imagine it's not payroll 11 preparer, that's a function. But what is there 12 actual job?

MS. ARCESE: So, again, that would be foundin SAP, itself, under that role.

So the person who is trained by the district to perform payroll, they have to go through training, that payroll processing training before they're given the role of a payroll processor.

19 They can't just.

1

2

3

4

5

6

20

MR. MAYERSOHN: Or payroll preparer.

21 MS. ARCESE: Well, yeah. I mean, is it one 22 in the same? Yeah, it's one in the same.

23 DR. LYNCH-WALSH: Well, okay. But that still 24 gets me back to my question. In these specific 25 cases are they the bookkeeper or are they the

office manager? Who is at each of these
 locations?

3

4

5

6

7

8

MS. ARCESE: It could be any of those depending on who the principal task assigns that task to.

DR. LYNCH-WALSH: So at Floranada has this person changed? Because it doesn't list how long they've been there.

9 DR. WANZA: So I will go -- and I don't want 10 to like definitely say on the record, but I 11 believe the person has not changed. I believe it 12 is the office manager. I will have to -- I will 13 respectfully request to send a follow-up email 14 for all four of them. I know at Nova High School 15 that individual is the office manager. And I 16 will -- at Bair Middle I believe it is the office 17 manager. I believe it's the office manager at 18 all four schools, but I would like to have the 19 opportunity just to verify that.

20 DR. LYNCH-WALSH: Okay. Because at some 21 schools it'll say that it's a repeat finding. So 22 what I'm trying to determine is whether not just 23 the principal has had issues but that particular 24 person that's doing payroll. Because you could 25 change out the principal, but if the person

that's actually preparing payroll keeps having a problem, that needs to be looked at as well. And the new principal, you know, is taking the heat for it.

1

2

3

4

5

6

7

8

9

MR. JABOUIN: Dr. Lynch-Walsh, Ms. Arlotta, who did the fieldwork, she knows who and what schools on that end. It's still, as Ms. Arcese indicated, there are different roles in SAP, but she can tell you who is what.

But I want to tell you that Dr. Wanza, who can speak for herself, when she becomes aware of who's responsible or where the issue is, she does speak to the individual involved such as the bookkeeper that she mentioned.

15 DR. LYNCH-WALSH: And, like I said, you can talk to them all you want, but if we're not 16 putting people -- I know this may seem like a 17 18 simplistic function, but if you have somebody 19 that isn't good at, I don't know, following 20 instructions or doesn't see the importance of 21 being precise, I mean, payroll, as you can see 22 from the findings, is something you can mess up 23 pretty easily.

24 So what I'm trying to figure out is whether 25 the person that's being tasked with the payroll

1

function is also part of the problem.

2 MS. ARLOTTA: Meredith Arlotta, from Office 3 of the Chief Auditor. At the schools for the audit for the period the locations we audited, 4 5 those were office managers and that's something that they are routinely tasked with. 6 Because of 7 COVID and the changing of staff we had a massive 8 changeover of staff districtwide. There has been kind of a -- a lack of training in this instance. 9 10 Not saying that's always the problem, but the 11 office managers are hired because of their skills 12 and they're detail oriented to be the office 13 manager at the location. So we don't know why -we weren't at the location when this was 14 15 happening, we were auditing it after the fact. 16 But Dr. Wanza's response seems like it would be 17 adequate to fix the issues that schools were 18 having.

19DR. WANZA: If I may, Dr. Lynch-Walsh?20One of the things that I truly believe is21when we got away from where we had hot labs,22people coming to practice, they actually brought23their work, they could print it out and walk24through the process, when we moved away from that25the integrity of some of the training processes

were lost. And so that's why you'll see in my response I did put in a request to go back to an in-person option where individuals can bring their work with them and people can sit through and answer their questions realtime and they can go through processes and have the feel -- this is the detailed report, this is how you read it, this is how you make corrections; things of that nature.

1

2

3

4

5

6

7

8

9

10 DR. LYNCH-WALSH: Because the thing is, in 11 the real world outside of this fairytale land 12 that we exist in you have payroll specialists. 13 You have people that do nothing, nothing but 14 payroll. And the whole company depends upon them 15 being accurate. So this is someone that's wearing multiple hats in addition to payroll and 16 17 I just want to -- and so you're tasking them with doing, they could be answering the phone while 18 19 they're plugging in and I could see where things 20 would get missed, but payroll is something that 21 you cannot be inaccurate on. So that's why I'm 22 belaboring this to just make sure, but I get the 23 point about the training because it does seem 24 that they have to bare some of the responsibility 25 for their own jobs or find a way to take stuff

Page 117 off their plate when they do this function so 1 2 they're not distracted or anything else. 3 So those were sort of my overarching questions was about that, not just the principal 4 5 but who's doing the work. So that answers my 6 questions. 7 Anybody else? MR. MAYERSOHN: 8 (No response.) 9 MR. MAYERSOHN: I mean, I -- Dr. Wanza, I 10 kind of bring the same thing that Dr. Lynch-Walsh 11 has kind of mentioned, is that we've got some 12 great educators, but they're also assigned to do other functions which is not what they are 13 14 trained to do and, you know, even 15 conversations -- I mean, we have two principals here, you know, discussion of monitoring 16 17 facilities or internal accounts, they're there to 18 educate. 19 So whether or not -- as a future 20 recommendation is whether or not to centralize 21 these, I'll call them, business operations as 22 opposed to having a -- having a principal monitor 23 or an office manager who's answering the phones 24 be responsible for stuff that's really out of 25 their realm? Can they learn it? Absolutely.

But it's going to take time and then they're 1 2 doing something else and they get distracted but 3 these are avenues that I personally think that when you put somebody who has leadership in 4 5 education and you say, okay, now you're going to make sure the plumbing works, that's not what 6 7 they're trained for. So that's just -- I think that's what Dr. Walsh was kind of getting at. 8 I'm a fan of centralized 9 DR. LYNCH-WALSH: 10 function, but I realize that's not always a 11 popular idea. 12 MR. MAYERSOHN: So, Ms. Dahl, and then you 13 can come back. 14 MS. DAHL: I, having been a principal for an 15 elementary and middle school, some pretty large schools, yes, it takes time for them to do it, 16 17 but it is not an all-encompassing project. 18 Generally, at least at the school that I was 19 principal of, and I'm sure Mr. Barnes can say the 20 same thing, your office manager isn't really 21 sitting there answering the phones. 22 DR. LYNCH-WALSH: I'm just using that as an 23 example. 24 MS. DAHL: Yes, they're not necessarily 25 answering the phones, you know, they're doing the

other tasks, but when they're doing payroll they do payroll. And that's just about all they do when they're doing payroll because they know how important it is.

So centralizing it, I thought it was a good idea to centralize the bookkeepers and that kind of stuff, that was great, because the little elementary schools didn't have that much stuff, but centralizing, you know, doing the attendance and so forth and payroll, in my humble opinion, having been a principal for almost 23 years, I don't think that that is something that could be centralized. That's my opinion.

14

1

2

3

4

5

6

7

8

9

10

11

12

13

MR. MAYERSOHN: Dr. Walsh?

DR. LYNCH-WALSH: So, actually, to piggyback,
that reminded me of a question I did have.

Is payroll on paper in any, way, shape or form? Because the thing that would impact the ability to centralize it is how the time is kept. Or is it all electronic, in which case it really doesn't matter where you're sitting when you do payroll.

MS. DAHL: Natalie, drop it.
DR. LYNCH-WALSH: What? Is it on paper?
It's a simple question.

Page 120 So some is and some parts of it 1 DR. WANZA: 2 is not. But we do have a whole payroll 3 improvement project going on to really automate 4 some of the paper processes. 5 DR. LYNCH-WALSH: Okay. MR. JABOUIN: Yes, I think it's a very good 6 7 point that Dr. Wanza mentioned. The board has 8 approved a payroll process improvement project. 9 So I sit on a group where it gives me the 10 opportunity to communicate those issues to those 11 people that are working on the project. So 12 they're aware of the issues from this audit. So 13 that way they can incorporate as much as they can 14 into the payroll process improvement project. 15 I also want to mention, as I talked about on the internal funds strategy, we pulled the 16 17 payroll procedures from the standard audits 18 because we needed to dedicate the time to meet 19 the Auditor General requirements. But now we're 20 doing them again. People are aware that that is 21 an area subject to review. The communication has 22 gone out on that front. So let's see how the 23 future audits turn out. 24 Ms. Arlotta has been meeting with them with 25 Ms. Pritykina. We will focus on departments as

	Page 121
1	well, not just the schools. So we'll be going
2	around and seeing what the results are. But
3	these audit procedures are being done again.
4	DR. LYNCH-WALSH: Because there's supposed to
5	be a time clock system. The name escapes me.
б	MR. JABOUIN: Kronos.
7	DR. LYNCH-WALSH: Kronos. There you go.
8	DR. WANZA: All employees do not use Kronos.
9	DR. LYNCH-WALSH: But the ones that do, is
10	the data transmitted electronically?
11	DR. WANZA: I believe there's a download from
12	Kronos that, you know, there's an import
13	DR. LYNCH-WALSH: So it's not live stream?
14	DR. WANZA: No, no, it's not live stream; no.
15	DR. LYNCH-WALSH: So I'm just making sure.
16	And so because I appreciate irony, so this
17	special audit was done on the guy that narrowly
18	almost became the director of the business
19	support center in 2020, do we think maybe that
20	was not the best idea?
21	MR. JABOUIN: I don't think people could
22	respond to that question.
23	DR. LYNCH-WALSH: I know. I realize you
24	can't respond. But you were on the selection
25	committee and it was quite the ordeal to have him

i	
	Page 122
1	not get appointed to that position. I hope we
2	don't see that again in the future.
3	MR. JABOUIN: I also want to mention that
4	this audit was not done with respect to that
5	particular person. We applied the same
6	procedures as we do throughout all our different
7	audits.
8	DR. LYNCH-WALSH: I'm sure. And I don't
9	believe in coincidences in this district, but,
10	okay.
11	MR. MAYERSOHN: All right.
12	Moving on, is there any other audit committee
13	comments; concerns?
14	DR. LYNCH-WALSH: I have an announcement.
15	MR. MAYERSOHN: Yes.
16	DR. LYNCH-WALSH: Tonight the Facilities Task
17	Force has a subcommittee meeting on the CCC and
18	Stranahan cafeteria and to go over the conditions
19	related to facility and the indicators so I have
20	a copy to share with everybody as far as what
21	those are. So let me just we're.
22	MR. MAYERSOHN: Thank you, Dr. Wanza.
23	MS. DAHL: Thank you, Dr. Wanza.
24	DR. WANZA: Oh, you're welcome.
25	MR. MAYERSOHN: Thank you Vincent.

	Page 123
1	MR. VINUEZA: Thank you. Thank you very
2	much.
3	MR. MAYERSOHN: Any other comments?
4	(No response.)
5	MR. MAYERSOHN: Mr. Barnes, do you have any
6	closing statements?
7	MR. BARNES: Adjourned. I've got to go, too.
8	MR. MAYERSOHN: By the way, you're welcome to
9	come back any time you want, you know. We'll
10	have a standing seat for you.
11	All right. With that being said, if there's
12	no other further business, do I have a motion to
13	adjourn?
14	MR. MEDVIN: So moved.
15	MS. DAHL: Second.
16	MR. MAYERSOHN: Okay. We're adjourned.
17	(Meeting was concluded at 1:35 p.m.)
18	
19	
20	
21	
22	
23	
24	
25	

	Page 124
1	
2	REPORTER'S CERTIFICATE
3	
4	STATE OF FLORIDA
5	COUNTY OF BROWARD
6	I, Timothy R. Bass, Court Reporter and Notary
7	Public in and for the State of Florida at Large,
8	hereby certify that I was authorized to and did
9	stenographically report the foregoing proceedings, and
10	that the transcript is a true and complete record of
11	my stenographic notes thereof.
12	Dated this 11th day of April, 2022, Fort
13	Lauderdale, Broward County, Florida.
14	V tRR
15	
16	TIMOTHY R. BASS. Court Reporter
17	Court Reporter
18	
19	
20	
21	
22	
23	
24	
25	

				-
A	33:12 45:1 46:9	79:12,19	116:18 117:23	113:3 114:7
a.m 1:11 6:7	47:11,12,15 53:11	agenda 4:15 5:10 7:2	118:21,25	area 58:16,22 64:24
	53:16 54:15,21	15:7 19:13 22:7,15	answers 25:3 117:5	90:21 120:21
A01 84:23	60:21 88:14 98:15	62:12 64:4,7 91:10	Anthony 2:4 3:25	areas 38:1,4,5,8
A03 86:3,3,4	105:3 107:18	98:4 99:1 102:10,16	anticipate 6:10 13:15	55:11 57:25 58:21
ability 24:22 119:19	added 21:15 22:1,7	102:16	91:25	65:12 66:5 80:9
able 38:8,17 51:13,16	29:20 34:3,24 61:7	aggregate 18:5 68:11	anybody 5:16 11:11	107:10
51:23 67:20 68:8,15	101:12,15,18,19	ago 50:20,21 62:5	20:13 43:16 61:21	arguing 33:13
68:17 75:1 80:9 95:10 103:11	103:21 106:7	79:19 93:8,20	69:1 72:6 78:18	Arlotta 2:10 62:20,20
106:22	added-on 92:14	101:23 104:7,8	90:4 99:21 100:13	62:22 114:5 115:2,2
absence 94:21	adding 69:4	agree 27:24 74:17	117:7	120:24
	addition 17:8 103:12	80:25	anymore 61:11	arrive 6:10,11
Absolutely 36:13 117:25	116:16	agreed 24:24 31:12	apologize 20:23	asked 8:2 40:6 63:10
absorb 38:8,18 65:13	additional 24:25	52:19 55:16 80:14	appear 111:3	asking 43:13 84:9
abundance 41:19,23	31:18 48:4 61:22	agreement 71:19,20	apple 25:4	96:7 97:19 99:2
	68:13 72:2 91:12	75:22	applicable 47:17	106:15,15
abuse 30:2 academics 66:1	99:3,15 100:21	ahead 17:19 20:18	53:21	aspects 24:6 66:15,25
accept 42:20 53:14	102:9 107:18	22:16 28:18 32:14	application 33:5	assessment 35:14
accepted 53:19,20	address 17:18 45:5	38:19 39:1 48:20	35:20,25 36:1,11	37:25 51:14 66:14
accepting 74:5	66:2 67:14 69:21	67:4,5 85:12 92:6	85:11	assigned 2:16,18
accepting 74.5 accepts 42:21	77:7	106:13	applications 36:9	27:23 63:20 82:9
access 34:15 36:1	addressed 35:12	Alhadeff's 3:15	applied 122:5	83:9,21 111:14
67:9,11,13 85:3,5	98:11	Ali 2:8 4:23 19:20	applies 29:19 56:11	117:12
85:17,22 86:14,18	addresses 38:4 92:15	111:4	58:15	assigns 113:4
87:4,5,6,20 88:1,1,5	addressing 68:17	all-encompassing	apply 36:9	assistant 21:9
88:19,22,23 89:3,6	adequate 115:17	118:17	applying 82:13	associate's 109:23
accesses 84:13	adhered 52:3	alleged 80:3	appointed 10:22	110:2
accident 80:17,17	adjourn 123:13	Allegiance 3:7	13:14 45:8 122:1	Association 69:25
accountability 2:15	adjourned 123:7,16	allow 55:1 68:15	appointee 3:15	75:9
2:16 16:1 23:19	adjudicated 80:4	alternative 53:21	appreciate 12:2,11	athletics 15:17
accountable 26:14	administration 1:6	54:2	13:17 72:18 93:18	Atkins 39:22 40:3
accounting 64:23	36:5	altogether 37:3	121:16	Atlantic 95:13
accounts 23:20	administrative 5:19	amended 24:15	approach 105:18	attach 22:11
117:17	7:10 52:16	amendment 80:10	approaching 101:24	attend 6:9
accurate 116:15	administratively	amount 40:9 43:24	appropriate 30:12	attendance 2:1 119:9
achieve 17:14 27:6	26:13	65:14	53:6 61:18	attendees 4:18
acknowledged 3:18	administrator 85:3	analyze 51:16	appropriation 36:23	attending 6:5
acknowledgement	86:14,16,19	and/or 46:10,11,11	appropriations 32:25	attention 27:14
5:25 10:2	admired 12:16	46:17,19	approval 4:15 5:10	attorneys 80:3
Act 8:1,24 22:11	ado 105:10	Andrew 2:2 4:8	7:8 9:11 24:14	audience 15:1
acting 8:6	advise 61:1	Ann 2:9 4:21 15:11	approved 24:20	audit 1:3 3:16,20
action 8:9 70:5 79:23	advised 61:2	announce 4:17	67:25 120:8	4:16 5:11 6:14,22
104:3,12 107:9	advisory 5:24,25	announcement	approving 93:21	7:5,16,23 8:12,20
activities 52:16,18	10:12 33:23 42:12	122:14	approximately 3:5	9:12 10:6,20 13:3
53:14	advocated 10:15	annual 5:22 17:1 85:6	74:1	15:10,11,20 18:2
actor 34:7	affect 23:13	annually 17:2,8	April 18:8 70:23	19:17 22:20 23:12
acts 30:2 34:23	affirmative 92:9 98:1	answer 44:13 68:22	87:21 97:17 98:9,16	23:22 25:12,14,18
actual 51:10 94:6	afternoon 63:19,24	75:12 82:10 86:15	124:12	25:18,19 26:15,20
111:12 112:12	82:8 83:6 85:2	87:2,7 96:8 107:12	Arcese 2:8 4:23,23	27:2 29:1,7 30:3,8
Adam 4:13	agencies 70:20	116:5	19:20 111:1,4,4,13	31:1,5,10 32:18
add 21:19 22:2 29:6	agency 30:15 74:7	answering 87:1	111:21 112:13,21	33:22,24 35:3,13,14
	<u> </u>	<u> </u>		

		I		
36:8 38:1,1,2,2,7,9	120:17,23 122:7	74:13 75:6,15,17,18	74:14,24 111:2	С
40:18 44:23 45:1	August 11:20 67:21	75:25 76:9,17 84:5	bite 25:4	cabinet 6:5,6,7,18
46:12,17,18 47:1,1	102:23 103:2,7	84:6,7,11,12 85:18	Blow's 85:19	cadre 91:20
47:13,18 48:8 49:4	authority 50:4	85:23 86:9,15,19	board 1:2,7 5:23,25	cafeteria 122:18
50:3 51:8,10,20,25	authorized 95:21,24	87:17 89:20,21	7:4,18 11:17 17:9	calendar 101:24
53:14,17 54:15,17	124:8	95:10 96:15 118:19	17:10 22:17,17,19	102:1,2
54:22 55:4,12,25	automate 120:3	123:5,7	22:25 24:8,14,18	call 3:9,19 34:13,14
56:2 57:3,15 60:21	automatically 84:15	Barnes' 84:17	26:14,18,25 27:8	39:3 77:11,12 84:16
60:23,25 61:6 64:2	available 63:12	Barney 12:21 84:11	29:7 34:2 39:19,20	84:22 117:21
64:5,5,9,19,21,25	Avenue 1:7,23	Bartleman 40:5	40:11 42:21 43:7	called 16:10 45:16
64:25 65:3,17,20,22	avenues 80:9 118:3	base 109:12	46:11,17,18 47:3,5	93:22
67:16,17,25 73:22	avoid 81:25 82:21	based 10:18 74:6	47:19 53:13 54:19	calls 10:14
74:20 75:23 76:5	award 39:20,20	95:4	59:8,14,23 60:24	capacity 13:24 68:4
78:10 82:5 88:2,16	aware 27:12 34:7	basic 92:12	61:1,6 68:2 70:19	captured 51:6
89:5,7 90:19,21,23	55:3,8 72:3 114:11	basically 8:10 30:19	71:5,12 120:7	captures 52:7
94:1,14 95:5 100:25	120:12,20	61:5 72:24 85:4	Bob 12:23,23 45:9	card 91:13 100:4
103:2,22 104:6,6,14	aye 5:15 9:22,23 19:3	97:24 102:25	boilerplate 94:23	102:9,14,15 103:13
104:15 108:3 115:4	19:4 20:11,12 78:15	basis 23:9 85:7,11	bookkeeper 108:18	105:16,21
120:12 121:3,17	78:16 90:2,3 99:19	Bass 1:22,23 2:21 5:6	109:14,20,23	cards 37:2
122:4,12	99:20 100:11,12,15	124:6,16	111:15,20 112:25	care 45:21
audited 17:7,22 68:7	100:17	beach 14:13 21:13	114:14	case 30:11 73:23 79:1
87:25 88:10 101:10	ayes 5:18 10:1 19:7	24:3 25:8 26:16	bookkeepers 108:10	105:16,20 119:20
105:8 107:2,3 115:4	20:15 78:20	27:25 30:20,24	119:6	cases 112:25
auditing 35:1,18		31:14 32:7 42:15	bottom 102:20	catch 45:15 67:20
36:18 55:6 58:18	B B B B B B B B B B B B B B B B B B B B	49:23 51:3 52:7,14	bouncing 108:20	90:22
59:1 61:16 115:15	B 2:12	52:21 62:1	breach 81:9	catching 45:12
auditor 2:7,8,10,11	back 3:17 21:2 22:15	Beach's 25:9 30:6	brief 14:15	categorical 16:14,16
2:11 4:20,22,24 5:1	39:3 40:5 41:1,21	bear 52:13	briefly 32:17	16:19
5:3,5,19 6:11 7:4,9	41:25 43:3 65:18	beautiful 49:23	bring 40:10 72:4	caught 40:17
15:12 17:1,5,20	67:17 70:22 75:10	becoming 21:19	75:10,22 76:4 78:9	caused 8:22
19:19 21:8 22:19	75:22 76:5 78:9	BECON 46:1	83:24,25 97:23 98:1	caution 41:20,23
23:3,6 25:21 26:5,8	83:11,25 84:1,12	began 64:5	98:3,9 116:3 117:10	cautious 9:3
26:12 30:12,13,19	90:12,15 95:11	behest 107:2	bringing 27:13	CCC 122:17
31:10 32:21 33:6	97:24 98:1,4,9	belaboring 116:22	brought 42:24 95:13	center 1:6 121:19
36:20 50:7 56:5,12	101:8 102:21 103:6 108:20 112:24	believe 42:23 44:16	115:22 D	centralize 117:20
57:10 58:3 62:21,23	116:2 118:13 123:9	73:18 94:7,23	Broward 1:2 24:8	119:6,19
62:25 63:2,4,6 64:1	backup 36:4 41:14	113:11,11,16,17	26:14 34:11 79:2,2	centralized 118:9
64:3,8 65:3,18,21	42:7 44:5	115:20 121:11 122:9	124:5,13 budget 37:12 40:18	119:13
66:5 68:6,8 88:17	bad 34:7		0	centralizing 119:5,9
93:1 96:14 111:5 115:3 120:19	Bair 108:21 109:8	benefit 55:10 56:14 56:16	budgeting 33:1 37:9 37:15 39:17	certain 56:23 67:3
auditor's 32:19	110:17,22 112:1	benefits 57:24 60:9	buildup 38:20	certainly 21:17 26:24
auditors 8:17 17:15	113:16	60:12	built 51:21	75:7 103:6
37:14 55:7 65:10	balances 17:14,19,25	best 43:2 121:20	bunch 101:1,9	CERTIFICATE
audits 2:9,9,10 10:19	18:3,13 68:7,18	better 51:14,23 52:23	business 6:25 7:1	124:2
15:6,9,13 17:2,16	bare 116:24	56:4 80:12	14:8 105:7 117:21	certificates 94:20
25:24 37:4 51:12	Barnes 2:3 3:21,22	bidding 37:6	121:18 123:12	certification 69:6,10
55:2,4 61:2 64:3,8	10:2,6 11:9,23 12:4	big 37:15	businesslike 52:23	71:10
64:14 65:8 67:18,23	12:13,21 13:1,8,10	bigger 81:25	buy-in 71:24	certified 70:4
		bills 80:8	bylaws 31:6	certify 124:8
68.5 14 81.8 87.00	14:1.2.4 ZU:0 IU			
68:5,14 81:8 87:22 90:16 18 25 91:1	14:1,2,4 20:8,10 72:8,20 73:5,7		bylaws 51.0	cetera 24:16,16
68:5,14 81:8 87:22 90:16,18,25 91:1	72:8,20 73:5,7	bit 25:22 51:22 56:20	bylaws 51.0	cetera 24:16,16 chair 2:2,2 7:7,16

122:13 123:3 81:21 124:10 10:7,10 13:20 31:21 circumstances 67:3 contact 44:21 77:12 92:21.24 **completed** 6:3 30:9 40:11 84:5 87:12 commitment 13:6 **contacted** 59:8.10 challenge 26:11 73:4 civil 8:5,13 52:2 30:17 contemplated 33:15 73:7 79:9 **claim** 8:21 committed 102:8 completely 34:10 34:23 challenges 65:25 clarification 77:23 **committee** 1:3 2:1 40:1 58:15 77:19 contents 91:7 change 22:22 26:24 clarify 25:7 80:11 3:16,20 4:16 5:11 95:16 continue 9:2 10:25 31:16 36:4 49:17,22 classes 15:17 5:15,24 6:1,14,22 complexities 73:16 11:2 43:14 58:14 49:24 80:10 108:18 clean 25:10 7:16,23 8:7,9,12,20 **compliance** 5:22 33:3 87:1 97:6 113:25 clear 39:14 81:18 8:25 9:13,23 10:6 37:9,16 69:12 70:7 continues 24:22 10:11,17,20 12:14 70:24 71:9 82:1 continuum 108:4 changed 24:15 54:17 100:23 110:17 13:3.25 15:15 18:2 compliant 71:16 61:13 67:6 85:15 112:1.8 contract 37:3 67:6 108:11 109:9 113:7 82:24 **clerical** 111:14 19:4,15 20:12 22:21 69:19,19 70:1,15 113:11 **Clerk** 2:12 23:24 25:12,14,18 **comply** 26:25 71:5 74:10,11 75:8 25:20 26:15,20 27:3 changeover 115:8 click 58:17 component 95:8 77:6,10,24 78:2,3,9 changing 22:18 26:10 clock 121:5 28:14 29:7 30:4,8 comprehensive 25:25 contracted 71:24 **close** 54:1 31:1,5,11 32:19 38:3 92:10 contracting 71:20 closed 34:3 channeled 35:7 computer 35:19 36:6 contracts 37:1 69:7 33:22,23 34:18 closing 123:6 84:17 71:2,25 chapters 58:19 35:18 42:19,23 charge 61:16 clubs 15:17 44:23 45:1,6,7 conceivably 105:15 contractually 69:11 charged 95:2 **Coconut** 91:17 100:4 46:12,17,18 47:1,1 **concern** 34:21 42:4 control 19:20 52:4 charter 23:20 37:18 103:8 54:3 69:23 106:4 47:13,18 48:8 50:3 controlled 67:4 charts 68:13 53:18,24 54:15,22 107:20 code 30:25 controls 32:23.25 **check** 19:10 45:22 coincidences 122:9 57:16 60:22,23 61:6 concerned 105:23 50:174:2193:7.15 colleagues 68:21 66:4 67:17 68:1,23 **concerns** 32:22 99:16 35:19,20 36:2,4,6 **combine** 106:9 74:20 75:3,23 76:5 36:11,14,23 37:2 95:696:2 122:13 78:10,16 90:3 98:11 conclude 6:8 93:2 107:19 chief 2:7.8,15,16,18 **come** 3:17 8:14 16:20 2:19 4:20,21,23 5:1 26:2 29:16 39:19 99:20 100:12 concluded 104:6 convenience 44:8 5:3,4,19 7:9 15:12 43:3 45:14 82:6,12 121:25 122:12 123:17 conversation 70:14 **concludes** 7:9 20:2 77:18 78:25 91:19 17:1 19:18 20:19 82:16 84:14,18 86:9 **committee's** 108:10 21:8 22:19 23:3,6 86:10 118:13 123:9 committees 13:16 68:24 91:20 25:21 26:5,8,12 comes 13:13.21 52:25 33:21 **conditions** 52:17,19 conversations 10:17 63:14 73:22 84:24 communicate 120:10 27:21 30:11,13,19 122:18 13:19 23:3 77:11 84:25 85:20 97:16 communicated **conduct** 32:20 Conway 2:9 4:21,21 108:2 108:11 conducted 6:25

31:10 32:19 50:7 56:5,12 57:10 58:2 62:21,23,25 63:2,4 comfortable 41:8 63:6,20,22,25 66:24 coming 13:12,18 18:7 27:24 115:22 67:3 69:3,18 70:10 70:16 72:4,8,13,18 **comment** 28:6 43:17 72:19,23,25 73:2,6 46:7 53:23 76:23 73:9,11,13,13 74:1 92:5,23 93:17 75:20 76:3,19,23,25 commentary 23:24 77:20 78:8.25 79:8 40:2180:1,14 82:9 83:9 **comments** 7:17 8:8 83:21 91:22 111:5 8:22 10:12 11:11 115:3 12:16,20 13:9,17,22 Chief's 69:25 75:9 16:25 20:3 24:11 chiefs 77:12 28:1,13 33:9 38:17 child 81:20 42:12,12,15 43:19 children 13:6 46:5,22 48:24 57:18 **choose** 90:25 60:15 61:22.25 circulate 61:23 68:20 77:21 99:15

115:7

102:7 107:2 construction 38:6 complete 12:19 69:9 39:20,23 66:18,19 (954) 525-2221

33:1,2,4,5 34:19,20 79:15 80:15 117:15 15:11 16:3 17:17 93:23 94:11 coordinated 58:7 83:8,12 coordinating 76:20 coordination 56:1 57:23 copacetic 94:1 **copy** 21:23,25 122:20 correct 16:9,12,22 20:18 24:16 28:25 60:7 70:16 78:11

86:23,24 97:25 99:10 102:13 104:1 111:21,21 corrections 116:8 correctly 76:3 89:4

United Reporting, Inc.

communication 41:18

61:17 120:21

communications

company 22:23

compelled 79:3

92:14,16

compile 39:8

compiling 39:7

complained 105:6

complaint 101:5,11

101:13,16,20 102:5

companies 87:24,24

compensation 92:14

91:22

116:14

conference 14:10

confidential 2:12

111:19

61:8

confines 82:5

confusing 60:8

consistency 60:17

consistency's 61:7

consolidate 57:15

consolidated 15:8

18:9 59:2,17

constraint 90:10

consistent 53:4

34:22 109:2,10,12

109:19,21 110:7

	1	1	1	
cost 19:24 39:22,23	14:9 16:14,19 31:25	decisions 10:18	directed 59:8	documented 91:5,7
71:7	43:15 44:13,14 62:9	dedicate 55:11	direction 26:6	documents 22:6 24:7
costs 81:17	93:9,11 95:10 98:17	120:18	directly 26:18	DOE 80:18
counselor 84:13	98:18 99:12,14,24	definitely 7:8 84:25	director 44:22 54:16	doing 9:4 10:16 17:13
85:19,22 86:13	100:1 118:12,14,24	94:8 110:22 113:10	91:20 121:18	31:18 33:18 39:22
count 10:15	119:23 122:23	definitively 70:13	disaggregate 31:9	51:25 52:25 53:5
County 1:2 21:13	123:15	DEFP 39:21,25 40:8	Disch 3:11,14	57:14 67:12,22
23:4,7 24:3,8 26:15	dais 12:18	degree 109:22,24	discipline 79:17	74:25 79:23 85:24
34:12 51:3 124:5,13	damage 34:9	demographic 86:5	80:16 108:2	103:12 105:14
couple 7:17 16:25	data 51:13 81:9 84:17	demonstrates 12:4	disciplined 79:20	107:18 108:24
38:14 86:22 94:16	86:7,20 121:10	department 32:20	discuss 18:6 32:17	110:19 113:24
94:17	database 51:15 54:4	57:6 83:15,19 101:6	41:7,13 42:1 60:10	116:18 117:5 118:2
course 13:15 32:6	109:5 111:18	departments 19:21	62:6 97:2	118:25 119:1,3,9
60:2 70:4 80:2	date 79:14,22	19:25 27:23 58:1	discussed 15:13	120:20
107:8	dated 102:22 124:12	64:15 95:1 109:7	48:22 64:16 71:5	doors 34:3
Court 1:22 2:21 3:12	dates 57:8 70:22	120:25	discussing 18:8 62:5	dot 50:1
5:6,6 124:6,16	day 23:2,2 88:12	depending 113:4	87:18	dots 66:8,9,12,17,19
cover 35:23	95:11 124:12	depends 87:2 116:14	discussion 6:12 9:19	Doug 46:3
coverage 35:6 38:2	day-to-day 23:9	deputy 71:8	17:5 18:25 61:21	download 121:11
66:5,11	days 53:2	describe 88:24	76:11,14,16 78:12	Dr 2:5,15,16 4:4,5 5:7
covered 35:4,17	De 2:4 3:25 4:1 12:4,7	described 95:18	89:24 97:16 98:22	5:12 10:22 11:12,14
COVID 70:21 115:7	16:25 17:24 18:14	description 26:16	100:8 117:16	11:15 13:14 14:6,10
Craig 2:19 63:24	28:20,21,22 29:1,10	109:1,5,16 110:4	discussions 12:17	15:24,25 16:4,7,10
create 35:5	29:25 32:12,15 33:9	111:12,18	16:24 65:5	16:13 18:23,24 20:7
created 57:9 111:9	33:14 34:10,17	designate 72:22	dismissed 79:11,13	20:9 21:3,10,21
Creek 91:17 100:4	35:11 36:1,13,19,22	designated 72:15	dispense 98:10	24:2 25:5,7 26:22
103:8	37:9,21 38:12,16,21	designates 26:17	disposition 30:15	27:1,12,16 28:12,24
criminal 94:8	38:23 39:4 40:17,21	86:22,23	disseminated 21:22	29:9 30:5,25 31:7
cross 50:1 58:6	41:15 42:5,11,25	designed 37:8	distracted 117:2	31:13,23 32:2 33:7
cross-referenced	44:6,18,20 45:1,3	desperately 26:7	118:2	33:11,19 38:13,14
60:1	46:6,9,14,16 47:8	detail 77:15 88:25	distribute 41:15 44:7	39:5,6 40:15,19,23
cross-references 50:6	47:11,15,22,24 48:1	115:12	district 2:14 6:17	41:3 42:2,4,9 43:10
cross-referencing	48:7,10,14,18 53:9	detailed 31:18 66:10	8:18,21 10:9,23	43:20 44:4,10,25
50:15 57:21	53:11 54:12,14	116:7	11:17 12:3 14:5	46:24 47:20,23,25
crotchety 82:1	60:16,21 66:7 76:10	detected 30:10,18	22:24 30:16 33:20	48:9,19 49:5,11,21
cure 54:3	76:13,17 77:16	determine 113:22	35:2 49:16 59:9	50:15 52:10,11 56:8
curious 108:8	78:24 80:1 87:12,14	determined 94:5	65:10,12,14 81:2,10	57:1,2,7,20 58:5,8
current 26:9 39:21	89:5,9,10,15 90:8	difference 45:17	82:19 83:8,12,16	59:4,5,21 60:20
40:10,11 65:21	90:11 92:4,5,7 93:6	52:21 85:16	88:7,18,23 93:3	61:5,9,15 62:18
69:19,19 78:7	93:12 95:18 96:6,14	different 15:16 21:12	101:17 108:17	63:7,10 74:16 77:22
currently 26:11 53:7	97:3 98:20,21 99:11	23:13 24:10 27:23	109:6 112:15 122:9	77:23 78:1,21,21
77:5	99:12,14 100:5,6	34:4 49:20 53:25	district's 5:22 65:16	80:23,24 82:7,19
customers 79:7	deadlines 52:3	55:1,3,4 58:16,19	81:12	83:5,6,13,15,18,20
cycle 103:15	deals 67:1	59:16 64:14,19	districts 23:2 24:5	83:23 84:1,20 86:3
cyclical 88:3	December 65:5	71:22 74:24 106:10	87:23	86:25 87:1,17 91:22
cycling 33:1 36:24	104:22	107:10,15 109:7	districtwide 115:8	93:16,18 94:12
D	decide 42:19 43:15	114:8 122:6	division 83:16	96:18,20 97:10,15
	43:16	differently 68:12	document 8:4 22:4	97:21,23 98:23
Dade 24:4	decided 106:5	difficult 73:18	30:23 34:24 35:15	100:20,22,25
Dahl 2:3 3:23,24 9:16	decides 85:5	dignity 10:21	41:7 44:17 107:24	101:15,22 102:3,11
9:18 11:12,22,23	decision 33:16	diligent 94:18	documentation 22:2	102:18,22 103:19
			<u> </u>	l

	1	1	1	1
104:2,18,21 105:23	electronically 121:10	eventual 24:6 31:5	extra 92:16	find 25:8,24 45:5
106:14,16,20,20,24	elementary 56:8	52:6		73:18 109:4 111:8
106:25 107:1,11	108:16 110:7	eventually 31:5 51:5	F	116:25
108:7,10,13,20	118:15 119:8	everybody 3:4 9:7	faced 65:25	finding 33:6 54:2,5,8
109:11,15,16,18,25	elements 58:23	25:2 39:13 40:24	facilities 117:17	67:14 69:2 72:9
110:3,5,6,9,10,24	Elena 2:10 63:3,5	41:20 43:2 103:4	122:16	73:9,12 87:8 88:6
110:25 111:1,11,15	eliminate 56:6	122:20	facility 122:19	88:15 89:2 105:6,14
111:17,22 112:23	email 41:1 42:8 44:6	everybody's 77:1	fact 39:9 107:6	105:16,18 106:17
113:6,9,20 114:5,10	77:7 102:24 113:13	104:21	109:10 115:15	107:25 113:21
114:15 115:16,19	Emergency 2:17	evidence 30:1	failed 52:4	findings 20:1 32:21
115:19 116:10	employed 103:5,6	evolve 24:22	fairly 92:10	51:9,19 53:25 64:18
117:9,10 118:8,9,22	employee 10:23	exactly 36:3 39:11	fairytale 116:11	64:22 65:19,21,23
119:14,15,24 120:1	59:15 87:20 93:12	40:19 42:5	faith 8:6 9:5	66:3 74:6,18 87:3
120:5,7 121:4,7,8,9	93:13 95:24	examination 56:1	fall 16:1 59:22 109:2	89:11,13 102:12,14
121:11,13,14,15,23	employees 88:3,6	examinations 61:1	fallen 108:5	102:15 103:20,23
122:8,14,16,22,23	89:11 92:13,17,18	example 8:15 40:15	falls 34:1	103:24 105:8,9,12
122:24	93:7 95:21 121:8	40:24 55:16 118:23	familiar 15:15 36:6	105:19,21,24 106:2
drafted 84:12	empty 82:24	excellent 39:14	fan 118:9	107:4,8,9 111:25
driving 80:17	enabling 27:3,6	exception 74:15	far 8:3 35:6,18 37:14	114:22
drop 45:13 119:23	ends 51:8	exceptions 15:21 20:1	58:5 70:3 79:22	finds 43:7
duck 84:8	enforcement 29:15,24	104:16 108:3	80:15 88:20 122:20	fine 46:25 67:22
due 64:11	30:15	110:19	father 12:9	finish 38:15
duly 60:13	enhance 96:5	excluded 44:23	favor 5:14 9:18,22	finished 25:12
duty 8:12 9:5	enrolled 70:23	Excuse 21:14	19:3 20:11 78:14	firm 71:18 87:24
	ensure 55:7 69:5 79:6	excused 4:13	89:24 90:1 99:19	first 6:10 10:10 26:8
E	95:19	executive 2:12 34:14	100:11	26:10,11,24 31:7
earlier 57:22 58:5	entered 78:22	44:22 45:6	February 9:12 68:3	52:14 53:12 101:1
68:10 87:15 88:11	entirety 82:25	exhibit 102:21	106:22	101:20,22 103:21
92:23	entry 93:23	exhibited 39:2	federal 64:13,15,18	107:12,23
earliest 44:8	environment 68:6	exist 50:11 116:12	feel 116:6	fiscal 6:4
early 63:15 104:23	83:3	existed 93:1	Fertig 2:4 4:2,3 12:23	five 58:18 67:20
easier 22:3 31:14	Eric 2:11 5:4	existing 3:20	12:24,25 45:9,10,11	fix 115:17
51:25 82:13,17	escapes 121:5	expand 74:2	45:15,19,21 50:18	FL 1:24
easily 106:10 114:23	especially 13:4 74:4	expenditure 32:25	field 81:13,16 82:24	floating 81:7 83:2
easy 25:10	105:4 111:24	36:23	86:7,10,12	Floranada 107:14
echo 75:7	essence 71:13	expenditures 30:3	fieldwork 10:18	112:7 113:6
educate 117:18	essentially 26:5 31:17	experience 12:8	114:6	Florida 1:8 7:20,25
education 13:7 101:6	ESSER 64:20	41:19	fifth 47:16 53:11	8:1,23 22:10 33:3
118:5	establish 14:24 15:1	explain 49:25 111:2	figure 57:2 58:17	80:18 101:5 107:3
educational 58:20	established 5:23	explanation 112:2	70:1 102:19 114:24	124:4,7,13
educators 117:12	estate 63:12	explanatory 106:11	file 64:14	flows 49:5,6
effect 47:12	estimated 39:21	explicit 9:8 25:22	filing 64:12	focus 9:8 120:25
effective 60:8	estimates 40:1,10	explicitly 39:16	fill 69:13	folks 85:9 86:22
efficient 60:7	estimating 39:23	expound 74:13	filling 82:25	follow 25:11 50:8,10
eight 54:8 65:19 91:3	et 24:15,16	expressed 34:18	filter 42:18	51:7 52:17 57:8
101:13	EVA 2:22	extend 32:2	finalize 75:8	follow-up 17:24
either 15:2 35:12	evaluate 39:1 42:13	extended 106:3	finally 9:6 67:25	25:19,21 47:16 48:7
45:5 47:4 54:2	43:6,11	extent 94:13	finance 66:1	49:4,12,13 51:4,5
60:11 82:14 85:13	evaluates 43:7	external 17:15,20	financial 30:9,14,18	51:10,18,21,24 54:4
95:4	evaluation 107:23,25	36:18,20 37:14 61:2	32:23 33:17 36:14	55:17,25 56:18,24
electronic 119:20	evaluations 87:19	68:8 87:22	64:9,20,23	57:22 75:10 113:13
L				

follow-ups 47:11	111:10 112:11	84:23 85:12 92:6	60:25	historical 19:24 91:2
followed 96:3	114:18 115:1 117:1	95:7 103:15 106:13	guess 11:20 29:22	historically 93:1
following 3:1 13:16	118:10	109:19,25 112:16	55:13 69:7 96:24	history 43:22 50:5
17:23 68:9,19 91:23	functions 9:2 25:20	113:9 116:2,6 121:7	102:21	hits 47:3
114:19	59:1 117:13	122:18 123:7	GUESTS 2:20	holidays 65:6
force 71:22 122:17	fundamental 89:7	go-around 52:15	guidance 80:18 83:8	Hollywood 91:8
foregoing 124:9	funds 2:9,10 15:6,9	goal 9:8	83:12,16 84:13	honcho 83:19
forget 16:2	15:10 16:1,2,6,8,11	goes 66:18 98:2 101:3	85:19,22 86:13	hope 49:22 122:1
forgot 57:11	16:21 17:7 37:19	going 7:18 11:19	guide 6:17	hopefully 12:18 112:4
forgotten 59:25	68:11,14 90:16,18	12:18 14:6,8 17:13	gun 48:18	hot 95:12 115:21
form 6:1 16:1 81:12	90:19,23 91:1	17:13 21:11 22:25	guy 104:13 121:17	hour 62:5
81:18 82:20,25 83:4	103:14 120:16	23:10,12 28:9 32:15	guys 62:19 71:14	hours 74:9 77:8,10
119:18	funky 105:7	32:17 39:11,12 41:3		79:13 92:16
formal 89:11	further 18:25 41:7	41:12 42:13 49:17	<u> </u>	housekeeping 7:17
formally 61:3	60:15 74:14 77:21	52:5 55:2 64:3,8	Hagen 3:10,14	HR 66:1
formed 77:19	89:24 96:4 97:2	65:6 69:24 70:1	hand 57:13	Hudge 83:10,21
former 81:6 92:18	123:12	72:12,13,22,25 74:2	handed 21:11	humble 119:10
forms 6:2 75:21 76:4	future 3:17 17:18	74:19 75:4,8 78:24	handing 21:9	
78:8	78:10 117:19	79:5 85:8,12,13,17	handle 34:13	I
Fort 1:8,24 124:12	120:23 122:2	87:16 97:12 98:4,7	hands 93:15	i.e 77:6
forth 41:1 64:20		98:8 103:2,15 105:1	handy 50:16	idea 41:25 43:5 55:20
102:25 119:10	G	105:7,14,17 106:7	happen 31:8 74:22	118:11 119:6
forward 7:22 13:23	game 27:16	107:11 110:14	75:4	121:20
17:13 21:11 30:13	general 6:11 7:4	111:8 118:1,5 120:3	happened 79:20	ideas 39:13 43:1
32:9 38:19 39:11	15:18,18 17:5 26:4	121:1	happening 51:11	identification 67:10
42:25 43:21 70:14	26:16,17 30:11	gold 14:2,3	79:16 115:15	identified 77:6 94:9
72:12	31:16 33:5,6 35:19	gonna 40:13 45:13	happens 82:23	identify 29:17 55:11
forwarded 43:23	36:1,2,5 64:2,3,8	54:21 85:7	happy 92:8	59:18 62:15,17,19
forwards 43:24	65:3,18,22 66:5	good 3:3,10,13 8:6	hard 21:23,24	63:18 77:14,17 89:2
found 112:13	68:6 86:5 88:17	9:4 11:15 13:17	harm 8:22	identifying 40:9
foundational 110:14	91:11 93:2 120:19	25:17 27:25 36:11	hats 116:16	88:21
four 31:21 48:3 67:20	General's 32:22 38:1	50:14 53:23 55:23	head 10:15 83:18	iii 2:10,11,11 31:2
91:15,16 113:14,18	Generally 118:18	56:3 63:19,24 80:4	94:10	illegal 30:2
framework 8:11	generation 82:22	82:8 83:6 85:2	heads 52:16	imagine 112:10
frankly 103:24	gentlemen 63:17	104:13 114:19	health 69:6	immunity 8:13
fraud 29:3,3,5,6,6,9	getting 11:18 40:14	119:5 120:6	hear 12:7 21:3 56:6	impact 31:4 119:18
30:2,9,14,17	93:9 95:20 110:10	Goodman 23:6	63:11 73:6 79:24	impacted 58:1
frauds 29:14	118:8	gotten 87:6 104:20	95:22 97:3	implemented 50:5
fraudster 34:6	ghost 92:13,17 93:6	governing 33:4	hearing 45:12 74:23	implementing 75:11
free 43:10	give 24:21 36:17 39:1	grand 34:22	heat 114:3	implicit 35:14
frees 11:21	75:13 110:11	grant 55:5	Heights 91:9	implied 39:15
front 14:11 17:21	given 6:22 35:1 52:2	grants 55:6 64:13,19	help 58:6 75:12 80:11	import 121:12
51:23 56:21 60:12	56:24 85:3 92:1	gravity 52:24	helpful 12:2 26:3	importance 56:24
88:25 120:22	107:9 112:18	gray 79:22 80:9	hey 53:1 79:19	92:1 114:20
FSI 84:25	gives 25:1 120:9	great 41:25 43:5	High 113:14	important 5:7 7:5 8:1
FTE 65:2	giving 40:15,23 56:17	117:12 119:7	higher-level 23:23	35:9 56:18,19 65:9
fulfilling 111:23	go 11:12,18 14:13	greatest 94:12	highlighted 32:21	65:12 66:8 76:22
function 23:2,8,12,22	24:9 25:5 28:18	greener 13:14	58:16	88:9 119:4
24:7 33:22 35:4	32:14 38:19 39:1	group 38:10 39:11	highlights 57:25	impress 110:12
38:2,3,8 66:15	41:1 48:20 53:10	56:12 85:11 120:9	Hills 91:8	improper 30:2
67:15,16 88:2	60:23 66:9 84:15,16	groups 55:3 56:2	hired 115:11	improve 93:4
	l	l	l	

improvement 92:1	interesting 11:19	iteration 52:12 53:16	join 45:14 50:19	105:13 106:18
93:4 120:3,8,14	51:24 54:7	Iteration 32.12 33.10	joined 19:11 50:21	108:4 109:9 110:1
in-person 116:3	internal 2:9,10 15:6,9	J	Joris 2:8 4:20	112:1,9 113:14
inaccurate 116:21	15:10 16:2,5,10,21	Jabouin 2:8 3:10,13	Judith 40:4	112.1,9115.14
incident 79:15 80:3	17:7 23:20 34:11	3:23,25 4:2,4,6,8,13	July 40:4	117:14,16 118:25
80:16	35:21 37:19 67:18	4:17,20,20 5:20	jump 9:14	119:3,9 121:12,23
incidents 29:2,4,6,9	68:10,14 88:2 90:16	7:14,22 8:3 10:3,5	jumped 20:25,25	119.3,9 121.12,23
29:13 76:21 79:6	90:18,19,23 91:1	13:18,25 14:3,13,24	22:16 48:15,18	knowing 79:24
include 23:17 55:15	103:14 117:17	15:7 16:16,22 17:3	June 10:9 65:19,20	107:19
60:5 70:2 82:17	120:16	18:1 19:10,13 20:17	65:22	knowledge 91:1
102:15 109:17	internally 16:11	21:7,17 22:4,15	03.22	110:14
included 15:11 23:15	interpret 87:25	24:17,24 26:22	K	known 29:18,23
23:22 25:17 41:14	interrupt 26:23 28:5	27:15,19 28:11,19	KC 1:6	knows 36:7 114:6
42:6 43:6 64:10	introduce 14:17	29:12 30:21 31:3,12	keep 29:12 31:25	Kowalksi 20:19
74:10 91:21	96:15	32:6 33:10,20 34:16	32:3 33:24 42:11	63:23,24 67:4 69:3
includes 64:19 81:12	introduction 20:2	34:25 35:16 36:3,17	keeping 49:13 57:17	69:18 78:8
including 56:5	68:25 92:3	36:21,25 37:13,24	57:20,22 59:5	Kowalski 2:19 63:22
incorporate 80:2	inventory 2:8 19:8,14	38:15,22,25 39:10	keeps 27:13 114:1	63:25 66:24 68:22
120:13	19:20 37:19 103:14	40:22 41:10,11	kept 16:8,11 110:16	70:10,16 72:4,18
incorporated 38:11	Investigative 2:19	42:11 43:10,18,18	119:19	73:2,6 74:1 75:21
42:14 51:3	63:25	44:7,15,19 45:2,22	key 10:11 35:25 36:8	76:3,23,25 77:20
increasing 10:15	INVITED 2:20	46:4,8,13,15,20	38:8 56:23 58:23	79:8 80:14
indicated 107:22	involve 45:4	47:8,10,14,21 48:21	kidding 81:6	Kronos 121:6,7,8,12
114:8	involved 34:19 36:15	49:2,8,11 50:19,22	kids 81:21	KIOHOS 121.0,7,0,12
indicates 29:4	37:11,11 55:9 88:16	51:2 53:22 54:23	kind 8:4 12:1 21:10	L
indicators 122:19	114:13	55:16,23 56:3,9	37:22 45:6 54:6	labs 95:12 115:21
individual 8:6 76:18	involvement 55:1	57:5,17,21 60:2,19	58:22,25 75:5 81:22	lack 52:23 80:18
107:17 108:15	involves 66:24	61:8,12,17,22,23,24	92:22 95:6 96:1	115:9
113:15 114:13	irony 121:16	62:4,7,10,14,16,22	101:23 104:7 108:7	laid 31:19
individuals 67:11	irreparable 8:22	63:1,5,9,13,16 64:1	109:24 115:9	lame 84:8
116:3	issue 18:6 69:12 94:2	73:21 76:2,7 78:5,7	117:10,11 118:8	land 116:11
industry 36:7	94:8 112:3 114:12	87:14 88:14 89:6,10	119:6	language 26:10 51:7
information 2:18	issues 18:10 45:4	90:8,13 92:20 96:2	knew 91:2 106:6	52:9,15,20 55:17
33:25 35:1,7 39:7,8	55:8 91:2,16,17	96:10 98:2,12,24	know 8:10,16,21 9:1	69:4,20 70:2 74:10
40:22 41:10,14 42:8	108:11 113:23	99:4,7,9 101:12,19	9:3 11:3,8,15 13:10	76:3 80:2 106:12
42:18 63:21 66:10	115:17 120:10,12	102:2,6,13 103:9	13:13 25:14 27:21	large 118:15 124:7
81:15 82:9 84:24	it'll 113:21	104:1,15,19 105:13	32:4,7 33:18 34:4	larger 17:18
85:20 86:6 88:5,15	item 7:3,4,7 15:5,8	106:6 108:9 110:24	34:22 37:3,5,17	late 104:22
informs 103:4	16:24 18:9 19:8,13	111:1 114:5 120:6	38:7,7 40:23 41:23	Lauderdale 1:8,24
infrequent 12:17	20:16,17 21:1,1,7	121:6,21 122:3	43:4,7 44:23 46:19	11:25 124:13
initial 81:19	22:15 50:23 53:11	January 18:2,12 65:4	47:6 50:1,25 51:13	law 29:15,24 30:15
initiation 37:6	59:7 62:2,4,8,12,13	68:1,1 101:2 102:4	54:9,20 56:1 57:13	39:8 41:24 79:4
initiative 27:8	63:13 64:4,7 72:6	104:23	58:9,17,18,21 71:5	laws 34:23 37:10,17
Initiatives 83:17,22	78:23 80:19,22 90:7	Jeff 86:4	71:7,8,9,11,14,18	50:4
inspector 26:4,15,17	91:10 98:4,17 99:7	job 26:16 49:23 109:1	72:13,22 74:6,7,20	lay 56:19
30:10 31:16 91:11	99:24 101:1,3,14	109:5,16 110:3	75:19 79:5 80:8	leader 58:7
instance 50:7 115:9	102:10,16,16,19	111:12,18 112:10	81:7 83:1,18 84:8	leadership 10:9 118:4
instances 29:18	102:10,10,10,19	112:12	84:16 86:17 89:1	learn 117:25
instructions 114:20	103.23 100.10,11	jobs 116:25	91:25 92:24 93:8	learning 95:17
integrity 115:25	items 5:22 7:5,10,13	Joe 85:19	94:4,15 95:2,7,11	leave 6:23 37:13 53:5
interested 76:18	17:9 19:23 99:1,10	John 23:6	103:16 104:3,9	85:10
mutouu /0.10	17.7 17.43 77.1,10		100.10 10 1.0,9	
	1	1	I	1

leaves 30:3	longest 12:15	102:18 103:19	matter 49:17 60:16	25:2,3 26:19 47:3
led 10:17,20	look 13:23 31:23	104:2,18,21 105:23	92:2 102:21 119:21	52:15 54:21 55:9,19
left 57:13 104:3	36:25 37:3,4,17	106:14,20,24 107:1	matters 5:19 45:4	55:24,24 58:10,18
legal 29:15 45:4 94:3	51:12 53:8 58:11	108:7,20 109:15,18	Mayersohn 2:2 3:3,9	59:5,16 60:5 70:25
legislative 80:10	59:19 66:4 69:17	110:3,6,10,24,25	4:6,7,10,14,19 5:9	81:5,19 82:25 93:12
legislatively 80:7	85:5,12,13 92:13,21	111:1,11,17,22	5:14,16,18,20 7:11	96:21 97:18 101:25
legitimate 89:2	93:5,6,25 94:15	112:23 113:6,20	7:15,16,24 9:17,21	104:22 110:22
legwork 59:4	96:4 98:23 108:23	114:5,15 115:19	9:24 10:1,4 11:10	112:21 114:21
lend 58:23	109:19,25	116:10 117:10	11:22 12:6,12,20,24	117:9,15
LEO 2:16	looked 27:22 50:2	118:9,22 119:15,24	13:9 14:16,21 15:3	meaning 74:19
let's 9:9 29:11 42:1	81:20 114:2	120:5 121:4,7,9,13	15:24 16:5,9,12,23	mechanism 67:5
43:5 69:8 99:6,8,9	looking 7:2 17:14	121:15,23 122:8,14	18:15,18,21,24 19:2	Medvin 2:2 4:8,9
120:22	33:10 35:19,20,20	122:16	19:5,7 20:3,5,9,13	5:13 9:15,17 12:12
letter 7:20 31:2,2	35:23,24 41:5 48:12	M	20:15 21:5,14,18,24	12:13 18:20,21
102:22	55:22 59:12 71:1		22:13 24:9,12,21	123:14
level 13:17 34:2	72:11 73:15 110:3,8	MAGADAN 2:22	25:1 28:8,16,18,21	meet 120:18
51:22 64:15 81:21	looks 11:19 57:9	maintain 22:1	28:25 31:20 32:1,4	meeting 1:3 3:17 4:16
94:8	lose 98:7	maintained 81:14	32:14 38:13 39:5	4:18 5:11 6:6,6,8,9
Levinson 40:12	lost 95:9,16 98:23	major 32:23,24 33:2	40:13,20,25 41:6,17	7:8 9:13 18:6,12
liability 8:5,13	116:1	34:21 36:14,23	42:3,6,17 43:14,16	19:11 21:20 22:5,17
liable 8:7	lot 13:19,20 22:22	making 33:16 52:3	44:1,12 45:10,14,18	41:8,12 42:1 43:4
liasing 55:3	59:3 96:21 97:11	57:18 58:5 72:16	45:20,24 46:2 47:19	43:18,21 44:5 45:16
light 65:25 88:12	Lugo 2:11 62:24,24	97:8 98:6 99:24	48:3,12,16,20,24	64:17 67:21 68:1,2
Linda 23:4	63:1	121:15	49:1,10 50:12,17,23	68:3 76:5 78:10
Lindsey 23:4	Lynch-Walsh 2:5 4:4	manage 6:18	51:1 52:10 53:9	90:11 98:16 120:24
line 22:7,18,20 40:8	4:5 5:7,12 11:12,14	managed 15:10 19:19	54:11,13 55:13,19	122:17 123:17
45:23,25 46:16	11:15 14:6,10 15:24	management 26:18	55:24 56:4,23 57:1	meetings 13:21 18:2
50:13,17 51:4 61:13	15:25 16:4,7,10,13	36:3 52:2 54:16	58:10 59:14 60:11	member 6:23 8:7,12
72:10 75:13	18:23,24 20:7,9	56:14,20 57:3 58:24	60:14 61:20 62:2,6	8:20 11:17 59:9
link 22:3	21:3,10,21 24:2	58:25 59:3	62:13,15,19 63:15	members 2:1 3:20
list 32:17 70:11 94:20	25:6,7 26:23 27:2	manager 2:8,9,10	63:17,22 68:25 69:1	5:15,24 6:1,2,3,5,8
113:7	27:12,16 28:24 29:9	15:11 19:20 109:2	70:9,12,25 72:6	6:18,21 8:6 9:1,23
listed 23:15 88:13	30:5,25 31:7,13,23	109:10,12,17,18,21	73:4,25 75:6,16,20	13:25 15:12 19:4,18
89:12 109:4	32:2 33:7,11,19	110:1 111:16,19	76:1,6,8,12,15,24	20:12 21:12 23:24
listen 12:22 84:11	38:13,14 39:5,6	113:1,12,15,17,17	77:21,25 78:3,6,11	28:14 41:16 44:8
little 25:22 31:14	40:15,19,23 41:3	115:13 117:23	78:14,17,20 80:6,19	45:7 59:23 78:16
51:22 56:20 74:13	42:2,4,9 43:10,20	118:20	80:22 82:7 83:5,24	90:3 91:23 98:11
74:24 80:11 111:2	44:4,10,25 46:24	managers 115:5,11	84:3,6,10 86:25	99:20 100:12
119:7	47:20,23,25 48:9,19	March 1:11 3:4 4:15	87:11,13 89:16,18	membership 6:22
live 70:22 121:13,14	49:5,11,21 50:15	5:10 18:8 22:16	89:21,23 90:1,4,6	memorandum 22:11
location 107:21	52:10,11 56:8 57:1	64:5,6,10 68:9,18	92:6 93:9,16 96:18	memorialize 29:22
115:13,14	57:2,7,20 58:5,8	88:17 101:2 102:4	96:23 97:4,12,18,22	mental 69:6
locations 19:9,17	59:4,5,21 60:20	102:22 Management 2:12 4:25	97:25 98:5,13,18,21	mention 7:6 27:1 28:6
20:2 113:2 115:4	61:5,9,15 62:18	Marquardt 2:12 4:25	99:2,6,8,13,18,21	37:23 49:15,19 50:9
logic 56:22	63:7,10 77:22,23	4:25 21:9	99:23 100:3,7,10,13	53:24 65:1 66:4
logistics 46:24	78:1 80:23,24 82:19	Marte 40:4,7	100:15,18,24	81:9 120:15 122:3
logo 14:8,11	83:13,18,23 86:25	Mary 2:4 4:2	112:20 117:7,9	mentioned 29:3 32:6
long 8:10 50:21	87:1,17 96:18,20	masked 86:13	118:12 119:14	35:12,17 38:16,18
110:19 113:7	97:10,15,21,23	massive 115:7	122:11,15,22,25	39:16 57:19,21 58:4
longer 88:7 103:5	100:20,22,25	materiality 17:15,20	123:3,5,8,16	60:4 68:10 88:10
104:13,14 108:16	101:15,22 102:3,11	matrix 35:13	mean 14:6 21:18 22:2	90:15 114:14

	l	1 101 15	10/11	
117:11 120:7	mismanagement	narrowly 121:17	124:11	occurred 66:21 67:22
mentions 50:8 61:6	30:10,14,18	Natalie 4:4 119:23	notice 17:24	occurrence 79:22
mentor 11:24 12:9	missed 47:8 116:20	NATHALIE 2:5	noticed 93:25	occurring 65:5
Meo 2:4 3:25 4:1 12:4	mitigation 69:12	natural 51:10	notification 102:5	occurs 79:17
12:7 16:25 17:24	model 10:24 11:1	nature 23:18,21	notify 77:7	off-site 6:7
18:14 28:20,21,22	moment 62:10 65:1	94:21 116:9	Nova 113:14	office 2:7,15,17 4:21
29:1,10,25 32:12,15	Monday 93:22	nay 100:16	November 18:2	4:23,25 5:2,4 15:12
33:9,14 34:10,17	monitor 72:13 117:22	necessarily 26:23	number 7:4 15:5,8	19:18 21:8 22:19
35:11 36:1,13,19,22	monitoring 107:18	41:9 42:13 97:14,21	19:8,13 20:16,17,20	23:14 25:20 26:8
37:9,21 38:12,16,21	117:16	118:24	20:21 21:1,2,2,7	27:22 29:13,18,19
38:23 39:4 40:17,21	month 88:4	necessary 94:24 96:6	22:15 29:25 30:8,19	30:11,12,19 31:9
41:15 42:5,25 44:6	months 11:21 67:25	need 7:8 21:19 26:7	31:1 44:18,19 46:5	43:24 54:16 56:5,11
44:18,20 45:1,3	79:18,18,19	27:10,21 45:5 51:22	46:6,9 47:9,10,14	57:3,10 58:2 60:4
46:6,9,14,16 47:8	morning 3:3,10,13	53:1,3 55:14 64:14	47:15 48:1 49:5,6	62:21,23,24 63:2,3
47:11,15,22,24 48:1	50:14 93:22	71:24 75:13 76:10	49:20 50:8,24 53:10	63:6 67:2 69:8
48:7,10,14,18 53:9	morphed 58:22	81:24 83:25 87:10	54:12 60:16,20 62:3	70:17 71:3,23 74:16
53:11 54:12,14	Moses 2:3 3:21 10:2	88:11,12 89:2 98:15	62:8,12 64:4,7	74:24 79:2,3 80:7
60:16,21 66:7 76:10	11:23 84:17	needed 6:9 26:25	66:23 67:8 68:21	85:24 94:25 102:24
76:13,17 77:16	motion 9:17 18:18,21	40:9 66:2 90:22,24	69:2 72:7 78:23	106:21 107:16
78:24 80:1 87:12,14	20:6,9 22:18,20	94:6 104:19 120:18	80:19,22 81:14	109:2,10,12,17,18
89:5,9,10,15 90:9	43:575:14,17,17,18	needs 6:23 7:3 22:1	82:23 84:14,18 86:1	109:21 110:1 111:5
90:11 92:4,5,7 93:6	75:24,25 76:8 83:25	53:4 58:20 61:10	86:8,9,10,13,18	111:16,19 113:1,12
93:12 95:18 96:6,14	89:19 90:6 96:17	114:2	88:20 90:7 91:10	113:15,16,17 115:2
97:3 98:20,21 99:12	97:1,5,7,8,15 98:6	negative 17:25 18:3	99:10,10,24 100:1	115:5,11,12 117:23
99:12,14 100:5,6	98:14,15,24 99:6,8	18:13	101:1,14 102:10,16	118:20
Meo's 42:12	99:11,14,25 100:1	negotiated 70:13	102:16 106:10	officer 2:15,17,18
Meredith 2:10 62:20	100:18 123:12	negotiations 69:24	107:6	63:21 70:6 79:11
62:22 115:2	Motioned 89:21	Nesmith 2:16 78:21	numbering 49:16	82:9 83:9
merge 24:5	98:18	network 35:24 36:11	numbers 67:12 81:2,6	official 6:24
mess 114:22	motions 99:5	never 25:12,16 104:9	81:11 83:2	officials 53:12
methodology 108:1	move 13:13 32:9	107:1 110:14	0	oh 4:19 20:22,22 32:2
Miami-Dade 23:6	46:23 48:5 58:14	new 47:21,22 104:25		33:11 48:12,14,19
42:15	63:13 85:10 98:17	108:12 110:18,20	object 97:8	62:20 122:24
Michele 2:12 4:25	moved 5:12 9:15	112:7 114:3	objectively 105:18	OIG 106:4 107:3
Michelle 21:9	18:20 20:7 89:20	ninth 106:8	obligated 53:14	okay 7:16 11:5 14:22
microphone 3:12	115:24 123:14	non-agenda 7:12	obligation 42:24	15:7 16:13,23 17:24
12:6 14:23	moving 13:15 15:5	non-pandemic 68:5	observation 20:20,21	19:13 21:7 22:13
microphones 14:22	26:6 62:2 70:14	nonofficial 6:25	66:23 67:8,15 68:20	24:21 25:1 27:15
mid 65:4,7	122:12	normal 103:14,15	108:22	28:16 32:10,15
middle 11:25 46:16	MSL 36:17	normalized 68:5	observations 66:23	33:11 38:12,22 39:6
93:20,24 108:14,21	multiple 64:2 116:16	normally 23:11 29:16	68:24	40:13 42:2 43:8
109:9 110:7 113:16	municipal 71:1	29:21	obtained 24:4	44:6,9,12 45:2,18
118:15	municipalities 71:4	north 90:12	obviously 26:19	46:4,20 47:25 48:20
million 40:3 81:5	municipality 69:9	nos 9:24	27:10,19 45:3 52:7	48:21 49:1,2,10
mind 14:1 29:12	71:2,11,18,25	Notary 124:6	55:9 58:20 60:6 69:4 70:5 71:20	51:1 54:24 57:7
33:24 42:11	music 15:17	note 28:12 84:1		60:14 61:20 62:7,8
mine 93:14 108:22	N	noted 15:21 27:20	72:8 89:1,8	63:10,16 70:25 72:6
minorities 11:1		53:22 54:23 60:13	OCA 44:21 47:13,17	73:5 76:15 78:6
minutes 9:12 11:4	name 21:4 54:17 57:5 63:19 84:23 121:5	65:19 67:23 70:20	53:17 59:22 99:10	81:9,16 84:3 85:1
44:15 50:20 96:22		110:21	occur 49:14 54:3 72:17	87:11,22 92:7 93:6
misconduct 79:11,14	narrowing 39:9	notes 30:22 83:10	12.11	97:22 98:12,18

Г

99:13,23 100:7,18	38:6 55:5 61:14,18	paragraph 26:10,24	96:12 108:24 109:3	Plantation 71:21
100:20,24 101:15	85:10	28:12,13,23 46:5,21	109:10 110:22	plate 117:1
101:22 102:3,11,18	organization-wide	47:21,22 53:12 81:1	114:17 115:22	play 27:16
104:18 107:1,4	55:2	87:19 103:4	116:4,13 120:11,20	please 6:16 10:3
108:7,20 109:15	organizational 68:12	paragraphs 46:22	121:21	30:21 63:18 82:17
110:5,9 112:23	organizations 35:3	parents 82:22	percent 70:18 71:7	99:4
113:20 118:5 120:5	organized 25:9 49:23	part 23:10 26:9 28:2	Perfect 44:10	pleasure 13:3,12
122:10 123:16	oriented 115:12	33:15 35:21 37:1,20	perform 91:3,12	pledge 3:6,7
old 27:16	original 43:12	38:20 61:3,3,14	102:8 103:11,16	plugging 116:19
OMG 59:11	Osgood 10:22 13:14	65:15 66:10 84:18	112:16	plumbing 118:6
once 9:14 47:3 75:21	OSPA 91:21 92:2	86:1 89:7,12 90:17	Performance 2:15,16	plus 91:17
76:4 77:19 78:8	outcome 79:25	92:8 93:2 101:9	performed 15:10	point 12:15 49:19
88:6	outside 20:19 25:24	103:18 106:7	19:17 87:21,22	55:23 56:3 74:12
one-year 66:22 68:16	33:22 56:2 60:25	107:12 112:2 115:1	104:15	96:3 116:23 120:7
ones 17:19 23:15,22	65:10 108:25	part's 30:16	performing 35:1	police 71:21
24:4,4 27:20,20	116:11	particular 15:20 18:6	period 35:22 100:25	policies 17:9 21:8,13
29:22 36:12 37:5	overall 18:7	19:16 66:2,25	104:6 115:4	23:13,14,16,17,23
38:18 50:2 51:19	overarching 117:3	105:16,20 113:23	periodic 67:12 87:19	24:1,3,10,15,18
52:8 60:3 81:20	overpayments 92:25	122:5	88:19	25:8,9,18,25 26:1
104:16 121:9	oversight 26:20	particularly 13:18	perpetually 54:5	27:9,10,22 28:9
ongoing 65:2	ownership 74:5	parties 47:17 70:2	person 5:7 10:11 12:2	30:24 32:7 33:4
open 54:5,8,18	P	parts 107:12 120:1	41:21 61:15 72:12	37:10 42:24 49:16
operate 23:5	P-card 102:12 105:7	pass 22:18	72:15,19 87:4 94:24	49:19 50:10 55:20
operation 59:1	105:8,24 106:2	passed 22:21	95:20,23 107:19	55:21 56:7,10,13
operational 7:5 23:18	P-cards 66:20 105:5	passes 52:4	109:9,13 110:18,19	58:6 59:13 60:18,22
23:21 64:2,5,25 65:18	106:5	pastures 13:14 Pat 25:15	112:9,15 113:7,11	62:1 88:12 91:18,24
operationally 66:16	p.m 1:11 90:9,11		113:24,25 114:25 122:5	policy 7:18 17:11 25:5,12,15,21 26:9
operationally 66:16	123:17	patience 12:8 pay 96:12	personally 52:17 73:1	27:3,6,17 28:2,3
117:21	package 24:19	paying 37:7 71:6,11	118:3	29:13 30:6,6,16,20
opine 8:3 43:4	packet 30:7 64:11	71:13	perspective 71:17	31:1,5,10,11,21
opined 8:9	page 28:19 44:17	payroll 38:7 90:16	perspective / 1.17 pet 32:22	32:10 33:12 34:12
opinion 59:17 68:9	46:23 48:10,11,22	91:3,12 92:12 93:3	phone 4:2,11 77:11	41:13 48:13,21 49:3
119:10,13	48:23,24 66:7,9,12	93:4 94:25 95:4	77:12 116:18	49:6,7,12,24 50:7,9
opportunities 24:25	66:17,19,20 87:19	99:11 100:3 102:8	phones 117:23	51:2 52:6,21 54:11
25:4	91:5 102:19,20,20	102:23 103:12	118:21,25	54:25,25 55:10,14
opportunity 65:9	108:21	105:25 105:12	Phyllis 2:5 4:10 50:17	55:15 56:11,17
80:12 113:19	pages 19:22 66:6	108:19 109:1,3,6,8	89:22,23	57:10,22,23 58:9,25
120:10	paid 93:10 95:20,20	109:13,17 110:19	physically 6:21	59:2,3,15,15,18,20
opposed 5:16 19:5	95:23	111:6,8 112:8,10,16	pick 52:8	60:20 80:4
20:13 78:18 90:4	Palm 21:13 24:3 25:8	112:17,18,20	picture 14:1	popping 110:16
99:21 100:13	25:8 26:16 27:25	113:24 114:1,21,25	piece 37:16 82:20	popular 118:11
117:22	30:6,20,23 31:13	116:12,14,16,20	95:7	portion 70:8,24
option 116:3	32:7 42:15 49:23	119:1,2,3,10,17,22	piggyback 119:15	poses 35:2
optional 81:13	51:3 52:7,14,20	120:2,8,14,17	pile 25:13	position 22:23 68:14
Orange 23:4	61:25	peer 23:11	place 53:7 54:7 74:3	85:14 109:4 111:8
ordeal 121:25	pandemic 67:22	pending 15:22	74:21 77:5 95:19	111:14 122:1
order 17:14 24:5	panel 86:3,4,5,6	people 4:19 12:22	101:7	positions 108:23,24
26:25 54:1 62:11	paper 82:2 119:17,24	21:22 59:8 60:8	places 73:19	111:17
90:22	120:4	61:16 81:5,25 84:11	plan 37:4,16 38:9	positive 24:6
organization 34:6,21	papers 66:14	94:19 95:10,13	plans 35:5 51:17	possible 94:13
8	_	, -		· · ·
L				

possibly 26:2 63:5 120:25 10:21 12:5 comparison 52:3 35:22 reality 77:83 protential 29:3.6 87:20 88:8,19:24 36:3.8 37:1.7.20 36:3.8 37:1.7.20 precise 114:21 59:21 65:6 66:7 106:7 103:21 reality 77:83 precise 114:21 59:21 65:6 66:7 106:7 103:21 quartert 98:11 95:3 reality 77:86 preparation 13:21 problem 40:6 97:20 31:42 progression 52:5 28:20 35:6 44:18 118:10 119:20 prepare 38:9 115:10 procedure 92:12.1 projet 93:5 10:51:1 87:2 92:11 93:19 118:20 66:14.15 119:20 prepare: 109:13 procedure 92:12.1 propert 93:10 5:17 87:2 92:11 93:19 118:20 66:14.15 21:19:20 prepare: 109:13 procedures 74:21 propert 93:05 54:10 106:14 16:25 12:24 9:10 9:11 present 41:02 propert 93:05 54:10 propert 93:05 54:10 106:14 16:25 12:24 9:12 present 41:02 propert 93:05 54:10 propert 93:05 54:10 100:14 10:10 100:14 10:20 present 41:02 propert 93:05 54:10 propert 93:05 54:10 100:14 10:12:22 106:24:16		_	-	_	
potential 29:3.6 privileges 67:9.1.3 program 5:23 35:22 qualifications 112:6 qualifications 112:0 qualifications 1	possibly 26:2	63:5 120:25	10:21 12:5	0	real 63:12 92:12
potentially 40:3 \$7:20 88:8,19,24 36:3,8 37:1,720 qualified 111:24 reality 77:8 precise 115:22 probably 34:12 35:8 55:10 89:13 92:20 qualified 111:24 q					
precise [15:22] probably 34:12 358 55:10 89:13 92:20 quarter (101:21:22,24) realize [11:62:63] precise [14:21] 59:21 65:6 66:7 programs 35:14 106:7 porgrams 35:14 118:10 [21:22] preparation [32:1] problem 40:6 97:24 progression [32:2] quarter (101:21:22,24] 118:10 [21:23] prepare 38:9 115:10 procedural 96:24 project 93:5 105:17 87:29 23:11 85:18,23 86:7 118:20 119:20 prepares 109:13 procedure 74:21 project 93:5 105:17 87:29 22:11 93:19 realime 11:65 preparing 114:1 90:17 91:4,51:12,41 40:9 106:13 107:16 reasonable 24:14:25 preparing 114:1 90:17 91:4,51:12 project 93:5 105:17 110:24 11:24 110:16 57:14 46:12 97:10 present 41:62:1 91:24 92:10 99:11 project 93:5 105:17 110:24 11:24 106:13 10:16 reasonable 24:14:25 72:9 82:18 106:14 106:15 10:14 106:15 10:14 106:15 10:14 106:15 10:14 106:15 10:14 106:15 10:14 106:15 10:14 106:15 10:14 106:15 10:14 106:15 10:14 106:15 10:14 106:15 10:14	-		- 0		
precise 114:21 59:21 55:6 66:7 106:7 106:7 103:21 103:21 103:21 103:21 103:21 103:21 103:21 106:7 103:21 112:01:4 103:21 103:21 112:01:4 105:14 113:8 105:14 113:8 105:14 113:8 105:14 106:15 107:16 106:13 107:16 <th< td=""><td></td><td></td><td></td><td>-</td><td></td></th<>				-	
prefer 39:15 69:22 80:4 81:17 programs 35:14 cultified of the second	_			-	
Preferably 42:9 preparation 13:21 3:24 36:15 84:2 problem 40:6 97:20 110:23 114:2 115:1 propression 52:5 procedure 92:12.15 53:18 progression 52:5 progressive 108:2 problem 40:6 97:20 115:10 rose procedure 92:12.15 rose procedure 93:5 103:16 120:14 rose procedure 93:5 103:16 96:12 4 98:1 98:18,23 86:7 87:2 92:11 93:19 realm 117:25 realm 117:25 prepared 109:1.8 prepares 109:1.3 prepares 109:1.3 present 41: 62:1 90:17 91:4,5,12,18 90:12 4 92:1 09:11 90:12 4 97:19 106:15 project 39:19,23,25 100:11 10:16 18:20 119:20 110:61 5 107:16 readm 117:25 realm 117:25 prepares 109:13 present 41: 62:1 90:17 91:4,5,12,18 proceed 71:3, 23:25 project 39:19,92,325 100:14 5 47:10 100:61 5 107:16 121:22 4 98:10 61:14 reason 62:4 14:25 readmin 10:62 present 41: 62:1 91:19 22:0 21:19 23:19 37:11 5 42:10 100:4 102:9 120:17 project 28:19 36:13 100:4 102:9 120:17 project 29:31 93:11 100:14 110:37:16 38:10 92:10 20:20 28:15,16:19 20:320 28:15,16:19 20:320 28:15,16:19 20:320 28:15,16:19 20:320 28:19,16:19 93:9 receil 81:16 77:18 receive 30:9 receive 30:9 receive 30:9 receive 30:9 receive 30:9 receive 46:17 51:14 99:31 11:31 10:21 93:9 receive 30:9 receive 46:17 51:14 99:31 11:31 10:21 provides 26:20 31:15 primarily 31:8 32:17 20:221 10:21 93:4 94:4,13,14 97:51,71 78:8 79:51 97:115:27 100:71 4 95:57 7 115:24 104:24,124 85:17 106:16,19:23 83:7,12 84:19 92:22 107:16:10:22 103:14 83:61 17:20 92:3 106:21 92:3 90:17 94:25 95:4 102:29,141:51 003:31 106:16,19:23 83:	1 -				
preparation 13:21 problem 40:6 97:20 progression progression 25:5 28:20 35:6 44:18 106:14.15 117:24 32:24 36:15 110:23 114:2 115:1 progression project 93:5 106:17 82:11 85:18,23 86.7 120:3 Prepare 109:1.8 procedure 92:12.15 118:17 120:3.8.11 96:12,4 98:3 106:14 188:21 187:24 120:3 prepare 109:1.8 procedure 92:12.15 118:17 120:3.8.11 96:12,4 98:3 106:14 106:14.15 107:16 30:6 52:12 54:16 prepare 109:1.8 procedure 92:10.99:11 proper 30:15 54:10 100:14 12:1 42:5 112:04 119:16.25 12:12 119:16.25 12:12 34:16 30:6 52:12 54:16 12:12:24 12:14 43:24 13:22 54:16 30:9 52:24 12:12 32:25 12:12 32:25 12:12 32:25 12:12 32:25 12:12 32:25 12:12 32:25 12:12 32:25 12:12 32:14 63:12 69:16 12:32:14 63:12 69:16 12:32:12 39:23 63:11 13:22 12:12 52:24 14:24 14:324 14:324 14:324 14:324 14:324 14:324 14:324 14:324 14:324 14:324 14:324 14:324 14:324 14:324 14:324 14:324 14:3					, i i i i i i i i i i i i i i i i i i i
32:24 36:15 110:23 114:2 115:1 progressive 108:2 55:13 69:3,8 72:8 118:20 119:20 Prepared ress 2:17 procedural 96:24 project 93:5 105:14 87:2 92:11 93:19 120:3 Prepared ress 2:17 procedural 92:12,15 project 93:5 105:14 87:2 92:11 93:19 realm 117:25 prepares 109:13 procedures 74:21 project 39:19,96:3 120:14 106:15 107:16 30:65 52:12 54:16 present 41:6 2:1 90:17 91:4,5,12,18 40:9 property 79:6 95:24 questions 10:14 16:15 107:16 30:65 52:12 54:16 presemt 40:7:24 proceed 71:1,3 23:25 19:19 23:19 37:19 28:9,13 103:14 20:32 02:81:51,61:0 30:65 52:12 54:16 presemt 50:12 proceed ress 16:17 23:1,10 protected 8:23 protected 8:23 9:19:0 23:19 37:19 65:9 70:5 9:6:17 51:14 9:3:10:0:21 9:3:9:17 116:5 previous 22:5,10 38:17,20 39:2 40:18 provides 26:20 31:15 9:2:3 10:2:1 10:19 108:12 previous 22:5,10 39:4 94:4,13,14 provides 26:20 31:15 9:3:1 10:2:14 13:20 9:2:2 10:20 102:5:6 priminip 10:24 11:2 9:3:4 94:4,13;14	-				-
prepare 38:9 115:10 prohibits 41:18 105:13 (2:18 5:18, 2:3 86.7) 120:3 Preparedness 2:17 procedure 9:2:12,15 118:17 120:3, 81.1 120:14 121:49 8:3:10:17 realm 117:25 prepares 109:13 procedures 74:21 project 39:19, 23, 25 106:15 107:16 106:15 107:16		-	1 0		,
Preparedness 2:17 procedural 96:24 project 93:5 105:17 87:2 92:11 93:19 realm 117:25 preparer 109:18 procedures 74:21 118:17 120:3,811 96:1,24 98:3 106:14 106:15 107:16 associal field of 124 98:21 103:106:14 106:15 107:16 associal field of 124 30:6 52:12 54:16 30:6 52:12 54:16 112:24 119:16,25 77:14 63:12 69:16 57:14 63:12 69:16 57:14 63:12 69:16 57:14 63:12 69:16 112:24 119:16,25 77:14 63:12 69:16 112:24 119:16,25 77:14 63:12 69:16 112:24 119:16,25 77:14 63:12 69:16 112:24 119:16,25 77:14 63:12 69:16 112:24 119:16,25 77:14 63:12 69:16 112:24 119:16,25 77:14 63:12 69:16 112:24 119:16,25 77:14 63:12 69:16 112:24 119:16,25 112:24 119:16,25 112:24 119:16,25 112:24 119:16,25 112:24 114:16 112:24 113:7 112:24 113:75 110:19 10:19 113:22 12:25 110:19 10:19 113:22 12:25 110:19 10:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19 111:19					
prepare 109:1.8 procedure 92:12,15 118:17 120:3,8,11 96:124 98:5 106:14 realtime 116:5 112:9,11,20 95:19 96:3 procedures 74:21 projects 39:19,23,25 106:11 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 106:15 107:16 107:16 0:14 15:22 16:24 18:16 112:24 119:16.25 121:22 107:16 0:14 15:22 16:24 18:16 15:22 16:24 18:16 121:22 121:10 121:10 121:1			-		
112:9,11.20 95:19 96:3 120:14 106:15 107:16 reason 6:24 14:25 preparing 114:1 90:17 91:4,51.2,18 projects 39:19,23,25 106:15 107:16 30:6 52:12 54:16 present 4:1 6:21 91:24 92:10 99:11 property 28:19:8,14 110:16 2.5 57:14 63:12 69:16 90:14 97:19 106:13 12:13 12:26 property 28:19:8,14 111:10:16 2.5 57:14 63:12 69:16 presented 67:24 proceed 07:1,3 23:25 19:19 23:19 37:19 103:14 12:22 4119:16.25 72:9 82:6 88:4 present 99:12 proceed 77:1,3 23:25 19:19 23:19 37:19 103:14 12:22 99:3 63:11 reasons 53:20 pretending 106:18 process 16:17 23:1,10 protection 8:23 9:4 97:6;11,13 98:10 93:9 receive 30:9 previous 22:5,10 32:12 39:3 63:11 so:20 81:49 95:14 93:9;14 101:19 108:12 receive 30:0; receive 4:0; 30:17 primary 23:16 93:14,215 41:14:24 97:6;11,13 98:10 92:23 10:6:11 92:21 01:20 102:5,6 primary 23:16 93:4 94:4;13,14 provide 6:15 24:2 receive 40:23 30:7 receive 40:23 30:7 primary 23:16 93:4 94:4;13,14 provide 6:15 24:2 ruit 73:48 7:25,9 </td <td>-</td> <td>-</td> <td></td> <td></td> <td></td>	-	-			
prepares 109:13 present 41: 621 projects 39:19,23,25 108:14 110:16 112:44 110:16 30:6 52:12 54:16 11:10 37:16 38:10 90:17 91:4,5,12,18 90:17 91:4,5,12,18 90:19 91:14 100:4 102:9 120:17 proper 30:15 54:10 108:14 110:16 112:24 119:16,25 72:9 82:6 88:4 90:14 97:19 106:13 121:3 122:6 property 28: 19.8,14 15:22 16:24 8:16 72:9 82:6 88:4 9resented 17:24 proceed 71:13 23:25 103:14 15:22 16:24 8:16 72:9 82:6 88:4 9resented 17:24 proceed 71:13 23:25 103:14 15:22 16:24 8:16 72:9 82:6 88:4 9resented 17:24 proceed 71:13 23:25 103:14 73:10 20:24 8:16,16,19 73:12 9resented 10:16:18 proceess 16:17 23:1,10 protected 8:23 96:29 0:51 80:20 84:49 95:14 93:99 9review 17:4 37:12,15,25 38:10 provide 6:17 51:14 99:3,15 100:21 101:19 108:12 118:15 32:24 33:2,16 37:9 provides 26:20 31:15 92:3 106:21 106:11 14:110:16 93:3 91:4.6 provides 26:20 31:15 92:3 100:21 101:19 108:12 101:12 112:12 114:13:7 93:4 94:4,13,14 <		· · · · · · · · · · · · · · · · · · ·			
preparing 114:1 90:17 91:4,5,12,18 40:9 112:24 119:16,25 57:14 63:12 69:16 present 4:1 6:21 91:24 92:10 99:11 proper 30:15 54:10 proper 47 9:6 95:24 proper 47 9:6 95:24 proper 47 9:6 95:24 proper 47 9:76 9:72 Release 20:76 9:76 proper 47 9:76 9:76 pro					
present 4:1 6:21 91:24 92:10 99:11 proper 30:15 54:10 11:1:22 72:9 82:6 88:4 11:10 37:16 38:10 100:4 102:9 120:17 property 79:6 95:24 gressins 10:14 15:22 16:24 18:16 91:10 presented 67:24 proceed 7:1,3 23:25 19:19 23:19 37:19 20:3,20 28:15,16,19 reasons 53:20 presume 59:12 proceed 7:1,3 23:10 protected 8:23 90:14 97:16.11,13 98:10 recail 18:16 7:18 pretty 12:14 114:23 24:13 27:5 29:16 provide 6:17 51:14 99:3,15 100:21 101:19 108:12 pretwip 22:1,0 38:17,20 39:2 40:18 provide 6:17 51:44 99:3,15 100:21 101:19 108:12 previow 17:4 37:12,15,25 38:10 provide 6:15 24:2 117:4,6 receive 30:9 previow 22:5,10 38:17,20 39:2 40:18 provide 26:20 31:15 92:3 106:21 principal 10:24 11:24 93:4 94:4,13,14 47:4 87:23 104:10 92:3 receive 30:9 primary 23:16 93:4 94:4,13,14 47:4 87:23 104:10 92:3 receive 31:12 proides 26:10 31:15 process 35:21 pull 84:17 85:19,25 Rebreccccccccccccccccccccccccccccccccccc		-			
11:10 37:16 38:10 100:4 102:9 120:17 property 79:6 95:24 protestin 10:14 91:10 90:14 97:19 106:13 121:3 122:6 proceed 7:1,3 23:25 19:19 23:19 37:19 20:3,02 81:5,16,19 91:10 presented 67:24 proceed 7:1,3 23:25 19:19 23:19 37:19 20:3,02 81:5,16,19 43:24 presumably 105:6 procesed figs 3:1 proposing 49:24 68:22 69:1 75:12 Rebecca 2:3 3:23 pretending 106:18 process 16:17 23:1,10 protected 8:23 80:00 84:49, 95:14 93:9 pretive 17:4 37:12,15,25 38:10 provide 6:15 24:2 103:11 receive 30:9 receive 30:9 previous 22:5,10 38:17,20 39:2 40:18 50:3 81:14 90:315 100:21 receive 30:9 92:2 101:20 102:5,6 9:10,17 76:19,20 provide 26:20 31:15 provide 22:2 910:10 7:12,14 13:7 92:3 10:20 102:5,6 92:3 receive 30:9 receive 30:9 receive 30:9 receive 30:9 receive 41:12 receive 41:12 <td></td> <td></td> <td></td> <td></td> <td></td>					
90:14 97:19 106:13 presunetd 67:24 121:3 122:6 property 2:8 19:8,14 proceed 7:1,3 23:25 property 2:8 19:8,14 19:19 23:19 37:19 15:22 16:24 18:16 20:3.20 28:15,16,19 32:12 30:28:15,16,19 reasonable 28:7 presunet 60:7:24 proceed 7:1,3 23:25 property 2:8 19:8,14 19:19 23:19 37:19 32:12 30:28:15,16,19 43:24 reasons 53:20 presune 59:12 124:9 proceed 7:7,33:10 protect 8:23 90:00 84:4,9 95:14 93:9 recall 18:1 67:18 pretry 12:14 114:23 24:13 27:5 29:16 forote 6:17 51:14 99:3,15 100:21 101:19 108:12 receive 30:9 receive 30:9 previous 22:5,10 38:17,20 39:2 40:18 provide 6:15 24:2 117:4,6 quick 10:13 19:10 92:2 101:20 102:5.6 46:22 51:19 57:5 42:16 43:9 51:4,6 provides 26:20 31:15 povides 26:20 31:15 guiet 57:9 quiet 105:3 121:25 quiet 37:9 receives 14:15 receives 14:15 primary 31:6 93:4 94:4,13,14 47:4 87:23 104:10 puibt 32:12,12 puibt 32:12,12 quiet 105:3 121:25 quiet 105:3 121:25 quiet 105:3 121:25	-				
presented 67:24 proceed 7:1,3 23:25 19:19 23:19 37:19 20:3,20 28:15,16,19 43:24 presum by 105:6 proceedings 3:1 proposing 49:24 32:12 39:3 63:11 reasons 53:20 presum by 105:6 proceedings 3:1 proposing 49:24 93:9 reasons 53:20 pretty 12:14 114:23 24:13 27:5 29:16 protection 8:23 9:4 97:6,11,13 98:10 93:9 pretwit 17:4 37:12,15,25 38:10 provide 6:17 51:14 99:3,15 100:21 101:19 108:12 feeziva 22:5,10 38:17,20 39:2 40:18 50:3 81:14 provide 2:20 2:10 31:15 92:2 101:20 102:5.6 for:10,20 108:5 69:10,17 76:19,20 provides 2:20 31:15 92:3 91:23 90:8 receive 30:9 primariy 51:8 83:7,12 84:19 92:22 34:12,14 11:42 93:4 94:4,13,14 47:4 87:23 104:10 98:8 recommendation primary 23:16 93:4 94:4,13,14 processe 35:21 pull 86:6 104:10 98:8 raise 51:22 raise 51:22 recommendation gaits 10:22 10:21 10:23 10:23 105:15 74:3 77:45,5 pulls 86:6 104:10 purchase 37:29 11:13 raise 12:2 reiced 3:8 recommendations					
press 14:10,20 28:9,13 103:14 20:12 30:36 3:11 reasons 53:20 presumaby 105:6 proceedings 3:1 proposing 49:24 protected 8:23 seasons 53:20 presume 59:12 process 16:17 23:1,10 protected 8:23 seasons 53:20 Rebecca 2:3 3:23 93:9 pretury 12:14 114:23 24:13 27:5 29:16 provide 6:17 51:14 97:6,11,13 98:10 92:11 103:9,11 101:19 108:12 previous 22:5,10 37:12,15,23 38:10 provide 6:15 24:2 for de:15 24:2 107:16,20 108:5 receive 30:9 primery 010:22 11:24 93:1 56:18 64:12 66:14 provide 26:20 31:15 quick 10:13 19:10 92:2 10:20 102:5,6 primary 23:16 93:4 94:4,13,14 47:4 87:23 104:10 quice 105:3 121:25 quite 105:3 121:25 receives 41:12 receives 41:12 processe 35:21 processe 95:25 pullel 120:16 R 1:22 124:6,16 R 1:22 124:6,16 R 1:22 124:6,16 R 1:22 124:6,16 87:5 93:13,21,25 processe 86:20 purchase 37:2 91:13 purchase 37:2 91:13 Rise 51:2 R 1:22 124:6,16 R 1:22 124:6,16 Robio 16,19,23 115:25 116:6 120:4 purchase 37:2 91:13 Roise 51:2 Rebecca 2:3 3:23 <t< td=""><td></td><td></td><td></td><td></td><td></td></t<>					
presumably 105:6 presume 59:12 proceedings 3:1 124:9 proposing 49:24 protected 8:23 head of the second	-	-			
presume 59:12 124:9 protected 8:23 80:20 84:49 95:14 93:9 pretty 12:14 114:23 24:13 27:52 9:16 provide 6:17 23:1,10 provide 6:17 23:1,10 93:9 recall 18:1 67:18 pretty 12:14 114:23 24:13 27:52 9:16 32:24 33:2,16 37:9 provide 6:15 24:2 103:9,17 116:5 receive 30:9 preview 17:4 37:12,15,25 38:10 provide 6:15 24:2 103:9,17 116:5 receive 40:2 30:17 provide 22:5,10 38:17,20 39:2 40:18 provide 26:20 31:15 provide 8:12 66:14 92:3 receive 40:2 30:17 for:17.20 39:13 93:1 56:18 64:12 66:14 provide 26:20 31:15 provide 8:26:20 31:15 provide 8:26:20 31:15 provide 8:26:20 31:15 provide 9:2:3 quick 10:13 19:10 92:2 101:20 102:5,6 primary 23:16 93:4 94:4,13,14 47:4 87:23 104:10 public 7:12,14 13:7 receives 41:12 receives 41:12 primery 23:16 processed 55:21 pull 84:17 85:19.25 R R R:22 124:6,16 87:5 93:13,21.25 processed 95:25 pull 86:6 104:10 pull 86:6 104:10 Radeliff 2:12 5:.2,2 rationale 49:25 Raysa 2:11 62:24 63:1	· ·	-			
pretending 106:18 pretty 12:14 114:23 process 16:17 23:1,10 24:13 27:5 29:16 32:24 33:2,16 37:9 37:12,15,25 38:10 38:17,20 39:2 40:18 46:22 51:19 57:5 42:16 43:9 51:4,6 65:17,20 89:13 93:1 46:22 51:19 57:5 42:16 43:9 51:4,6 65:17,70 89:13 93:1 107:16,20 108:5 previous 22:2,123 proxide 6:17 51:14 50:3 81:14 provide 6:15 24:2 50:3 81:14 provide 6:15 24:2 50:3 81:14 provide 26:20 31:15 providing 82:22 public 71:2,14 13:7 quick 10:13 19:10 92:2 101:20 102:5,6 106:21 receive 46:2 30:17 92:2 101:20 102:5,6 106:21 receive 46:2 30:17 92:2 101:20 102:5,6 106:21 receive 41:12 receise 41:12 receise 41:15 receive 41:12 receise 41:15 receive 30:9 receive 46:2 30:17 92:2 101:20 102:5,6 106:21 receive 41:12 receise 41:15 receive 30:9 receive 41:12 quick 10:13 19:10 92:3 101:20 20:2 quickly 81:23 90:8 quick 57:9 quite 105:3 121:25 quorum 6:20,23 98:7 98:8 recall 18:1 67:18 101:19 108:12 receive 46:2 30:17 92:2 101:20 102:5,6 106:21 receive 41:12 receises 41:15 receive 41:12 receises 41:15 receive 31:12 secs 12:22 quickly 81:23 90:8 quick 70:9 guile 105:3 121:25 public 71:20 20:27 7:2,11 73:10 80:20 20:8 quick 98:123 90:8 quick 70:9 guile 100:3 121:25 receive 41:12 receises 41:15 receive 41:12 receises 12:22 quickly 81:23 90:7 quite 105:3 121:25 recommendation recommendations recommendations recommendations recommendations recommendations record 21:16,19,25 31:20 32:14:42 fo:1 10:19 record 21:16,19,25 s1:20 32:14:42 fo:1 10:19 record 21:16,19,25 s1:20 32:14:42 fo:1 10:19 record 84:14 85:6,7 read 8:4 58:10,14 fo:7 read 8:4 58:10,14 fo:7 read 8:4 58:10,14 fo:7 read 8:4 58:10,14 fo:7 read 8:3 59:10 fo:1 10:11 fo:7 read 8:3 58:12 fo:1 10:11 fo:7 read 8:3 58:12 fo:1 10:11 fo:7 fo:7 fo:1 10:11 fo:7 fo:7 fo:1 10:11 fo:7 fo:7 fo:7 fo:7 fo:7 fo:7 fo:7					
pretty 12:14 114:23 118:15 24:13 27:5 29:16 32:24 33:2,16 37:9 32:24 33:2,16 37:9 32:24 33:2,16 37:9 previous 22:5,10 46:22 51:19 57:5 65:17,20 89:13 93:1 107:16,20 108:5 65:17,20 89:13 93:1 42:16 43:9 51:4,6 65:970:5 movide 6:17 51:14 65:970:5 movide 6:17 51:14 65:970:5 movide 6:15 24:2 56:18 64:12 66:14 provides 26:20 31:15 providing 82:22 primarly 51:8 83:7,12 84:19 92:22 34:12,15 41:6 44:2 primarly 51:8 93:4 94:4,13,14 principal 10:24 11:24 93:4 94:4,13,14 principal 10:24 11:24 93:4 94:4,13,14 principal 10:24 11:24 93:4 94:4,13,14 principal 10:24 11:24 95:5,17 115:24 115:25 116:6 120:4 105:15,21 processed 95:25 polled 120:16 processed 95:25 polled 120:16 processed 95:25 polled 120:16 processed 95:25 107:17 108:5,17 115:25 116:6 120:4 105:15,21 processed 95:25 polled 120:16 processed 95:25 polled 120:16 processed 95:25 polled 120:16 processed 95:25 107:17 108:5,17 115:25 116:6 120:4 105:15,21 processed 95:25 processed 95:25 polled 120:16 processed 95:25 polled 120:16 processed 95:25 107:17 108:5,17 115:25 116:6 120:4 105:15,21 processed 95:27 processed 95:25 processed 95:25 processed 95:25 processed 95:25 processed 95:25 107:17 108:5,17 115:25 116:6 120:4 processed 95:25 107:17 108:5,17 115:25 116:6 120:4 processed 95:27 processed 95:27 preade 85:16 92:7 processod 84:14 85:67 processing 112:17 processod	-			,	
118:15 32:24 33:2,16 37:9 65:9 70:5 receive 30:9 previow 17:4 37:12,15,25 38:10 provided 6:15 24:2 103:9,17 116:5 receive 30:9 46:22 51:19 57:5 42:16 43:9 51:4,6 provided 6:15 24:2 50:3 81:14 provided 6:15 24:2 103:9,17 116:5 receive 4:2 30:17 46:22 51:19 57:5 56:18 64:12 66:14 providing 82:22 public 7:12,14 13:7 quick 10:13 19:10 92:2 101:20 102:5,6 previously 22:21,23 77:15,17 78:8 79:5 14:7 21:19 23:4,7 quite 105:3 121:25 receives 41:12 primarily 51:8 83:7,12 84:19 92:22 34:12,15 41:6 44:2 quite 105:3 121:25 receives 41:12 primary 23:16 93:4 94:4,13,14 47:4 87:23 104:10 98:8 receives 41:12 13:2 72:20 74:17,19 85:4,21,24 86:17 processed 95:25 pulled 120:16 Radeliff 2:12 5:2,2 recommendations 96:15 102:25 103:4 36:15 74:3 77:4,5 102:9,14,15 103:13 105:15,21 record 21:16,19,25 25:19 32:16 48:8 106:16,19,23 115:25 116:6 120:4 processeng 112:17 purged 84:21 re-read 78:5 record 21:16,19,25 107:17 108:5,17 processeng 86:20 purged 84:21 re-read 7	- 0	-	-		
preview 17:4 37:12,15,25 38:10 provided 6:15 24:2 1000000000000000000000000000000000000	- v		-		
previous 22:5,10 38:17,20 39:2 40:18 50:3 81:14 fuick 10:13 19:10 92:2 101:20 102:5,6 46:22 51:19 57:5 42:16 43:9 51:4,6 provides 26:20 31:15 public 7:12,14 13:7 fuick 10:13 19:10 92:2 101:20 102:5,6 65:17,20 89:13 93:1 56:18 64:12 66:14 provides 26:20 31:15 public 7:12,14 13:7 fuick 10:13 19:10 92:2 101:20 102:5,6 previously 22:21,23 77:15,17 78:8 79:5 34:12,15 41:6 44:2 public 7:12,14 13:7 fuick 10:3 121:25 receives 41:12 primary 23:16 93:4 94:4,13,14 47:4 87:23 104:10 98:8 recommendation primeripal 10:24 11:24 95:5,17 115:24 124:7 pull 84:17 85:19,25 R 12:21 124:6,16 R 85:6 117:20 85:4,21,24 86:17 processed 95:25 pulled 120:16 purchase 37:2 91:13 raise 51:22 raise 51:22 25:19 32:16 48:8 96:15 102:25 103:4 36:15 74:3 77:4,5 purchase 37:2 91:13 raifications 70:7 54:1,18 55:25 record 21:16,19,25 106:16,19,23 115:25 116:6 120:4 purge 85:7 purge 85:7 record 21:16,19,25 31:20 32:1 44:2 113:25 114:3 117:4 109:6 111:6,9,13 purge 83:23 record 77:14 85:15		-			
46:22 51:19 57:5 65:17,20 89:13 93:1 107:16,20 108:542:16 43:9 51:4,6 56:18 64:12 66:14 69:10,17 76:19,20 reviously 22:21,23provides 26:20 31:15 providing 82:22 public 7:12,14 13:7 14:7 21:19 23:4,7 14:7 21:19 23:4,7 14:7 21:19 23:4,7 14:7 21:19 23:4,7 14:7 21:19 23:4,7 98:8106:21 receives 41:12 receives 14:15 recited 3:8 recommendation 42:19,20,22 72:2,111 73:10 80:25 82:4primary 23:16 primary 23:16 primary 23:16 primary 23:1693:4 94:4,13,14 93:4 94:4,13,14provides 26:20 31:15 providing 82:22 public 7:12,14 13:7 14:7 21:19 23:4,7 98:8quickly 81:23 90:8 quite 105:3 121:25 quorum 6:20,23 98:7primary 23:16 primary 23:16 primary 23:16 primary 23:16, 93:4 94:4,13,14processed 95:25 pulled 120:16 pull 84:17 85:19,25pull 84:17 85:19,25 pulled 120:16 pull 86:6 104:10 purchase 37:2 91:13 106:15,2,11R 1:22 124:6,16 Radcliff 2:12 5:2,2 raise 51:22 raise 51:22recommendations 25:19 32:16 48:8 record 21:16,19,25106:16,61,9,23 107:17 108:5,17 113:25 114:3 117:4po:27 95:4 purcessor 86:20 purges 85:7 109:11 3:25 114:3 117:4purges 85:7 purges 85:7 purges 85:7 purges 85:7 purges 85:7 purges 85:7 purges 85:7 purges 85:7 purges 85:7 record 78:5 read 8:4 58:10,14 60:8 87:16 92:7record 21:16,19,25 record 8:4:14 85:6,7 record 8:4:14 8:17 8:21 113:10 124:10			-	*	
65:17,20 89:13 93:1 107:16,20 108:5 previously 22:21,23 primarily 51:8 primarily 51:8 marily 51:8 primarily 51:8 primarily 51:8 marily 51:8 primarily 51:8 primarily 51:8 marily 51:8 primarily 51:8 primarily 51:8 marily 51:8 primarily 51:10:21074 processed 95:25 processed 95:25 processed 95:25 processed 95:25 primarily 86:61 104:10 processed 95:25 processed 95:25 processed 95:25 processed 95:25 primarily 86:61 102:40 processed 95:25 processed 95:26 processed 95:27 processed 95:27 processed 95:27 processed 95:27 processing 112:17 processing 112:17 processed 95:27 processed 95:	—				
107:16,20 108:569:10,17 76:19,20public 7:12,14 13:7quickly 01:25 0.05recess 14:15previously 22:21,2377:15,17 78:8 79:514:7 21:19 23:4,7quiet 57:9quiet 57:9quiet 57:9primary 23:1693:4 94:4,13,1447:4 87:23 104:1098:8recemmendationprincipal 10:24 11:2495:5,17 115:24124:798:8recommendation13:2 72:20 74:17,19120:8,14pull 84:17 85:19,25R1:22 124:6,1685:4,21,24 86:17processed 95:25pulls 86:6 104:10Radcliff 2:12 5:2,2recommendations96:15 102:25 103:436:15 74:3 77:4,5purchase 37:2 91:13102:9,14,15 103:13record 21:16,19,25106:16,19,23115:25 116:6 120:4105:15,21record 21:16,19,25record 21:16,19,25107:17 108:5,17processor 86:20purge 85:7recard 78:5record 21:16,19,25113:25 114:3 117:4102:24 108:19purged 84:21re-read 78:5record 84:14 85:6,7119:11112:18purgoes 33:23record 84:14 85:6,786:1 104:10principals 94:17 95:1produce 10:16puryew 819puryew 81960:8 87:16 92:786:1 104:10print 115:23product 10:16put 40:8 67:4 78:1,3read 58:12reduction 65:23print 115:23product 10:16put 40:8 67:4 78:1,359:6reduction 65:24print 10:22 47:2 87:5professional 52:20,2284:23 95:3 106:1159:6reduction 65:24105:1494:3 95:17106:11 116:2 118:4read 58:12reduction 65:24 <td></td> <td>-</td> <td>-</td> <td></td> <td></td>		-	-		
previously 22:21,23 77:15,17 78:8 79:5 14:7 21:19 23:4,7 quite 10:5:3 121:25 recited 3:8 primarily 51:8 83:7,12 84:19 92:22 34:12,15 41:6 44:2 quite 10:5:3 121:25 recommendation primary 23:16 93:4 94:4,13,14 47:4 87:23 104:10 guite 105:3 121:25 recited 3:8 priminary 23:16 93:4 94:4,13,14 p12:3:4 47:4 87:23 104:10 guite 105:3 121:25 recited 3:8 principal 10:24 11:24 95:5,17 115:24 124:7 pull 84:17 85:19,25 guite 10:5:3 121:25 recommendation 85:4,21,24 86:17 processed 95:25 pull 84:17 85:19,25 R Radcliff 2:12 5:2,2 recommendations 96:15 102:25 103:4 36:15 74:3 77:4,5 purchase 37:2 91:13 102:9,14,15 103:13 raise 51:22 49:4 52:19 53:15,19 106:16,19,23 115:25 116:6 120:4 purge 85:7 purge 85:7 rationale 49:25 Raysa 2:11 62:24 31:20 32:1 44:2 113:25 114:3 117:4 102:24 108:19 purges 33:23 purpose 33:23 purpose 33:23 recent 78:5 recovery 36:4 83:17 112:18 purgues 07:24 purges 32:3 33:8 read 8:4 58:10,14 86:1 104:10 86:1 104:10 principa	-				
primarily 51:8 83:7,12 84:19 92:22 34:12,15 41:6 44:2 quare from 6:20,23 98:7 recommendation primary 23:16 93:4 94:4,13,14 95:5,17 115:24 124:7 98:8 98:6 104:10 98:8 98:8 98:6 104:10 99:17					
primary 23:1693:4 94:4,13,1447:4 87:23 104:1098:842:19,20,22 72:2,11principal 10:24 11:2495:5,17 115:24124:798:842:19,20,22 72:2,1113:2 72:20 74:17,19120:8,14pull 84:17 85:19,25mull 84:17 85:19,2585:6 117:2085:4,21,24 86:17processed 95:25pull 86:6 104:10null 86:6 104:1098:896:15 102:25 103:436:15 74:3 77:4,5purchase 37:2 91:13102:9,14,15 103:13raise 51:2225:19 32:16 48:8104:2,4,5,25 105:1190:17 94:25 95:4102:9,14,15 103:13105:15,21raise 51:2225:19 32:16 48:8106:16,19,23115:25 116:6 120:4105:15,21rainfications 70:7rationale 49:25record 21:16,19,25107:17 108:5,17processor 86:20purge 85:7purge 85:7record 21:16,19,2531:20 32:1 44:2113:25 114:3 117:4102:24 108:19purgose 37:24purgose 37:2463:147:4 78:21 113:10117:22 118:14,19109:6 111:6,9,13purpose 33:23records 84:14 85:6,7124:10107:15 117:15procurement 37:5,6puryiew 8:1960:8 87:16 92:7recovery 36:4 83:17105:1494:3 95:17106:11 116:2 118:459:6reading 32:3 33:8reduction 65:23105:1494:3 95:17106:11 116:2 118:4read 58:12real 9:10 40:13					
principal 10:24 11:2495:5,17 115:24124:713:2 72:20 74:17,19120:8,14pull 84:17 85:19,25R85:4,21,24 86:17processed 95:25pulled 120:16R 1:22 124:6,1687:5 93:13,21,25processes 35:21pulls 86:6 104:10Radcliff 2:12 5:2,296:15 102:25 103:436:15 74:3 77:4,5purchase 37:2 91:13recommendations104:2,4,5,25 105:1190:17 94:25 95:4102:9,14,15 103:13raise 51:22106:16,19,23115:25 116:6 120:4105:15,21raise 51:22107:17 108:5,17processor 86:20purge 85:7rationale 49:25113:25 114:3 117:4102:24 108:19purged 84:21re-read 78:5117:22 118:14,19109:6 111:6,9,13purpose 33:23reach 77:14 85:15117:15 117:15produce 10:16purview 8:1960:8 87:16 92:7print 115:23product 10:16put 40:8 67:4 78:1,359:6print 115:2494:3 95:17106:11 116:2 118:459:6105:1494:3 95:17106:11 116:2 118:459:6			-	-	
13:2 72:20 74:17,19120:8,14pull 84:17 85:19,25R85:6 117:2085:4,21,24 86:17processed 95:25pulled 120:16R 1:22 124:6,16recommendations87:5 93:13,21,25processes 35:21pulls 86:6 104:10Radcliff 2:12 5:2,2recommendations96:15 102:25 103:436:15 74:3 77:4,5purchase 37:2 91:13raise 51:2249:4 52:19 53:15,19104:2,4,5,25 105:1190:17 94:25 95:4102:9,14,15 103:13raise 51:2249:4 52:19 53:15,19106:16,19,23115:25 116:6 120:4105:15,21rationale 49:25record 21:16,19,25107:17 108:5,17processor 86:20purge 85:763:147:4 78:21 113:10113:25 114:3 117:4102:24 108:19purged 84:21re-read 78:5124:10117:22 118:14,19109:6 111:6,9,13purpose 33:23reach 77:14 85:15records 84:14 85:6,7107:15 117:15produce 10:16pury we 8:1960:8 87:16 92:786:1 104:10principals 94:17 95:1professional 52:20,22put 40:8 67:4 78:1,359:6reduction 65:23print 115:23professional 52:20,2284:23 95:3 106:1159:6reduction 65:24105:1494:3 95:17106:11 116:2 118:4reads 58:12reduction 65:24				98:8	
85:4,21,24 86:17 87:5 93:13,21,25 96:15 102:25 103:4 104:2,4,5,25 105:11 106:16,19,23processed 95:25 processes 35:21 36:15 74:3 77:4,5 90:17 94:25 95:4 115:25 116:6 120:4 107:17 108:5,17 112:2,3,8 113:4,23 113:25 114:3 117:4 117:22 118:14,19 119:11processed 95:25 processing 112:17 processor 86:20 purge 85:7 purge 83:23 purge					
87:5 93:13,21,25 96:15 102:25 103:4 104:2,4,5,25 105:11 106:16,19,23processes 35:21 36:15 74:3 77:4,5 90:17 94:25 95:4pulls 86:6 104:10 purchase 37:2 91:13 102:9,14,15 103:13 105:15,21Radcliff 2:12 5:2,2 raise 51:2225:19 32:16 48:8 49:4 52:19 53:15,19104:2,4,5,25 105:11 106:16,19,2390:17 94:25 95:4 115:25 116:6 120:4 processing 112:17102:9,14,15 103:13 105:15,21Radcliff 2:12 5:2,2 raise 51:2225:19 32:16 48:8 49:4 52:19 53:15,19107:17 108:5,17 112:2,3,8 113:4,23 113:25 114:3 117:4 117:22 118:14,19 119:11processor 86:20 109:6 111:6,9,13 112:18purge 85:7 purged 84:21 purged 84:21 purged 84:21 purges 33:23 purpose 33:23 purpose 33:23Radcliff 2:12 5:2,2 raise 51:2225:19 32:16 48:8 49:4 52:19 53:15,19107:15 117:15 produce 10:16 product 10:16 pofessional 52:20,22purchase 37:2 91:13 purged 84:21 purged 84:21 purged 84:21 purpose 33:23 purpose 77:24 purged 84:21 purpose 33:23 purpose 77:24 purged 84:21 purged 84:14 85:15 read 78:5 read 8:4 58:10,14 60:8 87:16 92:7 116:7 reading 32:3 33:8 s9:6 reduction 65:23 reduction 65:24 read s8:12	-		· ·		
96:15 102:25 103:4 104:2,4,5,25 105:11 106:16,19,2336:15 74:3 77:4,5 90:17 94:25 95:4 115:25 116:6 120:4purchase 37:2 91:13 102:9,14,15 103:13raise 51:22 raise 51:2249:4 52:19 53:15,19 54:1,18 55:25107:17 108:5,17 112:2,3,8 113:4,23 113:25 114:3 117:4 117:22 118:14,19 119:11processor 86:20 102:24 108:19 109:6 111:6,9,13 119:11purge 85:7 purged 84:21 purged 84:21 purged 84:21 purges 33:23 purges 77:24 purges 77:24raise 51:22 raise 51:2249:4 52:19 53:15,19 54:1,18 55:25record 21:16,19,25 31:20 32:1 44:2 63:131:20 32:1 44:2 47:4 78:21 113:10117:22 118:14,19 109:6 111:6,9,13 119:11109:6 111:6,9,13 purged 84:21 purges 77:24reread 78:5 reach 77:14 85:15 read 8:4 58:10,14 60:8 87:16 92:7recovery 36:4 83:17 83:22principals 94:17 95:1 107:15 117:15produce 10:16 produce 10:16put 40:8 67:4 78:1,3 put 40:8 67:4 78:1,3reading 32:3 33:8 59:6 reading 32:3 33:8reduction 65:23 reduction 65:24 reading 32:3 33:8		-	-		
104:2,4,5,25 105:11 106:16,19,23 107:17 108:5,17 112:2,3,8 113:4,23 113:25 114:3 117:4 117:22 118:14,19 119:1190:17 94:25 95:4 115:25 116:6 120:4 processing 112:17 processor 86:20 102:24 108:19 119:11102:24 108:19 purged 84:21 purged 84:23 purged 84:458:10,14 do:8 87:16 92:7 titl:6:7 reading 32:3 33:8 purged 92:3 33:8 p			-	· · · · · · · · · · · · · · · · · · ·	
106:16,19,23115:25 116:6 120:4105:15,21rationale 49:25record 21:16,19,25107:17 108:5,17processing 112:17Purchasing 100:4Raysa 2:11 62:2431:20 32:1 44:2112:2,3,8 113:4,23processor 86:20purge 85:763:147:4 78:21 113:10113:25 114:3 117:4102:24 108:19purged 84:21re-read 78:5124:10117:22 118:14,19109:6 111:6,9,13purpose 33:23records 84:14 85:6,786:1 104:10principals 94:17 95:1112:18purpose 77:24read 8:4 58:10,1486:1 104:10print 115:23produce 10:16pushed 70:22116:783:22print 115:23professional 52:20,2284:23 95:3 106:1159:6reduction 65:23priot 10:22 47:2 87:594:3 95:17106:11 116:2 118:459:6reductions 65:24		-	-		
107:17 108:5,17 112:2,3,8 113:4,23processing 112:17 processor 86:20Purchasing 100:4 purge 85:7Raysa 2:11 62:24 63:131:20 32:1 44:2 47:4 78:21 113:10113:25 114:3 117:4 117:22 118:14,19102:24 108:19 109:6 111:6,9,13 112:18purge 85:7 purged 84:21 purges 33:23re-read 78:5 reach 77:14 85:1531:20 32:1 44:2 47:4 78:21 113:10principals 94:17 95:1 107:15 117:15112:18 produce 10:16 produce 10:16purpose 33:23 purposes 77:24re-read 8:4 58:10,14 60:8 87:16 92:786:1 104:10 86:1 104:10print 115:23 print 115:23product 10:16 professional 52:20,22put 40:8 67:4 78:1,3 84:23 95:3 106:11 106:11 116:2 118:4reading 32:3 33:8 59:6reduction 65:23 read s58:12					
112:2,3,8 113:4,23 113:25 114:3 117:4 117:22 118:14,19processor 86:20 102:24 108:19 109:6 111:6,9,13purge 85:7 purged 84:21 purgose 33:23 purpose 33:23 purposes 77:2463:1 re-read 78:5 reach 77:14 85:15 read 8:4 58:10,1447:4 78:21 113:10 124:10principals 94:17 95:1 107:15 117:15112:18 produce 10:16 produce 10:16purgoses 77:24 purview 8:19 pushed 70:2263:1 re-read 78:5 reach 77:14 85:15 read 8:4 58:10,1447:4 78:21 113:10 124:10principals 94:17 95:1 107:15 117:15procurement 37:5,6 produce 10:16puryoses 77:24 pushed 70:2260:8 87:16 92:7 116:786:1 104:10 83:22print 115:23 prior 10:22 47:2 87:5professional 52:20,22 94:3 95:17put 40:8 67:4 78:1,3 106:11 116:2 118:4reading 32:3 33:8 59:6reduction 65:23 reduction 65:24 read s 58:12			-		
113:25 114:3 117:4 117:22 118:14,19102:24 108:19 109:6 111:6,9,13 112:18purged 84:21 purpose 33:23 purpose 33:23 purpose 33:23re-read 78:5 reach 77:14 85:15 read 8:4 58:10,14 60:8 87:16 92:7124:10 records 84:14 85:6,7principals 94:17 95:1 107:15 117:15procurement 37:5,6 produce 10:16purpose 33:23 purposes 77:24re-read 78:5 reach 77:14 85:15124:10 records 84:14 85:6,7principals 94:17 95:1 107:15 117:15procurement 37:5,6 produce 10:16purpose 33:23 purposes 77:24re-read 78:5 read 8:4 58:10,1486:1 104:10 recovery 36:4 83:17print 115:23 print 115:23product 10:16 pushed 70:22put 40:8 67:4 78:1,3 59:6reading 32:3 33:8 59:6reduction 65:23 reductions 65:24 read 58:12		- 0	8	-	
117:22 118:14,19109:6 111:6,9,13purpose 33:23reach 77:14 85:15records 84:14 85:6,7119:11112:18purpose 37:24reach 77:14 85:15s6:1 104:10principals 94:17 95:1procurement 37:5,6purview 8:1960:8 87:16 92:7s6:1 104:10107:15 117:15produce 10:16pushed 70:22116:7s3:22print 115:23product 10:16put 40:8 67:4 78:1,3reading 32:3 33:8reduction 65:23prior 10:22 47:2 87:5professional 52:20,2284:23 95:3 106:1159:6reductions 65:24105:1494:3 95:17106:11 116:2 118:4reads 58:12reel 9:10 40:13		-			
119:11112:18purposes 77:24read 8:4 58:10,1486:1 104:10principals 94:17 95:1procurement 37:5,6purview 8:1960:8 87:16 92:7recovery 36:4 83:17107:15 117:15produce 10:16pushed 70:22116:783:22print 115:23product 10:16put 40:8 67:4 78:1,3reading 32:3 33:8reduction 65:23prior 10:22 47:2 87:5professional 52:20,2284:23 95:3 106:1159:6reductions 65:24105:1494:3 95:17106:11 116:2 118:4reads 58:12reel 9:10 40:13			- 0		
principals 94:17 95:1 107:15 117:15 procurement 37:5,6 produce 10:16 purview 8:19 pushed 70:22 for a constraint of the state					
107:15 117:15 print 115:23produce 10:16 product 10:16pushed 70:22 put 40:8 67:4 78:1,3 84:23 95:3 106:11116:7 reading 32:3 33:883:22 reduction 65:23 reduction 65:23 reductions 65:24 reads 58:12105:1494:3 95:17106:11 116:2 118:4reads 58:12reel 9:10 40:13					
print 115:23product 10:16put 40:8 67:4 78:1,3reading 32:3 33:8reduction 65:23prior 10:22 47:2 87:5professional 52:20,2284:23 95:3 106:1159:6reductions 65:24105:1494:3 95:17106:11 116:2 118:4reads 58:12reel 9:10 40:13		-	-		-
prior 10:22 47:2 87:5 105:14professional 52:20,22 94:3 95:1784:23 95:3 106:11 106:11 116:2 118:459:6 reads 58:12reductions 65:24 reel 9:10 40:13		-			
105:14 94:3 95:17 106:11 116:2 118:4 reads 58:12 reel 9:10 40:13	-	-	-	0	
	-	-			
Pritykina 2:10 63:3,3 professionalism putting 11:4 114:17 ready 15:22 reference 57:18					
	Pritykina 2:10 63:3,3	professionalism	putting 11:4 114:17	ready 15:22	reference 57:18
		<u> </u>		<u> </u>	<u> </u>

	1	1		
referencing 58:6	77:9 79:3,12,25	93:18 103:11 122:4	rid 8:18	114:8
referred 29:10,11	91:6,14 94:18 99:10	respectfully 113:13	right 3:3,9 4:14 5:9	saw 14:22
59:2 109:3	102:14 104:17,24	respond 10:13 20:21	7:11,24 14:7 15:3,5	saying 8:10 9:22 19:3
referring 30:23 87:15	106:9,21 116:7	121:22,24	28:18,23 39:6 40:25	20:11 31:25 46:25
88:18	124:9	responding 104:21	42:6,17 43:14 45:20	72:18,23,24 73:6,12
refers 30:1,1	reported 22:25 29:5	105:2	49:1 51:2 55:19	73:15,22 74:17 75:4
reflected 39:21 40:7	29:7 34:2 67:21	response 4:12 5:17	56:25 57:13 62:2	75:19 77:1,1 78:15
94:14	74:4 79:7 105:5	9:20,25 18:17 19:1	65:2 70:9 72:19	86:11 90:2 99:19
reflects 52:24	Reporter 1:22,22	19:6,12 20:4,14	74:7 76:13 78:12,23	100:11 105:24
refuse 82:2	2:21,21 5:6,6 124:6	28:17 48:25 67:9	79:7,13,14,16,18	115:10
regard 56:25	124:16	70:21 74:16 78:13	80:19 81:3 83:8	says 26:12 28:22
regarding 6:5 7:20	REPORTER'S 124:2	78:19 80:21 89:17	84:3,10,19 86:8	31:21 41:25 46:10
15:15 20:20 22:10	reporting 1:23 2:21	89:25 90:5 91:21	89:16 92:12 96:11	53:12 58:13 60:22
32:11 37:18 67:8,15	22:18 26:18 33:2,17	94:22 99:17,22	107:15,21 111:17	73:23 81:10 102:20
68:23 69:25 88:15	34:1,4,19 35:7	100:9,14 101:17	122:11 123:11	110:6
92:23 103:9	54:10,20 61:12	103:8 104:5,9,19,24	Riley 25:15 27:4	SB 47:18,18
registration 81:12,18	64:23 67:2,7 72:10	115:16 116:2 117:8	rise 3:6	scanning 81:23
82:20 83:4,7,11	76:20	123:4	risk 35:2,10,13 37:25	scenario 41:2 71:22
regularly 61:2	reports 19:14 29:1	responses 67:13	38:5 51:14 59:24	schedule 20:18
regulations 37:10	30:9,13,17 47:2	107:22	66:14 90:20,24	scheme 49:17
reimbursing 71:13	51:20 60:23 92:7	responsibilities 31:19	risks 38:4	school 1:2 2:15,15
relate 59:19	93:2 98:25 99:1	33:21 56:6,13,20	roadmap 31:15	5:23,25 10:18 11:25
related 33:17,25	represent 24:7	65:15,16	Robert 2:2 4:6	13:2 17:8,10 22:17
58:18 122:19	request 82:12,14,15 82:16 85:9 104:10	responsibility 6:1	Robin 40:5,6	22:17,19,24 23:2
relates 58:25 87:16		23:19 30:8 31:2	role 8:12,19 9:5 10:24	24:8 26:14,18 27:8
88:20,22 relations 14:8	113:13 116:2 requested 85:21	42:23 72:16 73:2,14 116:24	11:1 111:6,9,24 112:14,18	34:12 46:11,17,18 47:19 49:15 53:12
relative 93:14,14	86:17 94:1	responsible 53:13	roles 9:1 114:8	53:13 54:19 56:8
released 64:6,9,16	requesting 44:7	77:2 83:4 114:12	roll 3:9,19	59:14 60:24 61:1,6
rely 36:19	require 51:9 81:2,10	117:24	rolled 106:1	65:10 70:6 71:12,15
remains 9:8	82:10	rest 104:7	room 1:7 5:8 6:21,24	74:16,19 79:11
remember 6:16 31:4	required 35:10 53:15	restricting 87:6	Rosalyn 10:22	81:20 85:4,4,16
60:2 93:23 94:11	81:4,24 82:23 90:18	restriction 29:15	rose 94:7	86:24 87:23 91:13
95:11 98:25	109:22,23 110:1	restrictions 29:24	routinely 115:6	94:13 95:4 101:9,25
remind 9:6	requirement 17:6,10	rests 73:23	RSM 8:15 51:18	103:5,21 104:8
reminded 119:16	27:2 68:16 69:21	result 101:10	rubric 61:4	105:8 106:8 108:12
reminders 9:7	74:9 103:11	resulted 107:5	rule 47:14,15	108:16 109:11
remove 85:17 87:9	requirements 34:5	results 60:25 121:2	rules 32:11 33:4	113:14 118:15,18
removed 71:15	37:18 50:5 55:7	retired 3:15 14:4	44:16 54:13,14	schools 13:7 15:6,9
repeat 106:18 107:6	67:2 70:20 71:10	review 20:1 23:11	60:17	15:21 16:8,11,20
107:7,14 108:2,22	90:20,23 120:19	42:24 60:25 64:23	run 36:7 92:20,24	17:7 18:3 23:4,7,20
111:25 113:21	requires 51:15 79:4	66:21 75:23 90:21		37:18 44:21 51:20
repeated 105:11,12	resemblance 52:14	91:13 120:21	S	67:3 68:12 73:16
repeatedly 39:17	reserve 40:2	reviewed 17:11 19:21	Sabin 4:13	90:25 91:3,6,16,16
replaced 50:18	resolution 27:1	19:25 24:15 29:2	SAC 15:25	91:19 93:21,24
report 5:21 6:12 15:8	resolved 54:6 94:6	53:4 66:13,13,14,20	safe 67:3 70:5 79:10	101:14 104:7
15:22 17:5 19:16,22	resources 55:12	77:17	safety 2:16,17 34:6	107:13 108:14
26:12 32:22 44:22	respect 5:21 6:20	reviewing 15:16	66:25	109:13 110:18
47:13,17 48:2 53:17	20:17 22:22 32:10	65:11	sake 61:7 108:10	111:25 112:7
54:17 64:12,13 66:6	35:18 49:2 64:1	reviews 67:12	SAP 85:12 111:3,6,7	113:18,21 114:7
67:24 68:11 74:8	67:6 79:10 91:17,23	revisions 37:22 54:21	111:10,13 112:14	115:3,17 118:16
L	•	•		-

	1			
119:8 121:1	selected 15:6 91:3,6	100:15,17	59:19 70:3 110:12	Stanley 86:4
scope 8:11 15:13,14	selection 33:16 68:11	she'd 40:8	112:5 114:18 118:4	start 10:3 17:18
16:18 19:23 35:13	121:24	sheet 93:23	soon 42:9 43:23	94:15
92:11,12 102:15	selections 17:17	sheets 82:2	79:23	started 6:7 10:9
106:9 108:25	send 7:20 8:25 38:23	sheriff's 69:8 70:17	sooner 68:15	25:11,15 65:4 88:16
Scott 2:21 14:18	38:25 41:20 43:17	71:3,23 79:2,3	sorry 14:3 20:22,24	104:8
screen 85:20	44:4,6 61:22 96:14	short 77:8	28:5 32:19 38:15	starting 24:10
SE 1:7,23	113:13	shorter 77:10	45:11 48:14,14,18	state 13:16 16:20
search 84:24 111:7	sending 40:21 41:10	shortfall 40:2	83:20	17:6 49:25 58:11,19
searching 44:3	41:18	shortly 78:5	sort 25:25 51:13	58:19 59:10 64:15
seat 123:10	sends 39:10 42:10	shows 57:12	80:10 96:11 106:1	65:11 71:9 77:9
seating 14:20 15:1	senior 26:17	side 65:18	108:22 112:5 117:3	79:4 80:15 82:4
second 5:13 7:18 9:16	seniors 82:11	sidebars 13:19	sound 46:2 103:24	90:19 102:8 124:4,7
9:17 18:23 20:8,10	sense 48:19 56:22	sign 81:19 94:20	sounds 52:22 59:7	stated 39:16
30:1 44:16,20 76:1	57:24	significant 36:25 60:3	speak 69:18 70:16	statement 32:24
76:9,10,13 81:1	sensitive 45:4 88:4	61:14 65:14,24 68:7	84:20 85:1 114:11	36:14
89:22,23 98:19,20	sent 25:8 39:12	68:18	114:13	statements 123:6
99:14 100:5,6,7	102:24	signify 9:22 19:3	speakers 7:12,14	status 54:18
101:24 123:15	sentence 30:1 44:20	20:11 78:14 90:1	speaking 23:5 30:22	statute 49:25 58:13
seconded 18:22 99:12	81:1 87:16,18	99:19 100:11	69:22	58:15,20
secretaries 103:1	separate 16:7 49:12	silos 50:11	speaks 12:10	statute's 79:9
Secretary 2:12	55:14 57:18,20,23	similar 34:1 57:12	Spec 2:12	statutes 33:3 58:11
section 31:24 91:7	57:24 59:6 99:5	71:12 105:9	special 2:19 63:25	statutory 50:4 74:8
security 2:16,17 34:1	separated 91:14	simple 119:25	121:17	stay 11:20 21:5 99:3
45:7 67:1,11 81:2,5	separately 36:10	simpler 106:12	specialists 116:12	stenographic 1:22
81:9,11,13 82:22	90:25 106:13	simplistic 114:18	specific 19:21 58:12	124:11
83:1 84:18 86:8	separation 56:10	simply 106:4	72:12 74:10 103:10	stenographically
88:20	September 101:4	simultaneously 54:19	112:24	124:9
see 19:22 24:22 26:9	103:3,23	single 64:13	specifically 82:12	steps 74:18
29:11 31:25 39:16	seriously 65:13	sit 15:3 116:4 120:9	split 51:13	stick 110:15
46:15 49:8,19 51:18	serve 10:25 17:4	sitting 75:3 77:3 84:2	spoke 3:16 70:17	stickies 96:21
53:25 59:5 64:17,18	31:21 45:8	85:25 118:21	spoken 106:17	sticking 102:18
65:23 66:6,8,9,17	served 10:23,24,25	119:21	spotlight 56:15	stop 81:3
75:1 81:22 85:16	service 1:23 13:1	SIU 44:22 94:8	SR 69:6	Stranahan 122:18
88:11 91:8,15,25	88:7	six 6:21 79:17,18,19	SRO 69:7,9 70:4 71:8	stranger 12:19
93:7 94:16,22 95:7	Services 83:14	size 73:15	75:21 76:4 78:8,9	strategy 66:1 120:16
96:2 98:2 104:17	serving 10:6,7 13:4	skills 115:11	SROs 73:25	stream 121:13,14
107:21,22 108:3	13:12,20 27:4	skip 20:23	SS 84:14 86:1	streamline 55:20
109:3 114:20,21	session 34:14 80:8	skipped 20:23	SSN 88:22	strength 10:21
116:1,19 120:22	set 14:11 80:5 95:12	slew 27:18	staff 2:7,14 6:17	strengths 34:8
122:2	sets 98:25	small 48:23	15:12 19:19 65:13	striking 48:5
seeing 9:21 19:2 20:5	setting 51:15	smaller 17:19	99:2 115:7,8	structured 27:25
89:18 99:13,18	shaking 94:9	Smith 12:21 84:10	Staff's 27:22	stubs 96:12
100:10 106:17	shape 119:17	Social 67:11 81:2,5	standard 36:5 69:7	student 81:12,13,15
121:2	share 39:8 43:1,2,19	81:11,13 82:22 83:1	120:17	82:16,20 83:7,13,16
seek 27:6	122:20	84:18 86:8 88:20	standards 87:25	83:21 85:25 86:5
seemingly 83:2	sharing 71:17	software 33:17	standing 123:10	student's 84:14,24
seen 53:7 91:20	Shaw 2:5 4:10 19:11	sole 72:15,19	standpoint 26:1	students 10:25 81:3,6
sees 19:15	45:23,24 46:2 50:12	solely 101:10	35:10,24 46:25	81:11 82:11
Seifer 2:11 5:4,4	50:14,19,21,25	solution 30:5	49:18 71:2 90:20,24	stuff 73:22 95:15
select 19:9 88:3	78:17 89:22,22,23	somebody 41:25 44:2	stands 79:21	116:25 117:24
	l	l		

	1		1	1
119:7,8	116:25 118:1	12:25 13:4,7,22,24	thorough 37:25 66:21	110:13 112:17,17
sub-accounts 15:16	taken 14:15 104:4,12	15:7 16:22 18:14	thought 11:4 25:11	115:9,25 116:23
15:19	takes 59:3 65:13	21:1 31:3 38:22	28:6 39:2 57:8	transcript 82:14
subcommittee 34:13	118:16	39:4 44:14 45:19	106:12 119:5	124:10
122:17	talk 17:3 65:1 70:11	46:4,20 50:14,22,25	three 65:22 66:22	transfer 82:18
subject 34:15 90:21	114:16	53:22 54:10,23	three-way 71:19	transferred 108:15
120:21	talked 18:10 120:15	61:24,25 62:7 72:4	throw 82:2	transition 10:12
subordinates 74:25	talking 13:11 32:18	76:7 77:20 78:17	Thursday 1:11 3:4	transmission 15:23
subsequent 104:3	40:20	83:23 89:9 99:7	tie-in 71:25	transmit 18:19 20:6
substance 49:18 60:6	talks 12:22 67:10	100:17 106:20	ties 49:25	89:19 92:9 96:17
successfully 10:14	84:11	111:4 122:22,23,25	Tim 2:21 5:6	97:1,5,5,9 98:6,14
sue 8:20	tangents 9:9	123:1,1	time 6:16,19 13:13	98:17 100:1,19
suggest 80:6	task 2:16,18 63:20	theirs 27:25	18:9 25:17 27:17	transmits 90:6 99:23
suggestions 43:1	82:9 83:9,21 113:4	theory 87:3 97:10	35:22 40:8 43:24	transmitted 29:2
Suite 1:23	113:5 122:16	thereof 124:11	45:12 65:14,14,15	121:10
Sullivan's 80:7	tasked 114:25 115:6	thing 11:16 12:13	68:5,7 77:9 90:9	transportation 65:3
Sun-Sentinel 2:21	tasking 116:17	31:8 80:24 85:24	93:23 95:15 104:24	Travis 2:21 14:16,18
14:19	tasks 119:1	92:17 105:4 108:18	107:24 118:1,16	14:18,22,25
Sunshine 39:8 41:22	taught 13:5	116:10 117:10	119:19 120:18	treated 105:19,22
41:24	team 19:18 64:11	118:20 119:18	121:5 123:9	trends 51:12
superintendent 26:13	65:10 91:23	things 7:17 11:7,18	time-sensitive 7:3	tried 18:5 40:7
29:5,8 44:21 53:18	Tech 95:13	12:2 13:20 18:4	timeframe 9:7 53:8	108:23
54:19 61:10,13	technically 61:9	31:4,17 33:11,24	66:22	true 13:6 103:6
73:21	technology 33:23,25	37:23 38:14 39:15	timeframes 6:14 79:4	124:10
support 83:13,17,21	35:1 66:11	49:21 51:16 53:3,5	times 11:25 43:22	truly 115:20
121:19	teeth 71:4	56:24 58:22 59:16	47:5	trusts 15:18
supposed 52:25 121:4	Telephonically 2:4,5	70:11 80:11 88:10	timesheets 94:16	try 9:9 55:20
sure 4:19 10:4 21:15	tell 30:21 59:11 74:7	89:14 94:21 100:23	timing 28:6 64:11	trying 27:5 33:12
22:4 33:14 46:8	79:8 108:1 110:21	111:19 115:20	103:10,10,18	39:18 57:2,8 69:15
52:1,3,6 53:2,4 57:9	114:9,10	116:8,19	Timothy 1:22 124:6	82:21 83:3 93:3
58:9 60:6 61:10	tells 17:21 79:19	think 8:18 12:14,17	124:16	102:19 103:19
72:3,16,25 73:19	template 75:9,21,22	16:14 25:23 26:3	title 64:20 85:14,15	110:12 111:22
75:2 76:2 84:8 94:7	76:4,19 77:24,24	30:16 31:7 34:11,17	112:10	113:22 114:24
94:20 98:12 99:4,9	78:4,9	34:24,25 37:21,24	titles 111:2	Ts 50:2
108:23 116:22	tenure 12:15	39:13 40:21 51:22	today 6:13,20 24:25	Tuesday 3:16 7:19
118:6,19 121:15	term 16:16 32:3	52:11 55:25 56:2,16	25:3 69:13 75:3	turn 73:21 120:23
122:8	52:23	56:16,18,22,23	79:17,21	turnaround 77:8,9
surprised 96:7,9	terminated 79:21	57:17 58:4 59:21,24	today's 6:6	turns 73:21
suspect 26:6	terminology 12:21	69:5 71:23 75:5 76:17 10 21 77:16	told 91:11	tweaked 53:3
switched 112:4 system 13:2 81:15	terms 39:17 84:22 88:12	76:17,19,21 77:16	tone 53:6	twice 45:16 two 24:14,18 56:7,13
•	terrible 8:18 45:12	77:18 80:1 83:3	Tonight 122:16 top 48:10 72:23	57:15 66:24 68:23
85:3,12 86:14,16,19 121:5	test 17:9 32:23,24	88:2,5,11 92:14 95:18 96:5,6,11	top 48:10 72:25 torn 96:20	93:20 96:22 98:25
121.3	33:1,2,4 88:1 89:5	106:16 107:13	total 39:24	93:20 96:22 98:25
Т	92:18 95:22 96:8	112:2 118:3,7	track 51:11	two-year 109:22
table 15:4 91:7	testing 34:20 35:11	112:2 118:5,7	traditional 96:10	type 11:16 16:7 34:1
take 12:8 24:14,17	36:13 37:12,13	121:19,21	trained 112:15	60:9 71:19 92:16,21
36:8 37:4,17 45:21	tests 32:18 36:22 96:5	thinking 26:1 69:22	117:14 118:7	92:24 93:2 95:3
58:11 74:19 81:16	text 84:2 86:4	82:5	training 5:23 6:3 67:1	typically 19:15 47:2
82:3 83:11 84:1	thank 3:14 5:20 7:11	82.5 third 28:22 45:13	67:5 69:20 70:18,19	ypicany 17.15 41.2
90:22 101:6 109:7	10:5,7,8 11:6,9,23	46:16 87:18	70:22 95:8,9 110:11	U
>	10.5,7,0 11.0,7,25	TU.10 0/.10	10.22 75.0,7 110.11	
	1	1	1	1

Uh-huh 34:16	versa 59:20	102:22 106:16,20	103:22 112:1	X
ultimately 17:22	version 43:12	106:25 107:11	weren't 115:14	X 58:13
24:17 34:25 37:7,24	versus 31:10 79:22	108:10,13 109:11	Westwood 91:8	
54:1 60:5 74:3 77:2	vice 2:2 59:20	109:16,25 110:5,9	wide 27:8	Y
91:15	Vignola 8:2,3	111:15 113:9	wife 13:5	Y 58:13
unauthorized 92:16	vigorously 52:17	114:10 115:19	willing 3:17	yada-yada 81:15
uncomfortable 39:12	Vincent 2:18 63:20	117:9 120:1,7 121:8	Wingate 95:12	yeah 11:16 12:25
underlying 36:12	82:8 122:25	121:11,14 122:22	wisdom 12:5,7	13:11 21:18 29:25
understand 8:4 41:24	Vinueza 2:18 63:19	122:23,24	wish 22:12 93:11	31:12 32:4 37:24
69:15 70:19 72:20	63:20 67:10 68:22	Wanza's 74:16	wonderful 13:5	38:21,25 44:20
75:7 84:7 103:17,20	82:8,9 84:20 85:2	115:16	word 45:13 61:11	47:24 53:11 54:14
111:23	85:21 86:12,16,21	wasn't 78:24 105:17	78:1,3	57:14,17 59:21,24
understandable	88:24 123:1	waste 30:10,14,18	worded 79:10	60:21 61:8,15 77:16
34:11	violation 39:7 41:22	watch 14:2,3	wording 29:20 46:15	77:16 80:1,6 82:8
understanding 23:1,8	74:11	way 11:20 24:23 25:9 27:25 34:13 35:12	49:13 78:7 79:10	82:10 88:14 89:6,15
24:13	virtual 95:9,16		words 12:10 31:16	90:11 109:18 110:6
understood 40:6 76:25	Volunteer 7:21,25	37:23 41:19 42:7 43:2 44:10 45:5	41:9 46:10 69:11	112:21,22
unfortunately 92:25	8:1,23 Volunteers 22:11	43:2 44:10 45:5 47:4 50:23 51:7	70:3 84:15 work 11:2 19:23	year 6:4 17:12,23,23
Unit 2:19 63:25	volunteers 22:11 vote 92:9 97:3,25	47:4 50:23 51:7 54:4 58:12 59:17	22:22 29:14,23	18:4 32:5 35:5
United 2:21	VULC 72.7 71.3,23	60:11,12 71:3,15	33:24 35:8,9 43:8	51:21 68:9,19 70:15
universities 82:13	W	79:9,21 90:12 98:9	44:11 51:23 52:1	85:8 93:20 101:23
university 82:15	wait 33:7 43:20 47:20	116:25 119:17	66:13 93:3 95:4,6	101:25,25 102:1,2
unnask 67:11	96:18 97:17	120:13 123:8	95:14 103:12,13,15	104:7,8 voors 12:1 12:1 12
unmasks 86:18	walk 115:23	we'll 3:19 23:12 52:8	103:16 105:14	years 12:1 13:1,12 17:18 31:22 39:18
unreasonable 40:1	Walsh 28:12 98:23	64:25 68:13 98:8	106:23 115:23	39:24 54:9 57:12
unsecured 83:2	118:8 119:14	104:9 121:1 123:9	116:4 117:5	67:20 93:8 119:11
unusual 25:14	Wanda 2:12 5:2	we're 12:17 17:13	worked 22:24 54:7	yesterday 64:10,16
upcoming 69:25	want 9:6 10:5 14:9,14	18:8 20:22 23:10	working 12:16 13:23	64:22
update 23:25 27:5,9	14:21 21:6 25:5	28:23 31:17 40:14	65:11 108:25	
updated 27:11,17,21	28:8 45:22 49:15	40:20 41:12 44:16	120:11	Ζ
31:6 52:13 56:7	52:1,6 53:9 55:11	48:16,16 50:23 53:5	works 44:12 47:6	Z 58:13
updates 28:3,3 49:16	60:6,7,21 66:4	54:21 70:1 71:6,11	66:15 118:6	ZTIM 93:22 94:18
updating 23:13	69:16 71:11,14	74:2 75:11 79:23	workshop 7:19	
use 12:20 121:8	75:16,24 76:2 84:22	85:7 97:12 98:6,7,8	workshops 24:14,18	0
useful 32:8	87:4 94:22 95:22	99:2 101:23,24	world 110:11 116:11	00 48:17
user 36:4 88:19,23	96:17 97:13 98:5	106:18 114:16	worry 44:3	
89:6	106:8 107:24 109:6	120:19 122:21	worse 103:24	$\frac{1}{1}$
usually 14:23 58:16	113:9 114:10,16	123:16	worst 8:17	1 20:20 28:12,19 49:6
74:15 77:13 83:18	116:17 120:15	we've 8:17 22:7,8	worth 11:4	53:16 64:20 66:9,23
utilizing 24:2	122:3 123:9	80:14 89:13 91:20	worthy 23:23 55:10	69:2 72:7 90:9 91:5
	wanted 7:6 12:25	97:6 98:13 117:11	57:24 77:18	101:2
	24:9 25:7 27:1 28:5	weaknesses 34:8	wouldn't 54:9 104:23	1,208 19:23
Valerie 2:15 83:6	49:18 53:24 65:1	wearing 116:16	WRIGHT 1:6	1.091 30:7,25
91:22	90:8 93:16 108:9	website 21:16 25:10	write 26:1	1.7 7:18
various 19:18 37:2	wanting 95:5	weekly 94:15,18	writes 41:21,25	1:35 1:11 123:17
53:13 65:11,25	wants 43:1,11,17	weighty 12:11	writing 39:15 52:21	10 13:12 19:8,13 46:6
67:24	Wanza 2:15 78:22	welcome 41:11	written 41:4 42:5	46:9,21 48:6 66:12
Veda 83:10	82:7 83:5,6,6,15,20	122:24 123:8	wrong 12:8	102:20
vein 46:14	84:1,20 86:3 91:22	went 18:11 28:11	wrote 42:14 83:10	100 70:18 1002.1 24:10 27:3
verify 94:19 113:19	93:16,18 94:12	56:8 81:21 95:9,15	112:2	1002.1 24.10 27:5
				I

	1	1
28:23 32:10 48:21	103:22	8
49:6,13 55:15,18	2022 1:11 4:15 5:10	8 48:6 65:24 66:17,20
56:11 58:2	6:4 9:12 22:16 64:6	108:21
1003 49:3,7 51:2 52:6	65:4 68:2,3 124:12	8,000 55:21
52:12 54:24	2023 65:7	8:00 6:7
11 20:16,18 21:2,7	20th 68:2	8th 22:16
22:16 49:5,6 50:8	22 68:1	011 22.10
50:24 62:8 64:4	23 119:11	9
66:12	24th 9:12	9 15:5,8 48:6 66:6,19
11:05 1:11 3:5	26 40:2	97 67:23
111 21:2	27 102:23	9th 102:23
1163 23:20	28th 97:17	7th 102.25
11th 124:12		
12 7:4 21:1 62:3,9,12	3	
62:13 63:7 64:7	3 30:8,19 31:1 46:23	
65:21,23 90:14	48:23,24 53:16	
12:20 6:11	65:24 67:8 80:22	
	30 96:12,12	
13 63:7,9,13 90:7,14	30 50 90.12,12 30th 64:10 65:19,20	
99:1,7,10 101:2,14	65:22 101:4	
102:17 103:25		
106:11 108:21	3101 54:25 60:19,20 31st 1:11 3:4 4:15	
14 63:8,9,14 91:10	5:10 101:3	
99:1,24 100:2 101:3	3204 23:18	
102:10,16,19		
106:10	33301 1:24	
15th 64:6	3411 23:19	
16 52:13	3rd 1:7,23	
18 19:16 20:2	4	
1974 27:18	4 19:22 47:9,10,14,15	
2	48:4 53:16 54:12	
2 20:21 28:14 48:22	66:19 87:19	
53:16 66:8,10,19	46 40:3	
67:15 68:21 78:23	48 77:9	
80:19 90:11	4D 31:20	
2,873,625 19:24	5	
20 15:9 44:15 59:16	5 11:17 19:22 47:22	
88:3	47:23 48:1,5 53:10	
200 1:23 67:18 90:16	60:16,20 66:8,17	
2012 10:7	00.10,20 00.8,17	
2014 39:25	6	
2015 65:21	6 29:25 44:18,19 46:5	
2018 10:8,10 65:19	48:5 66:6,7	
67:17 90:15	60 53:1 71:7	
2019 67:21	600 1:7	
202 74:1	633 1:23	
2020 10:8 40:4 101:2	033 1.23	
121:19	7	
2021 64:6 65:22	7 48:6 66:9,12 108:21	
87:21 88:17 101:3,4	74 8.0 00.9,12 108.21 72 74:9 77:8 79:13	
101:21,22 102:4,23	12 14.7 11.0 17.13	
	•	•