

SCHOOL BOARD OF BROWARD COUNTY

AUDIT COMMITTEE MEETING

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

THURSDAY, MARCH 14TH, 2024
9:40 A.M. - 12:42 P.M.

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

United Reporting, Inc.
(954) 525-2221

1 COMMITTEE MEMBERS IN ATTENDANCE:

2 MS. RUTH CARTER-LYNCH
MR. ANTHONY DE MEO
3 MS. MARY FERTIG
DR. NATHALIE LYNCH-WALSH
4 MR. ROBERT MAYERSOHN
MR. ANDREW MEDVIN
5 MR. PAVEL MENZUL
MS. PHYLLIS SHAW
6 MS. JACLYN STRAUSS
MR. PETER TURSO

7 OFFICE OF THE CHIEF AUDITOR STAFF:

8 MS. ALI ARCESE, Audit Director
9 MR. DAVE RHODES, Audit Director
MS. JENNIFER HARPALANI, Assistant Director IT Audits
10 MS. ELENA PRITYKINA, Task-Assigned Manager, Operations
MS. NAKIA GOULDBOURNE, Acting Manager, Internal Accounts
11 MR. BRYAN ERHARD, System Support Specialist II
MS. LAURA WRIGHT, Clerk Spec C
12 MS. WANDA RADCLIFF, Clerk Spec B

13 DISTRICT STAFF:

14 DR. PETER LICATA, Superintendent of Schools
DR. VALERIE WANZA, Deputy Superintendent, Chief of Staff
15 MR. JOHN SULLIVAN, Chief Communications/Legislative
Affairs Officer
16 MS. JENNIFER ANDREU, Executive Director, Operations
MR. ANDRAE HILL, Assistant Director, Chief of Staff
17 MR. ERIC SEIFER, Process Analyst, Procurement &
Warehousing Services

18 INVITED GUESTS:

19 MR. TIM BASS, Court Reporter, United Reporting
20 BECON Broadcasting

21
22
23
24
25

1 Thereupon, the following proceedings were had:

2 - - -

3 DR. LYNCH-WALSH: All right. Good morning
4 everybody. Welcome to the March 14th special
5 meeting of the audit committee. First order of
6 business is the Pledge of Allegiance. I would
7 like everyone to rise. The flag is towards the
8 back. Thank you.

9 (Pledge of Allegiance was recited.)

10 DR. LYNCH-WALSH: Thank you. Next up is the
11 roll call. Mr. Rhodes?

12 MR. RHODES: Okay. I'll look around at the
13 name tags.

14 Pavel Menzul?

15 MR. MENZUL: Present.

16 MR. RHODES: Peter Turso?

17 MR. TURSO: Here.

18 MR. RHODES: Could you turn that around a
19 little bit, the name tag?

20 Andrew Medvin?

21 MR. MEDVIN: Here.

22 MR. RHODES: Phyllis Shaw?

23 MS. SHAW: Here.

24 MR. RHODES: Chair Nathalie Lynch-Walsh?

25 DR. LYNCH-WALSH: Here.

1 MR. RHODES: Robert Mayersohn?

2 MR. MAYERSOHN: I'm here.

3 MR. RHODES: Anthony De Meo?

4 MR. DE MEO: Here.

5 MR. RHODES: Jaclyn Strauss?

6 MS. STRAUSS: Present.

7 MR. RHODES: Mary Fertig?

8 (No response.)

9 MR. RHODES: Ruth Carter-Lynch?

10 MS. CARTER-LYNCH: Here.

11 MR. RHODES: Sorry about that. We had a
12 Rebecca Dahl?

13 (No response.)

14 MR. RHODES: And, I'm sorry, I can't
15 pronounce that first name. Ms. Ighodaro?

16 DR. LYNCH-WALSH: She's not here. Itohan.

17 Okay. Sorry, I'm having connectivity issues.

18 All right. First up, approval of the agenda
19 for today's meeting. I think there is one thing
20 that needed to be fixed. Unless -- is this a new
21 copy? No.

22 So item number 9, Internal Audit BTA, okay,
23 it looks like that was fixed.

24 All right. You were sent supplemental
25 information yesterday, but, other than that, I

1 don't believe there are any changes.

2 All right. So motion to approve the agenda?

3 MS. CARTER-LYNCH: So moved.

4 MS. SHAW: So moved.

5 DR. LYNCH-WALSH: Moved by Carter-Lynch,

6 seconded by Phyllis Shaw.

7 All in favor?

8 MR. MEDVIN: Madam Chair, I have an objection
9 to number 5. We just received the minutes in the
10 last hour, I don't think anybody has had a chance
11 to read them. How can we vote on them?

12 DR. LYNCH-WALSH: Okay. I -- I -- this has
13 never happened before, I rushed out of the house
14 and didn't have my packet. So I thought this was
15 in the packet, my stack I did bring with me. So
16 this is new?

17 MR. RHODES: We received the minutes late and
18 so we got them out as soon as we were able to.

19 Wanda, did you print a copy of those and hand
20 those out?

21 MS. RADCLIFF: Yes, everyone has a copy.

22 MS. SHAW: I withdraw my second.

23 MR. MEDVIN: Because we can't vote because we
24 haven't read them yet.

25 DR. LYNCH-WALSH: Okay. I appreciate that.

1 MS. CARTER-LYNCH: I'll withdraw my motion.

2 DR. LYNCH-WALSH: Okay. So we will move --
3 yeah, we're not -- we can't approve these because
4 no one's seen them. I appreciate that you guys
5 got them.

6 MR. MAYERSOHN: Motion to defer the minutes
7 to our next scheduled meeting.

8 DR. LYNCH-WALSH: Okay.

9 MS. SHAW: Phyllis Shaw, second.

10 DR. LYNCH-WALSH: Moved by Mayersohn,
11 seconded by Phyllis Shaw to defer the approval of
12 the minute for February 29th to our next
13 scheduled meeting.

14 Any further discussion?

15 (No response.)

16 DR. LYNCH-WALSH: All in favor?

17 COMMITTEE MEMBERS: Aye.

18 DR. LYNCH-WALSH: Any opposed?

19 (No response.)

20 DR. LYNCH-WALSH: Motion carries unanimously.
21 Thank you.

22 Moving on, do we have any members of the
23 public here for general comment?

24 DR. WANZA: Madam Chair?

25 DR. LYNCH-WALSH: Do we have speakers?

1 MS. ARCESE: No.

2 DR. WANZA: Madam Chair, this is Dr. Wanza.
3 Is it at this time or is there another place in
4 the agenda? I have comments on behalf of the
5 Superintendent who unfortunately got delayed.
6 He's at an event with students and they started
7 late. He's on the program to speak. So I'm
8 asking, is this the time or would you want me to
9 wait until --

10 DR. LYNCH-WALSH: He's on which program to
11 speak? He's not on the agenda.

12 DR. WANZA: Okay. So can I do it at this
13 time since it's under public comment?

14 DR. LYNCH-WALSH: Under public comment, yeah,
15 that would be appropriate.

16 DR. WANZA: Thank you. So this is the time?
17 So good morning, everyone. As many of you know,
18 most of you, I'm Valerie Wanza, Deputy
19 Superintendent Chief of Staff. Dr. Licata does
20 send his regrets. He was going to be here this
21 morning, at least for as much of the meeting as
22 he could attend. He's not here. He's at an
23 event with students.

24 But one of the things that he did want
25 expressed, obviously, he thanks you for your

1 service and the work that you do on behalf of the
2 community and on behalf of the district.

3 However, what has been reiterated to him multiple
4 times by many staff members is the tone and tenor
5 and sometimes many of the actions that they have
6 to endure while being here in the meeting. So at
7 his discretion he will determine when his staff
8 will attend, not only this meeting, but any other
9 advisory meeting. And so, as I said, he will be
10 here, hopefully, when he can before the meeting
11 ends. If not, he will more than likely attend
12 the next meeting at least for the opening. But
13 he does thank you for your service, but he does
14 want all committees to know that his staff will
15 attend at his discretion, and he hopes, and we
16 all hope that our meetings are conducted in a
17 very civil manner. While we understand that
18 there are difficult conversations and difficult
19 items, there is still, hopefully, an expectation
20 of professionalism and decorum throughout all of
21 our conversations. Thank you.

22 MR. MENZUL: Point of information.

23 DR. LYNCH-WALSH: Hold on.

24 Thank you, Dr. Wanza, because I don't -- to
25 that point, Ms. Andreu asked, they asked to be at

1 the top of the agenda, they sent their
2 information in on time, which I appreciate, and
3 they were here on time. So I don't want to get
4 too far off because we could certainly have a
5 long conversation about what was just said. This
6 is very reminiscent of earlier conversations. It
7 seems every superintendent tends to make a
8 similar speech. Until we get the next one.

9 So, anyway, I'll defer that to comments at
10 the end of this meeting if --

11 MR. MENZUL: It's just a comment that you
12 should really say in person. It's not a quote.

13 DR. LYNCH-WALSH: Oh, I agree. I do not
14 disagree. And I was hoping to perhaps avoid
15 having a full-blown three-ring circus related to
16 that. But, you know, nobody -- and just to be
17 clear, nobody has come to me to speak to me
18 before doing that. And then sending Dr. Wanza as
19 the messenger instead of coming in person.

20 Yes, ma'am, but, again, I want to get to the
21 first item.

22 MS. SHAW: Thank you. Could we close --
23 first of all, because this was done in public
24 comments, it is -- we should not be responding,
25 number one. Number two, could we close public

1 comments?

2 DR. LYNCH-WALSH: Yeah. Okay. So we're
3 going to move on.

4 MR. MENZUL: It's public comment but we're
5 saying it's the Superintendent.

6 DR. LYNCH-WALSH: Right. Well, we can
7 discuss it during audit committee member
8 comments.

9 Yes, ma'am.

10 MS. CARTER-LYNCH: Madam Chair, so that the
11 tenor of this meeting doesn't get out of hand
12 today, because a lot of us have places to go --

13 DR. LYNCH-WALSH: Yes.

14 MS. CARTER-LYNCH: -- please let's just move
15 on with the meeting.

16 DR. LYNCH-WALSH: That's what I'm trying to
17 do.

18 MS. CARTER-LYNCH: Thank you.

19 DR. LYNCH-WALSH: Okay. All right. So, to
20 that end, we are on Item Number 6, Proposed
21 Policy Revision -- Revisions to the Purchasing
22 Policy. Staff added, under bulk rule development
23 there are -- there's a summary of the proposed
24 changes.

25 Ms. Andreu, do you want to start from that

1 end with a summary so that -- I think that might
2 be easier to maneuver through.

3 MS. ANDREU: Thank you. Good morning.
4 Jennifer Andreu, Executive Director Operations.
5 It's a pleasure to be here to share with you our
6 amended purchasing policy, which the number of
7 the policy is now going to be 3800. That is also
8 changing to ensure alignment with and compliance
9 across the district with the new policy numbers.

10 We worked on this policy closely with General
11 Counsel and benchmarked the policy with Palm
12 Beach, Miami-Dade and Orange County, and also
13 looked at FAU and North Florida, as well.
14 Procedures will be developed as a result of this
15 policy. And so some of those items that you may
16 not see in the policy, know that they will be
17 included in a procedures manual to accompany the
18 policy.

19 So, with that being said, we are here to
20 capture your feedback and that is the purpose of
21 today's presentation. We revised the policy to
22 better organize it and provide clarity to the
23 stakeholder groups, particularly user departments
24 who will implement and utilize this. So we began
25 with an introduction.

1 I'm pausing so I know that they're supposed
2 to bring it up, I believe.

3 DR. LYNCH-WALSH: Yeah, I'm trying to get
4 another screen going so I can flip between the
5 summary and the redline version.

6 MS. ANDREU: Bud does everybody have a copy?

7 MS. FERTIG: I have a copy of the policy, but
8 are you saying that there was a summary?

9 DR. LYNCH-WALSH: Yeah, the summary was
10 emailed to -- I sent it to you guys yesterday.
11 So if you have a laptop you can pull it up. I'm
12 pulling it up on --

13 MS. FERTIG: I'm asking if staff provided us
14 with that?

15 DR. LYNCH-WALSH: They did, electronically.
16 Well, I did, electronically.

17 So just so you know, we're in a transition
18 period, Mary. Michele Marquardt has left, is
19 leaving. And so she would normally make sure all
20 of the things that staff had sent got attached
21 the first time. That fell through the cracks.

22 MS. FERTIG: Just to expedite this, if it --
23 if it came to us electronically, somebody has it
24 electronically, if we could make copies and
25 distribute it to the group, I think it would save

1 us a lot of time. I'm not trying to slow you
2 down, I'm sorry for that.

3 DR. LYNCH-WALSH: I will pull it up on the
4 screen though.

5 MS. FERTIG: I probably should have brought
6 my laptop, I guess, but I checked and printed
7 everything that I saw. Thank you. I just would
8 request that somebody print this off and provide
9 it. Thank you, guys.

10 I'll share with Ruth, but still my point is,
11 if it came to us electronically, we're talking
12 nine copies, so --

13 DR. LYNCH-WALSH: 10 pages; yes.

14 All right.

15 MS. ANDREU: My apologies.

16 DR. LYNCH-WALSH: Okay. Ms. Andreu, which
17 way do you want to go?

18 MS. ANDREU: So if we can begin at slide 6,
19 because --

20 DR. LYNCH-WALSH: That's what I'm on.

21 MS. ANDREU: Okay. I'm sorry, I couldn't
22 see.

23 So starting at, and I apologize in advance if
24 my page numbers don't correlate to yours exactly.
25 It could be, depending on when you printed it,

1 one number off. So if I say a page number that
2 is a little different from yours, my apologies in
3 advance. And I'll try to correlate and crosswalk
4 the page number so that you can see.

5 So beginning on page 1 of the redline policy,
6 we started off with an introduction. The
7 previous policy did not have that. So, again,
8 that was a recommendation just with General
9 Counsel.

10 Moving on to page 4 of the redline version,
11 we revised definitions and provided a definition
12 for lobbying, lobbyists and principal. Those
13 definitions were added.

14 Going to page 5, pages 5 through 10,
15 delegation of authority. In terms of delegation
16 of authority, we wanted to listen to the board's
17 requests to operate their board meetings more
18 efficiently, and so we, again, worked with
19 General Counsel. And so on procurement items
20 that have a three-year term and two one-year
21 renewal options, we would like the ability to be
22 able to renew that contract if the user
23 department and procurement have evaluated those
24 goods or services and it is economically
25 advantageous for us to do so. It would never be

1 automatic, but in the event that we have looked
2 at pricing, evaluated the firm's ability to
3 provide those goods or services, we would like
4 the ability to do that without having to go back
5 to the board for approval. That will reduce the
6 number of OO items that we take to the board.
7 And so we would still, of course, communicate
8 with them. And we plan on doing that, through
9 the Superintendent, the board would receive one
10 item with all of those renewals for the month
11 instead of, you know, maybe 10 items,
12 individually. And they would have the ability to
13 bifurcate that if there was something on there
14 that they don't want to approve.

15 Would we like to stop? I'm fine with
16 stopping as we go.

17 DR. LYNCH-WALSH: Okay. Mr. Menzul.

18 MR. MENZUL: Well --

19 DR. LYNCH-WALSH: And then Ms. Shaw.

20 MR. MENZUL: Well, reading this section I
21 have several -- there are several issues with
22 this section just when evaluating it. But just,
23 you know, just a quick general statement about
24 the entire agreement that applies to this section
25 as well, just from reading this thing, this seems

1 like overall this is a purchasing agreement that,
2 in effect, if you were to summarize all this it's
3 just giving more authority being delegated from
4 the board to the district. And I looked at --
5 now, one district that I did look at that I think
6 would be the best comp and the best practice is
7 the St. John's School District. And on theirs
8 there is a -- well, one, it's much more
9 stringent. And ours, this one has definitely
10 some contradictions; right? So, for example,
11 just start reading, and I'm not saying it's
12 necessarily a contradiction, but I know the
13 district and how it's going to apply it
14 effectively. The way the contradiction is
15 written it's cancelling out the very thing that
16 comes before it. So --

17 DR. LYNCH-WALSH: What page are you on?

18 MR. MENZUL: Page 5 on -- in Section 2. The
19 school board has delegated limited authority to
20 the Superintendent or his or her designee
21 including without limitation -- so that -- you
22 know, just linguistically, right, so what does
23 that mean? Because you're saying there's limited
24 authority, well, there's no limitation, and also
25 when we look at the definition of what a

1 superintendent is, it includes designee to begin
2 with. So if we go by the definition, you have
3 Superintendent, which includes designees and his
4 or her designees. And then you have director of
5 procurement and then if we keep reading, one,
6 there's no limit, so I think 25 to 50k, right, I
7 think generally those in -- for example, I would
8 recommend having that as requiring approval. I
9 -- I -- this -- having -- this current agreement
10 as it's presented here states that anything over
11 one year doesn't require board approval and it
12 appears that purchasing is asking for additional,
13 you know, we're asking for it to go to three
14 years and I'm a no on that.

15 But there's a couple of other things just
16 from looking at this. Some of the things that I
17 mentioned, and, again, it says in compliance with
18 applicable federal and state laws. One of my big
19 issues with this agreement as well as -- it keeps
20 citing regulations, right, from the
21 administrative code and statutes without
22 necessarily citing which part of the statute it's
23 referencing. So it would be good to see that in
24 the document, at the very least. Because if you
25 just read what this says, right, it's not clear

1 where, you know, where this authority comes from.
2 And the way I read this is, this entire
3 agreement, this basically makes it easier for the
4 Superintendent or the designee to buy goods,
5 commodities in this case, without going to the
6 board. And I think when you look at some other
7 sections -- and I'm not going to get to the --
8 we'll get to those other sections later, there is
9 already, as we keep dealing with, it's already
10 too easy to do that.

11 So if we compare this section and we look at
12 requisitions; right?

13 DR. LYNCH-WALSH: What page is that?

14 MR. MENZUL: That's on page 17. So I'm just
15 going to -- page 17 Purchase Requisitions, the
16 way this is written I don't understand how you
17 can operate purchasing this way. Because, one,
18 we are taking out the language that's already in
19 there, which is, except in extreme emergencies,
20 right, you can -- you can purchase, you know,
21 purchasing card transactions from work location.
22 I think that should specify who -- you know,
23 that's way too broad. So it needs to say either
24 like department head or school principal, not
25 work location; right? Because this is the issue

1 that we keep having. I think one of the meetings
2 we were discussing there was a bookkeeper just
3 placing purchase orders; right? So each
4 requisition, transaction or contract shall be
5 causally found -- okay. A requisition, okay, I'm
6 fine with the wording, but I think it's -- it's a
7 little messy. But when we go back, in no case
8 shall the procurement precede the date of
9 requisition except as provided here for
10 emergency. Well, what constitutes an emergency
11 that we're just not following process; right? I
12 think processes are made so that if there is an
13 emergency you have something to follow.

14 DR. LYNCH-WALSH: So you're saying there
15 should be an operational definition of emergency
16 somewhere in here?

17 MR. MENZUL: Well --

18 DR. LYNCH-WALSH: That would cure the
19 problem.

20 MR. MENZUL: Well, I think extreme emergency
21 is there just to say, there really -- there
22 should almost be very few good -- this is
23 basically like maybe force majeure, if you read
24 it that way, very difficult.

25 DR. LYNCH-WALSH: So, but your recommendation

1 is that there should be -- maybe Ms. Shaw is
2 going to assist here.

3 MS. SHAW: Yeah, so there should be an
4 emergency section in here and that emergency
5 section then would be -- that emergency activity
6 would then --

7 MR. MENZUL: There is no -- what emergency
8 could there be that requires placing a purchase
9 order before a requisition?

10 DR. LYNCH-WALSH: Okay. So that could
11 happen.

12 MR. MENZUL: But not really.

13 MS. SHAW: A lot. There's a lot.

14 DR. LYNCH-WALSH: Did you have a comment?

15 SUPERINTENDENT LICATA: Thank you, sir. For
16 those that have been around a little bit, trust
17 me, as Superintendent, I don't want to spend any
18 money, and I'm certainly not going to do it on my
19 own. But if you remember four years and one day
20 ago the world shut down. And in order to buy
21 masks, sanitizer, and fuel, everything, every
22 district around the country immediately gave the
23 Superintendent the authority to purchase these
24 things without going through the normal
25 procedures. That's the emergencies we're talking

1 about. Usually, natural disasters and such.
2 It's hard to define it. I think you can define
3 most of that with natural disasters and pandemic,
4 but we don't know what else will happen. You
5 know, we don't know what else will happen. So
6 it's got to have sort of a window, but I think
7 defining it in that sense and something of that
8 sort. Now, what happens if there's a takeover of
9 our technology and everything, we lose every bit
10 of technology --

11 MR. MENZUL: Point of order. This is
12 incorrect information.

13 DR. LYNCH-WALSH: Okay. Pavel, he has the
14 floor.

15 MS. FERTIG: Can I ask a point of order? Are
16 we on page 14 Emergency Purchases in the
17 purchasing policy; is that what we're on?

18 MS. SHAW: I think we were on page 5. Could
19 we go back to page 5?

20 DR. LYNCH-WALSH: So the thing is, Pavel was
21 going through his issues and the last number he
22 gave me was 17. To your point about page 14,
23 that is where emergency purchases are, on page
24 14.

25 So, do you or do you not, Pavel, since you

1 started this, and then we can get done and if
2 Phyllis has some additional comments and then
3 we'll move around the room, do you have --
4 emergency purchases is addressed on page 14 and
5 it says when the Superintendent determines, in
6 writing, safety or -- public health, comma,
7 safety, comma, or welfare, or other substantial
8 loss to the school district requires emergency
9 action. Do you have an issue with that being the
10 definition of emergency, because that's in here?
11 I think it was in here before, it just moved.

12 MR. MENZUL: My issue is not with the
13 definition, it's with the example. And I can
14 state that with absolute certainty hand sanitizer
15 purchases during COVID, this exact four years ago
16 time, did not require, and this is from personal
17 experience speaking, I don't want to get too into
18 it, but did not require going around this
19 process; right? So purchases were made.

20 DR. LYNCH-WALSH: Okay. So you don't agree
21 with the idea of --

22 MR. MENZUL: So things were shut down. The
23 sanitizer came later.

24 DR. LYNCH-WALSH: So you may have to agree to
25 disagree because you're not going to -- they're

1 not going to not have emergency purchases.

2 MR. MENZUL: That's not what I'm saying. I'm
3 saying the procedures are for emergencies.
4 That's the whole point.

5 DR. LYNCH-WALSH: Well, procedure is not
6 policy, so that's a separate conversation. I
7 know here we tend to commingle, not in this --
8 not the audit committee, but the district,
9 confuses policy and procedure. They are not the
10 same thing. The policy is the rule, the
11 procedure is the way you go about implementing
12 the rule.

13 MR. MENZUL: Right.

14 DR. LYNCH-WALSH: So, to your point, there
15 may need to be procedures, but that's not what
16 this is.

17 So Ms. Shaw and let me just -- do you want me
18 to finish over here and then we'll go in order?
19 Do you guys have anything after Ms. Shaw?

20 MS. FERTIG: Can we do a section at a time or
21 something? Can we stay somewhat in the same
22 realm?

23 MS. SHAW: I'm still on page 5. That's where
24 she was.

25 DR. LYNCH-WALSH: Page 5? Okay. We don't

1 normally do policy, so this is a little
2 different.

3 MS. CARTER-LYNCH: Madam Chair?

4 DR. LYNCH-WALSH: Yes, ma'am.

5 MS. CARTER-LYNCH: If we can just complete
6 one thing and not jump all over?

7 DR. LYNCH-WALSH: One page?

8 MS. CARTER-LYNCH: One page.

9 MR. DE MEO: Madam Chair, one other thing
10 along those lines.

11 DR. LYNCH-WALSH: Yes.

12 MR. DE MEO: Do we know the environment in
13 which these policies were -- can I just ask two
14 minutes of questions to find out the background
15 on -- I want to know how this -- what the
16 environment was. Who -- first of all --

17 DR. LYNCH-WALSH: Okay. So, Mr. De Meo, Ms.
18 Shaw had the floor. She did. She has.

19 MR. DE MEO: But I think before we get into
20 the minutia, we need to have a broader
21 understanding of how these documents were, how
22 they came about? Because this is minutia. This
23 belongs in a workshop. This belongs with the
24 staff reviewing it first. I think this is an
25 immense, possibly an immense waste of time.

1 DR. LYNCH-WALSH: Well, I don't want to spend
2 10 years on it either.

3 MS. FERTIG: I think his point is, and I
4 think she was actually started in that direction,
5 giving us background and then we kind of got into
6 other stuff.

7 MS. SHAW: Madam Chair, control, please.

8 DR. LYNCH-WALSH: Yes, Ms. Shaw has the floor
9 though. And then when she's done we can -- we
10 can reconfigure.

11 MS. SHAW: Thank you very much. I guess this
12 is not working.

13 SUPERINTENDENT LICATA: Oh, turn it on. I
14 turned it off.

15 MS. SHAW: No, this one. Thank you very
16 much. A lot of work went into this, so I
17 appreciate it. And for someone who has to manage
18 aspects of procurement, I know it's a lot of work
19 and everyone needs to understand that this is
20 just a policy, the procedure itself of how to
21 carry out the policy will be in a separate
22 document. But my question is, and he did have a
23 point, which is what I was going to make, that we
24 do need to, in terms of we have pursuant to
25 section such-and-such with the Florida Statute,

1 the school board or some other, so we need to
2 kind of list that and make sure it's clear. But
3 what is the Superintendent's limit? And I'm
4 asking that to, when you're talking about the
5 Superintendent can approve over any additional
6 one-year contract and so on and so forth, which,
7 yes, it does make the process a lot easier. I
8 just had to go to the board, my board, for an
9 emergency purchase because we do have emergencies
10 which have to be ratified by the city manager and
11 then it will be ratified by the board later on.
12 So emergencies do happen and I don't think we
13 should dictate how those emergencies -- well,
14 that's not on page 5. What is the
15 Superintendent' limit?

16 MS. ANDREU: The Superintendent has a
17 \$500,000 limit. And on page 5, I think going
18 back to some of the original conversation, it was
19 recommended by one of the audits to fully detail
20 and describe who the designees are. So it can't
21 just be the Superintendent has designees. That's
22 why we listed who they are in that.

23 MS. SHAW: I have no issues with the
24 designees. I just want to know, what's his
25 limit? So if his limit is 500,000, we have a

1 contract renewal for a million dollars, will that
2 contract renewal then go to the board? Because
3 after let' say it's a three years done, and to
4 make life easy he approves it, would it go to the
5 board for ratification?

6 MS. ANDREU: Yes, ma'am.

7 DR. LYNCH-WALSH: Okay. So -- give me one
8 second.

9 To Mr. De Meo's point, we're trying to focus
10 on, because I was picturing people had specific
11 sort of things, but not, you know, whether a
12 comma is here or the minutia of this. Because we
13 won't ever get out of this policy.

14 So the -- I think we know the environment
15 that they're bringing it forward. I don't think
16 there's currently a Director of Procurement right
17 now. We and the board also approved evaluating
18 the internal controls over Procurement. So,
19 remember, that was last year. That hasn't
20 happened yet. And yet this policy is coming
21 forward before the internal control environment
22 over Procurement has been evaluated. So the
23 timing is a bit off. Did this go to, refresh my
24 memory, workshop? This went to workshop already?

25 MS. ANDREU: No, ma'am.

1 DR. LYNCH-WALSH: No board workshop.

2 Do you want to let Mr. De Meo go and then you
3 have specifics? Okay.

4 MR. DE MEO: Okay. So this is the board's
5 responsibility. The board discharges that
6 responsibility through its executive officer and
7 staff. It is ours to comment on. We are not
8 part of operations. And I'd like to ask some
9 questions of Ms. Andreu.

10 What is your background in 30 years?

11 MS. ANDREU: This is my 30th year in
12 education, from classroom teacher, to director,
13 to assistant superintendent.

14 MR. DE MEO: How about in procurement; what's
15 your experience there?

16 MS. ANDREU: I have worked in economic
17 development and procurement for six years now.

18 MR. DE MEO: And what did you use to -- tell
19 me what the environment was. What comparable
20 polices did you review and who was involved in
21 this process?

22 MS. ANDREU: I mentioned in the opening how
23 we benchmarked it against my previous employer,
24 Miami-Dade County Public Schools as well as Palm
25 Beach. So I mentioned some of that. We have, of

1 course, worked internally. And this is being
2 brought at the request of the audit committee and
3 it's part of the looping procedure that we do
4 before we take it to the board so that we can get
5 feedback from stakeholders. The board will
6 review it at a workshop on March 20th. It was
7 reviewed with the technology advisory committee,
8 this committee. Whoever would like to have input
9 we will come and do a presentation similar to
10 this one to get all stakeholder feedback.

11 MR. DE MEO: I'm not going to make a motion
12 but this belongs in a workshop, in my opinion, to
13 do it justice. And before the board's looked at
14 it -- I mean, it doesn't matter what the order
15 is, we probably should look at it first, but this
16 is not -- I just don't think this is our charge
17 and I think this is beyond the scope of what we
18 can reasonably accomplish with so many other
19 items that present risk to the, in terms of
20 finances, controls and operations, to this
21 district.

22 So I'm not going to make a motion that it
23 should go to a workshop, it would probably be
24 voted down anyways, but --

25 DR. LYNCH-WALSH: A workshop of whom; the

1 board?

2 MR. DE MEO: Us. Whomever.

3 DR. LYNCH-WALSH: Well, actually, this is a
4 special meeting where we were just doing policies
5 and then we have one audit today. But, no, the
6 idea was not to go through the comments and --

7 MR. DE MEO: Yeah, this is operational. I
8 just don't think it's within our purview.

9 DR. LYNCH-WALSH: Well, it is a policy. So,
10 Mr. Mayersohn? And I'll circle back.

11 MR. MAYERSOHN: I mean, look, we could spend
12 all day just on this policy alone, but I agree
13 with Mr. De Meo, this may not be within our scope
14 except for some of the items regarding
15 purchasing.

16 But two things I just want to bring up in
17 general. Number one, the definition for lobbying
18 and lobbyist, where did you get that definition
19 from?

20 MS. ANDREU: Again, this goes with our policy
21 that we have in place for those and we looked at
22 the other districts that I mentioned earlier.

23 MR. MAYERSOHN: Did you look at Broward
24 County, their municipal code of ethics?

25 MS. ANDREU: I did not.

1 MR. MAYERSOHN: I would take a look at it.
2 Because not only do they define lobbying and
3 lobbyist, but they also define what is not
4 lobbying or what is not a lobbyist.

5 So, for example, if somebody comes to the
6 school board meeting and speaks or whatever, they
7 might not be considered lobbying for whatever
8 reason it might be. So I would take a look at
9 that and possibly include that.

10 The other -- the other suggestion that I
11 would strongly recommend is that P-cards be a
12 separate policy.

13 MS. ANDREU: Thank you for that feedback. So
14 there currently is a lobbyist policy that is
15 separate and apart. These are just the
16 definitions here. And we will come back with a
17 P-card policy. That was a recommendation of
18 General Counsel.

19 MR. MAYERSOHN: Right. And I'll just read
20 this briefly, for example, lobbying, this is from
21 the county code of ethics, means communication by
22 any means from a lobbyist to a covered individual
23 regarding any item that will unforeseeably be
24 decided by a final decision making authority
25 which communication seeks to influence, convince,

1 or persuade the covered individual in the support
2 or oppose the item. Lobbying does not include
3 communications made on the record at a duly
4 noticed public meeting or hearing or from
5 attorney to attorney representing Broward County
6 or any municipality within Broward County
7 regarding a pending or imminent judicial or
8 adversarial administrative proceeding against
9 Broward County or against any municipality within
10 Broward County.

11 So it just, as I said, defines it a little
12 broader. It to pertain to the purchasing policy,
13 but just as a definition somewhere along the line
14 it might be useful.

15 MS. ANDREU: And it is defined in the policy
16 and examples are given of what it is and is not
17 in the policy.

18 MR. MAYERSOHN: So in the lobbyist policy?

19 MS. ANDREU: Correct.

20 MR. MAYERSOHN: Okay. Because that's kind of
21 -- that's kind of, I think we've all had the same
22 situation is, you have one policy that defines it
23 here, another policy that defines it here, a
24 third policy that defines it somewhere else, and
25 you may go to look at the purchasing policy and

1 say, well, that's what defines a lobbyist without
2 saying it's referred to the lobbyist policy. So
3 it may just be some connectivity within a policy
4 to alert what it might be.

5 DR. LYNCH-WALSH: Okay. Ms. Strauss, are you
6 good?

7 MS. STRAUSS: I'm good.

8 DR. LYNCH-WALSH: Okay. So along the lines
9 of something specific because we will not --

10 MS. FERTIG: I'm just trying to get my
11 question out, which will probably be shorter than
12 your admonition to not belabor this. I am in
13 agreement with bog. One of the tasks I had, I
14 think this needs a review, and after listening to
15 you, you probably want to review your entire
16 lobbying policy because it's been a very long
17 time. So I'm just going to thank you for raising
18 that. I'm going to go to page 9, top of page 9,
19 crossed out is report any valid bid protest to
20 the school board at least quarterly. Where have
21 you incorporated that or what is your reporting
22 mechanism to the school board in this policy?

23 MS. ANDREU: I'm sorry, can you repeat the
24 question?

25 MS. FERTIG: Page 9. Page 9.

1 MS. ANDREU: Mm-hmm.

2 MS. FERTIG: Very top of the page you have
3 crossed out the words, report any valid bid
4 protest to the school board at least quarterly.

5 MS. ANDREU: That was eliminated because the
6 school board is notified as a bid protest comes
7 before it.

8 MS. FERTIG: I was trying to glance through
9 here and see, make sure that we did not lose the
10 thought, because for a lot of us, that's where we
11 find out about it. So, okay. And my others were
12 just reminders of things that were covered in
13 here that we didn't necessarily see in the same
14 section. So thank you.

15 DR. LYNCH-WALSH: Ms. Carter-Lynch.

16 MS. CARTER-LYNCH: You know what, I'm good.

17 DR. LYNCH-WALSH: Okay.

18 MS. CARTER-LYNCH: I'm good. Bob took care
19 of it. Mr. De Meo took care of it. So I'm on
20 the same page as those gentlemen.

21 DR. LYNCH-WALSH: Okay. And I'm going to my
22 Cone of Silence, just to reiterate because I was
23 on the TAC meeting, but just to clarify so we're
24 all clear on that.

25 Hang on one second because you went.

1 Turso; Medvin; no?

2 Okay. Mr. Menzul and then Ms. Shaw again.

3 MR. MENZUL: I'm saying this for the record
4 because this is important. This is very much
5 within the purview of audit; right? And this is
6 -- purchasing, when you really look at it report
7 by report, including all of the procurement
8 reports that we do here is at the heart of pretty
9 much every major money-related issue in tis
10 district over the last decade. So -- including
11 what's in here.

12 DR. LYNCH-WALSH: Okay. Yeah, I don't think
13 Mr. Medvin -- I don't think he was disagreeing,
14 but we're here in person as opposed to on a Teams
15 meeting which is where we generally have our more
16 minutia-ish --

17 MR. MENZUL: Well, some of the things in here
18 would be under procedures. Just because we call
19 it policy and it does not maybe include
20 procedures in it does not all of a sudden change
21 the meaning of it.

22 DR. LYNCH-WALSH: And if you have suggestions
23 for things that look procedural as opposed to
24 policy you can, I'm sure, contact Ms. Andreu with
25 that observation. Or if you have something very

1 specific to say --

2 MR. MENZUL: Well, I would also say the
3 statutes, also, there is a lot of stuff in the
4 statutes, themselves, which they have policy --

5 DR. LYNCH-WALSH: And when we scroll to the
6 end we're going to see if all those statutes are
7 listed.

8 Ms. Shaw?

9 MS. SHAW: I was just -- you know, I have to
10 agree with Mr. Anthony about sending it back to
11 -- back to you guys and let you guys -- one of
12 the things I don't think we should do is sit here
13 and dissect everything that is being done. We
14 ask, it's being done, and we should never ever,
15 because procurement and internal control are not
16 in the same bucket. Procurement is on the one
17 side, internal control is under -- either it
18 should be a separate division or under
19 accounting. And if we're going to mix the two
20 then it's going to create an issue. But I agree
21 with him to send it back to you, to let you take
22 care of it, run it. I -- I mean I -- when I read
23 through a lot of this I thought, wow, there's a
24 lot of details that should be really in
25 procedure, not in here. But I appreciate it

1 because I won't have to go try and find procedure
2 and figure out how to do it.

3 So, I mean, the timing of how this is being
4 done, I don't care. The mere fact that it's
5 being done -- we had a new procurement director a
6 few years ago and he overhauled the entire
7 procurement policy. Was that the best timing?
8 Who knows. But it was overhauled and changes
9 were made and it was better. And we still have
10 work to do. We still have changes that we need
11 to make right now even though it was done three
12 years ago.

13 So I don't want to spend the time dissecting
14 this. I think if we have comments we can send it
15 through the chair to the audit committee and say
16 these are some of the recommended changes, such
17 as including sections that belongs where the
18 Florida Statute, et cetera, et cetera, and if
19 it's in the page, include the page number in the
20 back where it is and let us see what it is when
21 it goes through the looping process, which is
22 what I love.

23 DR. LYNCH-WALSH: Okay.

24 MS. FERTIG: I think I'm up.

25 DR. LYNCH-WALSH: Yes, you are. And then I

1 want to wrap this up because it's 10:20.

2 MS. FERTIG: Yeah, I'm trying to wrap this
3 up; okay?

4 DR. LYNCH-WALSH: That's not to you, that's
5 to everybody.

6 MS. FERTIG: So let me just say, I would like
7 to make a motion to transmit this with Mr.
8 Mayersohn's --

9 MR. MAYERSOHN: Second.

10 MS. SHAW: Second.

11 MS. FERTIG: -- comments about lobbying.

12 DR. LYNCH-WALSH: Okay. Then I'm going to
13 make my comments during discussion because I
14 haven't spoken yet.

15 Cone of Silence we discussed the other day
16 about making very clear. The Cone of Silence has
17 language that is unclear, because what it did is
18 it said you can't talk to anybody and didn't
19 create an exception that says you can talk to
20 this specific person in procurement. So as long
21 as that sticks, but I'm just letting everybody
22 know that was one thing.

23 I'm not sure how to clarify this in policy,
24 but, historically, in my experience in the
25 district, whenever you try to talk about a

1 problem with a solicitation somebody starts
2 saying Cone of Silence. I go, but I'm not a
3 vendor. I'm at a public meeting. There's no Cone
4 of Silence violation. So I don't know if there's
5 a way to clarify who it does not pertain to, but
6 it's -- and except for the language where the
7 exception, as Linda pointed out at TAC needs to
8 be clarified, then we're good on that.

9 And then I was looking for the authority
10 statutes. I don't know if there's more here than
11 what's on this list. Because these are the
12 general -- this is the ones governing the board,
13 I believe the Superintendent, and I'm not
14 familiar with the last two.

15 But as long as they're in there, to
16 everyone's point earlier, then we're good.
17 That's my -- and I'm done.

18 Anybody -- any further discussion before we
19 move to transmit? Do we have to transmit this?

20 MR. DE MEO: No.

21 MR. MENZUL: So what's the next step for
22 this?

23 MS. FERTIG: But I was saying that we do,
24 with Bob's comments about the lobbying, so that
25 gets picked up in the conversation that the board

1 has. So I just specifically would -- that -- I
2 just to -- I've heard several of us pick out the
3 same things.

4 MR. DE MEO: You know, I think you should
5 reference the Florida Administrative Code with
6 regard to the definition of lobbyist in addition
7 to whatever you include in that document because
8 that is what we're bound to.

9 MS. SHAW: I agree. And I think that's
10 cleaner than using Broward County's because
11 Broward County is over the district, the Florida
12 Statute is much cleaner.

13 MR. DE MEO: I don't have anything else.

14 DR. LYNCH-WALSH: Okay. All right. Any
15 further discussion?

16 (No response.)

17 DR. LYNCH-WALSH: Hearing none, all in favor?

18 COMMITTEE MEMBERS: Aye.

19 DR. LYNCH-WALSH: Any opposed?

20 (No response.)

21 DR. LYNCH-WALSH: Motion carries unanimously.
22 Thank you very much.

23 And we are on to -- where are we? Oh, Board
24 Governance Policy, so that is Dr. Wanza and Mr.
25 Hill. Cowart & Cowart don't join you for these?

1 DR. WANZA: They're not required to. Because
2 at the end of the day it's staff that actually
3 puts on the agenda item. But they try to come to
4 as many as they can. They're actually working on
5 policies right now. So we'd prefer that they
6 continue to work on policies and we can capture
7 the feedback.

8 DR. LYNCH-WALSH: Okay.

9 DR. WANZA: Thank you. Good morning everyone
10 again. We are here at the request of the chair,
11 because as many of you may have seen at the
12 January 30th workshop these policies did go to
13 the board and the board did ask for us to receive
14 feedback from interested advisory groups. So we
15 met Monday with the Diversity Committee, we met
16 last night with the District Advisory Counsel and
17 we hare honoring the request to have these
18 policies looped here.

19 These are the six policies that are scheduled
20 to go to the board for final rulemaking on April
21 20th -- April 16th. Which date is it? April
22 16th, 2024. But we do want to capture feedback.
23 We did receive feedback, as I said, from the
24 District Advisory Council last night, from the
25 Diversity Committee on Monday night, and we are

1 here today.

2 We're not certain which of the six policies,
3 if any, you would like to go through, but those
4 are the six board governance policies that will
5 go before the board for final rulemaking on April
6 16th.

7 So we are here to capture feedback and we
8 will anxiously -- well, we will gladly present
9 the feedback to the board. And I just want to
10 reiterate, as I said to both committees, we are
11 here to capture feedback. At the end of the day
12 the board determines what will be the final
13 language in their policy.

14 DR. LYNCH-WALSH: Okay. Thank you.

15 Remember, we passed a motion to have this
16 come back. All right. I'll start at this end
17 this time. Hold on, we're going to start at the
18 other end. I like to mix it up.

19 MS. CARTER-LYNCH: I'm good.

20 DR. LYNCH-WALSH: You're good? Anybody have
21 any feedback on any of these -- I know I have
22 some for school board meetings that I shared last
23 night.

24 MS. FERTIG: I want to question with Dr.
25 Wanza, which of these policies specifically

1 impact the work that we do as an audit committee?
2 If you can answer that. I know that we've got a
3 lot of different policies, but I'm not sure that
4 -- let me pick the one I was wondering, student
5 advice to the school board wouldn't necessarily
6 impact us so --

7 DR. LYNCH-WALSH: They're all under an
8 umbrella.

9 MS. FERTIG: I understand they're all coming
10 from the board. I'm just -- kind of when I was
11 -- in my mind when I was talking about having
12 input into policies it was the polices that
13 impact the work that we do, because then we're
14 critical of them when they go wrong, but I don't
15 know that I really was envisioning looking at
16 every policy in the district, but that's just one
17 person.

18 DR. LYNCH-WALSH: Okay. Do you have any
19 feedback on any of them?

20 MS. FERTIG: I really would just like to hear
21 if she feels there's one that in particular you
22 need our advice on.

23 DR. WANZA: So through the Superintendent, in
24 my professional opinion, definitely 1020, because
25 it talks about the public and the public's

1 ability to engage and participate in board
2 meetings. That one definitely. And I believe
3 1080 may have some interest of the -- those two
4 definitely. The other four are -- you know,
5 their governing powers and duties and authority
6 as outlined in statute and the work that they
7 have to do. But I think 1020 and 1080 would e
8 the two that this committee and really all
9 committees, if they have any interest, it would
10 be in those two.

11 MS. FERTIG: And so then I would tell you,
12 the one question I had, just curiosity, of
13 course, in looking through the form that the
14 school board members fill out there was one for
15 charitable --

16 DR. LYNCH-WALSH: This is for 1080?

17 MS. FERTIG: Yeah, thank you. And I'm on 42,
18 Quarterly Charitable Fundraising Reports and
19 those are available for us to -- that's just a
20 question.

21 DR. LYNCH-WALSH: Wait, I'm sorry. What page
22 are you on?

23 MS. FERTIG: I'm looking at the actual
24 disclosure forms and I was just -- I knew the
25 lobbying and so forth, I just was interested to

1 see this Quarterly Charitable Fundraising Report.

2 DR. WANZA: They are -- as the board members
3 complete them they are submitted to the Office of
4 Official School Board Records and that's who
5 archives them.

6 MR. MAYERSOHN: Are they posted?

7 DR. WANZA: So they should be, but we will
8 double-check so that they are available for
9 public review.

10 DR. LYNCH-WALSH: The -- sorry, I'm trying to
11 scroll through the actual document. Which one;
12 ethics; or lobbying?

13 MS. FERTIG: 42. It's right at the end,
14 second to last page.

15 MR. MAYERSOHN: So, Dr. Wanza --

16 DR. WANZA: Yea.

17 MR. MAYERSOHN: -- so just to reiterate my
18 comments from last night, so, again, on the 1080,
19 obviously, again, going back and looking at, I
20 guess, redefining the lobbyist, I just don't -- I
21 just see this as not, I don't want to say
22 adequate, but it just doesn't reflect what I
23 believe the language should be.

24 And the other thing is the acceptance of
25 gifts. I think the -- again, Broward County Code

1 of Ethics is \$5. If the school board is going to
2 go with the OIG, I think that needs to kind of
3 mirror the Broward County Code of Ethics, so it's
4 a \$5 limitation.

5 The other -- the other part is, do school
6 board members get P-cards?

7 DR. WANZA: Yes, they do have P-cards.

8 MR. MAYERSOHN: What is the limitation?

9 MR. HILL: Through the Chair, the limitation
10 for board members isn't necessarily a dollar
11 amount but it's basically, what the can spend it
12 on. So they can only, basically, spend it on
13 travel and memberships, dues.

14 DR. WANZA: Their travel requests are actual
15 board items.

16 MR. MAYERSOHN: Right, it's an authorization.
17 I get it. But there's -- so they have to be
18 authorized prior to spending it; correct?

19 MR. HILL: That is correct.

20 MR. MAYERSOHN: Okay. The only reason why
21 that may -- and, again, this is just a
22 recommendation from an internal control
23 standpoint, the district to the south of us had
24 an incident where speculative there was a board
25 member who used their P-card for other expenses.

1 So I don't know -- and I get the authorization
2 and I certainly understand it, but it may -- may
3 be something to review the internal controls so
4 that we can be assured that, especially after
5 somebody leaving, that it doesn't happen.

6 DR. WANZA: So I don't want to speak for the
7 Superintendent because he's here, but I know that
8 he has a process that their statement -- do you
9 want to speak? I don't want to speak for you.

10 SUPERINTENDENT LICATA: Absolutely.

11 DR. LYNCH-WALSH: Dr. Licata?

12 SUPERINTENDENT LICATA: Thank you.

13 Absolutely. And I do want this on record. Prior
14 to -- prior to what you were talking about, the
15 Honorable Mr. Mayersohn over there, I have every
16 board member's P-card go through purchasing for
17 verification of accurate and appropriate use and
18 it goes to Ms. Marte to sign off, as well, and
19 then I finally sign off, instead of me just being
20 the final sign off on it. That was before this
21 happened. I just feel that it's our
22 responsibility to the public. And it does give
23 our board members a lot more comfort knowing that
24 if they do something wrong we're able to check on
25 it right away. But that's something that we

1 control, but I've instituted internal processes
2 that triple check before we finally sign off on
3 it. And this was before the --

4 MR. MAYERSOHN: Before --

5 SUPERINTENDENT LICATA: Before that issue.

6 MR. MAYERSOHN: The alleged incident. Yes.

7 DR. LYNCH-WALSH: Okay. Mr. Menzul?

8 MR. MENZUL: Yeah, so, is it all right to go
9 over page --

10 DR. LYNCH-WALSH: What page are you?

11 MR. MENZUL: Is it okay to go -- are we going
12 -- is there a certain order?

13 DR. LYNCH-WALSH: So since we're on 1080,
14 let's wrap up 1080.

15 MR. MENZUL: Okay.

16 DR. LYNCH-WALSH: Is that -- is that the one
17 you were talking about?

18 MR. MENZUL: I had notes for that one. Let
19 me take a quick look and see.

20 DR. LYNCH-WALSH: Okay. Do you need a
21 minute?

22 MR. MENZUL: Somebody else can go.

23 DR. LYNCH-WALSH: Okay. All right. Were you
24 up before?

25 MS. SHAW: No.

1 DR. LYNCH-WALSH: Okay. Mr. De Meo, and then
2 Ms. Shaw.

3 MR. DE MEO: Okay. I have a question, Dr.
4 Wanza. Policy 1020, section Roman 8, page 12 of
5 15.

6 MR. MENZUL: I thought we were on 1080.

7 DR. LYNCH-WALSH: Right. We're on -- we were
8 just trying to -- I was trying to stick to one.

9 MR. DE MEO: Oh, okay. All right.

10 DR. LYNCH-WALSH: So 1080 is the one we're
11 trying to wrap up since we kind of started there.
12 So Phyllis would be next.

13 MS. FERTIG: I kind of was asking a question
14 and Bob got off -- and then Bob followed up with
15 a logical question to it. So can I just go back
16 to what he said about lobbyists? I was in the
17 middle of doing this.

18 DR. LYNCH-WALSH: Sure.

19 MS. FERTIG: Okay. Maybe you want to compare
20 the lobbyist definition here with the lobbyist
21 definition in your -- in our -- who am I looking
22 at here? The lobbyist definition in the policy
23 that we just finished, you might just want to
24 check those two out and see if they --

25 DR. LYNCH-WALSH: Agree.

1 MS. FERTIG: Yeah.

2 DR. LYNCH-WALSH: Okay. So consistency
3 between the two different policies.

4 MS. FERTIG: Well, I thought it was stated
5 that the reason that definition was in there,
6 which some of us had concerns about, is because
7 it was consistent with what was -- but I'm not
8 seeing that consistency, so --

9 DR. LYNCH-WALSH: Right. So just check.

10 All right. Ms. Shaw?

11 MS. SHAW: Thank you. I wanted to ask --
12 number one, I disagree, I don't think we should
13 follow Broward County's \$5 policy because that is
14 so restrictive, but that's just me.

15 Number two, have we tied the ethics to -- so
16 there's some new rules coming through the ethics
17 department in Tallahassee about the forms that's
18 changing. Have we taken a look at it to make
19 sure we're tying in any changes that we're making
20 to those new changes that's coming through?

21 DR. WANZA: So when -- I believe it's at next
22 week's workshop, Mr. Sullivan, who just left, is
23 going to provide a list of updates. And then as
24 soon as we get all of those final, then, of
25 course, the district policies will be in alliance

1 with whatever the new staple is.

2 MS. SHAW: Thank you.

3 DR. LYNCH-WALSH: All right. If everyone
4 else is good on 1080, since we're on lobbying, in
5 1080, does anyone check -- like is this audited
6 in terms of making sure board members are
7 disclosing lobbying activity?

8 Because I have heard -- last year there were
9 more than one board member that said from the
10 dais that they had spoken to a vendor and there
11 was no lobbying activity logged having to do with
12 that vendor. So how do we know that everything
13 is being reported that's actually happening? Or
14 do we not?

15 Are there internal controls over lobbying
16 activity?

17 MR. HILL: Right now there are no checks in
18 place.

19 DR. LYNCH-WALSH: Okay.

20 MR. HILL: We do professional development
21 with board members as well as with their office,
22 their support staff, to make sure they're aware
23 of the activities, what needs to be done
24 regarding the action, that action of the board
25 member, but at this time there is no checks as to

1 those things.

2 MS. FERTIG: But there are some -- I mean, I
3 know you know this, Nathalie, but just for the
4 benefit of everybody else, you can make that
5 public records request, we can. And so I guess
6 what you're suggesting is the district should be
7 too, every --

8 DR. LYNCH-WALSH: On a quarterly report?

9 MS. FERTIG: Well, to see what lobbyists the
10 -- the board members are supposed to report that
11 contact.

12 DR. LYNCH-WALSH: And that's on the website.
13 But what I'm saying is --

14 MS. FERTIG: Yeah, I know. So I'm just
15 saying, yeah, I don't know that they're
16 monitoring it. I know some of us might have
17 monitored it on occasion. I'm not saying we
18 have. But -- so what the question is, what are
19 they doing to monitor it on a quarterly basis or
20 on --

21 DR. LYNCH-WALSH: On any basis. And he just
22 said that they're not really monitoring.

23 MS. FERTIG: Well, they're not. So I'm
24 wondering if you want to include something.

25 DR. LYNCH-WALSH: Okay. I'll let Mr. De Meo

1 go and then we'll come back.

2 MR. DE MEO: So on 1080; right?

3 DR. LYNCH-WALSH: 1080.

4 MR. DE MEO: The monitoring. If there is
5 not, I recommend, this would be a comment for the
6 board, that there be a monthly, a quarterly
7 attestation whereby they swear that the had not
8 had any contact that would require the reporting
9 of lobbyist activity.

10 DR. WANZA: Okay.

11 DR. LYNCH-WALSH: Can you restate that;
12 because I smell a motion.

13 DR. WANZA: I think I have it. You want a
14 monthly attestation -- or basically that they
15 affirm --

16 DR. LYNCH-WALSH: Quarterly.

17 MR. DE MEO: They're busy. Quarterly.

18 DR. WANZA: Quarterly, their lobbyist
19 activity?

20 MR. DE MEO: Yeah, that they attest that they
21 had no activity that would require the disclosure
22 under the current rules.

23 MR. HILL: So is it your recommendation that
24 we -- right now the requirement is that you
25 submit it if you do have lobbying activity.

1 MR. DE MEO: No, this is an attestation, an
2 attestation on a periodic basis which says, I
3 have had not contacts that are required to be
4 disclosed.

5 MS. FERTIG: And maybe you can make it broad
6 enough under the three or four categories.

7 MR. DE MEO: Yeah.

8 MS. STRAUSS: Nathalie?

9 DR. LYNCH-WALSH: Ms. Strauss.

10 MS. STRAUSS: Yeah, so in the spirit of that,
11 there's actually a company that I have to attest
12 every single month to, and it get's recorded.
13 It's called Politicom Law, LLP, called Empowered
14 Compliance. Every single month I'm sent a link.
15 I have to go in there and attest if I've had
16 activities related to lobbying or not. It's
17 recorded. It's tracked. And I can't not fill it
18 out because if I don't fill it out they keep
19 emailing and then they email my supervisor to let
20 them know I have not done it.

21 So you may just want to utilize a service
22 like this. I'm sure that there's many. But I
23 have experience with this one and I have to click
24 the buttons and attest and sign my name on it
25 every single month.

1 DR. LYNCH-WALSH: Okay. That sounds good.

2 MS. FERTIG: And you know what, this actually
3 protects board members. Because I've seen times
4 over the years where someone's said they had
5 contact and they didn't or they did and they had
6 actually filled out the forms and specified what
7 it was. So it's really -- it does protect the
8 elected official.

9 MR. DE MEO: Then we can audit those.

10 DR. LYNCH-WALSH: Stop. Mr. Mayersohn is
11 trying to take the floor.

12 Mr. Mayersohn?

13 MR. MAYERSOHN: So -- so, and, again, I go
14 back to if the board is going to go with the OIG,
15 I would think they would be better off adopting
16 the Broward County municipal code for elected
17 officials. The reason why I say that is that
18 this puts the onus, the lobbying, on the lobbyist
19 to sit and register, to provide the contact, the
20 time, the date, information. It provides the
21 lobbyist. Which, again, there's a punitive
22 action if the lobbyist doesn't file within X
23 amount of days. So it doesn't put the onus on
24 the school board member to file where the
25 lobbyists can do whatever they want, this puts

1 the onus on the lobbyists. So it may be
2 worthwhile to look at that policy or present it
3 to the board. Because, again, if you're adopting
4 an OIG as an oversight you want to make sure
5 everything is in alignment.

6 MS. FERTIG: Can I just say I know we've had
7 this conversation before? Because I sent -- the
8 city, which, of course, is in alliance with --
9 the City of Fort Lauderdale.

10 MR. MAYERSOHN: Right, city and an elected
11 official.

12 MS. FERTIG: Right. And I had sent that --
13 Joris and I had -- we discussed this maybe a year
14 or so ago, so I had sent him all of the stuff
15 that we as the city do which is reflecting what
16 you're saying as far --

17 MR. MAYERSOHN: Right. Right. So if I'm --
18 as an elected official, if I'm meeting with a
19 lobbyist, they have to register and then they
20 have to provide documentation that they met with
21 me to discuss X, Y and Z, whether -- again, now,
22 if it's quasi-judicial information then I have to
23 declare it at the meeting to say, here, I met
24 with lobbyists and here's the information.

25 MS. FERTIG: And so really we had two

1 different forms. And so maybe what we want to do
2 is have the district look at both ways, both what
3 Ms. Strauss suggested and what Mr. Mayersohn
4 suggested, but come up with something more
5 definitive for the board.

6 DR. LYNCH-WALSH: So I pulled up on screen, I
7 would say a sample, but it's an actual lobbyist
8 contact report, which is on the district website,
9 this is 2024. It's under the school board.
10 There's a list of BCPS lobbyists. If you keep
11 scrolling -- I can't say that it's the most
12 obvious thing to find because you have to scroll
13 down, but then once -- I pulled it up for this
14 year for all board members. So these are, you
15 know, all the documents. But this is the
16 document as it stands. It's not electronic. It
17 certainly wouldn't -- doesn't put them through
18 what Ms. Strauss is describing, which I think
19 would make their lives easier. So you can sort
20 of, you know, see -- but it's -- I don't know if
21 this is comprehensive enough, but it's there.

22 MR. DE MEO: I think what Mr. Mayersohn said
23 and the idea that they would have to self attest,
24 I think it should be both ways. I think that
25 really works well. And, you know, our lawyers

1 will come up with the proper language that says
2 under penalties of perjury, you know, so on and
3 so forth, I hereby attest that --

4 DR. LYNCH-WALSH: So I was looking fro the
5 list of lobbyists. The lobbyists, list of
6 lobbyists, but -- oh, lobbyists database, return
7 to search. Because I believe there is a list of
8 registered lobbyists.

9 DR. WANZA: If you click on lobbyists, does
10 it come up?

11 DR. LYNCH-WALSH: Sort of.

12 MS. FERTIG: I think Ruth has a comment.

13 DR. LYNCH-WALSH: Pardon? Oh, sorry, I
14 looked away and nobody's hand was up.

15 Yes, ma'am.

16 MS. CARTER-LYNCH: You talk so long that we
17 have to put it down. But anyway --

18 DR. LYNCH-WALSH: Yes, ma'am.

19 MS. CARTER-LYNCH: I agree with Mrs. Strauss'
20 suggestion. Because the simple reason, it makes
21 it cleaner. It's cleaner and the responsibility
22 is there and it's independent than the school
23 board website.

24 DR. LYNCH-WALSH: Right.

25 MS. CARTER-LYNCH: The independence is the

1 piece that I really like. So I'm just agreeing
2 with Ms. Strauss.

3 DR. LYNCH-WALSH: Okay.

4 MS. FERTIG: What seems to be coming out of
5 all of this is, it looks to me, I know it's not
6 in front of us, but it's the lobbyists, it's the
7 policy impacting lobbyists that really we're
8 having so much conversation about. You might
9 want to put that on your list.

10 DR. LYNCH-WALSH: Right. Okay. So I did
11 write down the quarterly attestation. But then,
12 Mr. Mayersohn, do you have a companion motion at
13 this time that you could write? Because what I
14 wrote down is quarterly attestation that they
15 attest they have --

16 MR. MAYERSOHN: They, being the school board.

17 DR. LYNCH-WALSH: Yeah, I know, I need to put
18 a noun in here. Quarterly attestation that -- by
19 the school board members -- by each school board
20 member that they attest they've had no activity
21 that would require reporting lobbyist activity.

22 MR. DE MEO: Disclosure under the rules,
23 whatever they are.

24 DR. LYNCH-WALSH: Required reporting lobbyist
25 disclosure under the rules, if somebody wants to

1 --

2 MR. MAYERSOHN: And I would just add and
3 concurrently the lobbyist also is responsible
4 within three days after a meeting to --

5 MR. DE MEO: But how do we enforce that
6 against the lobbyist?

7 MR. MAYERSOHN: Because they're registered.

8 MR. DE MEO: No, but --

9 MR. MENZUL: Point of information. This is
10 not in --

11 MR. MAYERSOHN: Not that they have -- they
12 have to fill out a log that they -- because,
13 again, they're registered, they pay to register
14 and they have a meeting.

15 MR. DE MEO: But we would have them attest
16 that they had no contact.

17 MR. MENZUL: Point of order, Madam Chair,
18 this is just two guys like discussing lobbying
19 now. This is not in the purview of audit.

20 DR. LYNCH-WALSH: Okay. So we're trying to
21 hash out the motion. I'm not sure we've hashed
22 it out. Because I'm not sure --

23 MS. SHAW: There is a motion.

24 DR. LYNCH-WALSH: Well, there is. There was
25 about the quarterly attestation of school board

1 members.

2 MS. FERTIG: And the -- if you look at the
3 page, again, you'll see --

4 DR. LYNCH-WALSH: We haven't gotten there
5 yet.

6 MS. FERTIG: -- that there are quarterly
7 requirements on here.

8 DR. LYNCH-WALSH: Which? In where?

9 MS. FERTIG: If you look at the attachments,
10 they have attached forms, A, B, C, D.

11 DR. LYNCH-WALSH: Yeah, I'm on form B.

12 MS. FERTIG: Okay. Some of these are
13 quarterly, the charitable thing that I initially
14 spoke about. There are several of them that talk
15 about timing.

16 DR. LYNCH-WALSH: All right. So we may have
17 to settle, if we can't get the motion formalized,
18 the quarterly attestation and doing it per Mrs.
19 Strauss and Mr. Mayersohn's comments.

20 DR. WANZA: I have that feedback noted.

21 DR. LYNCH-WALSH: Okay. Because I'm not sure
22 we can pull a motion out.

23 Ms. Strauss?

24 MS. STRAUSS: Yeah, so look, at the end of
25 the day, if you want to use that outside company,

1 mazel tov. If you don't, I mean, make a form, an
2 Office 365 form, they can submit it, it's
3 documented. It's not that difficult. Okay?

4 Now, to rely on a lobbyist to report, let me
5 tell you, okay, I'm supposed to, when I go into
6 Jackson Memorial Hospital, you know, be a
7 registered lobbyist and wear a badge and pay
8 \$5,000 a year, I sneak right in because I know
9 the doctors. So that happens. Okay? And I
10 don't follow the rules. So I'm not going to
11 count on lobbyists, okay, to follow the rules,
12 necessarily. I mean, give me a break. Let's be
13 honest. That's where things happen. I'm not
14 doing fraud with Jackson, I just want to see a
15 doctor and talk to him. But that's it. When it
16 comes to this we know things can go, you know,
17 sidebar and we don't need to do that.

18 DR. LYNCH-WALSH: Okay.

19 MS. FERTIG: And just to support Mr.
20 Mayersohn, it worked really well in the City of
21 Fort Lauderdale, and I on several occasions on
22 major issues that have come forward might have
23 found something that wasn't logged, just because
24 of the way the registration is done. I like your
25 idea of the --

1 MS. STRAUSS: Government officials.

2 MS. FERTIG: Yeah, I like the way that you're
3 suggesting it. Also I'm saying it doesn't hurt
4 to have a log of when lobbyists are visiting our
5 buildings or having lunch with our members.

6 MS. STRAUSS: All right. Let's move on.

7 DR. LYNCH-WALSH: Okay. So we're done with
8 1080. Now, 1020. And before someone moves to
9 transmit that, I do have some comments that I
10 wanted to share with you. But Mr. De Meo was the
11 first person to bring up 1020.

12 MR. DE MEO: Just briefly, 1020 Roman 8, page
13 13 of 15.

14 DR. LYNCH-WALSH: Oh, wait, now you're
15 getting too specific.

16 MR. DE MEO: It referred to --

17 DR. LYNCH-WALSH: Oh, wait, wait, wait. I
18 wasn't kidding. Where are you?

19 MS. CARTER-LYNCH: 13.

20 MS. STRAUSS: Just do control find, Nathalie,
21 control F.

22 DR. LYNCH-WALSH: No, I know, but it could --
23 page 13 of?

24 MR. DE MEO: 13 of 15.

25 MR. TURSO: There's numbers on the bottom.

1 DR. LYNCH-WALSH: Yeah, there's numbers on
2 the bottom, there's numbers on the left. I'm not
3 sure what I'm looking for.

4 MS. STRAUSS: Well, what's the one you want
5 to look at?

6 MR. DE MEO: Roman 8, 1020.

7 MS. STRAUSS: Roman 8, 1020, boom, put it in
8 control find.

9 DR. LYNCH-WALSH: Okay. Hold on.

10 MS. FERTIG: Are we talking about Decorum?

11 MR. DE MEO: So decorum seems to apply,
12 they're speaking about the public as they address
13 the board. Is the board and are the committees
14 subject to any similar decorum rules?

15 In other words, the board -- is the board
16 subject to their own decorum rules that they
17 impose on the public and are we subject to any
18 decorum rules? And, if so, where are they?

19 MS. FERTIG: I'm totally out of order, but I
20 love that question. Thank you.

21 DR. LYNCH-WALSH: Okay. Sorry. I had too
22 many people yelling page numbers at me, which --
23 and you said little page number?

24 MR. HILL: Little page 25.

25 DR. LYNCH-WALSH: 25. Okay. Andrae knows

1 why I'm having page number issues. I'm looking
2 for small number now 25.

3 MS. FERTIG: Nathalie, I'm going to give you
4 this.

5 DR. LYNCH-WALSH: What? I left my packet at
6 home. No, I just need to not have five people
7 telling me which page number we're looking at.

8 MR. DE MEO: 13. Keep going. There you go.

9 DR. LYNCH-WALSH: We're here. We're here.
10 No, I'll take it.

11 MR. DE MEO: There it is.

12 DR. LYNCH-WALSH: Okay. Sure. Thank you.

13 MR. DE MEO: Notice they took out loud
14 talking -- what did they take out? Outbursts or
15 any other disruptive behavior. They took that
16 out. You can be disruptive.

17 But if we're going to impose that on the
18 public, shouldn't we have that for the board and
19 should we, the advisory committees, also be
20 subject to those rules, some kind of rules?

21 MR. MENZUL: We are already. It's Robert's
22 Rules of Order.

23 DR. WANZA: Thank you, sir, I was about to
24 say, I know the board in it's policy has an
25 expectation that they will operate the meeting

1 and govern itself in accordance with Robert's
2 Rules of Order for, obviously, conducting the
3 meetings. That's the first thing. The board
4 chair does have in her opening remarks comments
5 around how the meeting will be conducted and the
6 behavior and expectations. And those
7 characteristics and those expectations are really
8 expectations for everyone, all participants, the
9 board members, staff, the public. They're for
10 everyone.

11 MR. DE MEO: No, I was just wondering if they
12 should be codified or if that's not necessary.

13 MS. FERTIG: Second.

14 MR. DE MEO: It's not a motion.

15 DR. LYNCH-WALSH: But they are in -- because
16 this is the board meeting policy. I think to Mr.
17 De Meo's point, I'm not sure if the eight
18 character traits are ever turned towards the
19 board, like honesty, or staff. That's one of
20 them. But we only focus on kindness, oh, self
21 control, tolerance, all those good things, but
22 they're usually directed at the public, to your
23 point. So they are codified.

24 MS. FERTIG: Where? I mean, his point is
25 they're codifying what the expect of the people

1 who are in the audience. And, quite frankly, I
2 couldn't quote you verbatim, but I think you've
3 raised this point in public, in these meetings
4 before that maybe you should set some rules here.

5 DR. LYNCH-WALSH: Right. So --

6 DR. WANZA: I have his feedback that in the
7 policy is there -- where is there an expressed
8 expectation of the board's decorum; yes.

9 MR. DE MEO: And if it's not there, they
10 should have it.

11 DR. WANZA: I have it.

12 DR. LYNCH-WALSH: Okay. So I believe he
13 moved. Did you second?

14 MS. FERTIG: Sure.

15 DR. LYNCH-WALSH: Okay. And we're having
16 discussion.

17 Mr. Menzul?

18 MR. MENZUL: I believe, I'm going to
19 double-check on this, but because I believe it's
20 in the Florida Statutes that assign Robert's
21 Rules of Order to, you know, the elected
22 officials, which includes the school board. So I
23 think they have to pick just an edition of the
24 book to stick with and pick options from there.

25 DR. LYNCH-WALSH: Right. It's just that

1 they're mentioning this in a policy and it's
2 directed only at the public.

3 MR. MENZUL: I mean, there's already a
4 statute that covers the school board; right? So
5 --

6 DR. LYNCH-WALSH: But then you can then make
7 a policy that flows from a statute.

8 MR. MENZUL: Right. You could.

9 DR. LYNCH-WALSH: Which they are. But to Mr.
10 De meo's point, it doesn't specifically say that
11 the decorum is also expected of the board. It's
12 saying in advance of receiving comments from
13 public speakers. So this is a motion to have
14 decorum clearly applied also to the board.

15 MR. MENZUL: And that's within our purview?
16 So we're now telling the board which rules of
17 decorum --

18 DR. LYNCH-WALSH: We're making a
19 recommendation about a policy.

20 We are members of the public. When I go to
21 the board to do a committee report I'm subjected
22 to those rules. So -- but the rules should also
23 apply to the board is all this -- is all that
24 motion is about.

25 MR. MENZUL: No, I understand that. What I'm

1 saying is, to me, right, when we look at this
2 discussion, what -- to me, this is something
3 that's the responsibility of the board. So if
4 we're -- there are certain policies, like
5 purchasing, we -- it seems any time I bring up
6 purchasing, nobody wants to discuss it.

7 DR. LYNCH-WALSH: Okay. I know why you're
8 saying what you're saying, and I don't think the
9 significance is lost on the rest of the group.
10 Do you agree or disagree so that we can take a
11 vote?

12 MR. MENZUL: I'm going to be a no.

13 DR. LYNCH-WALSH: Okay. All right. So any
14 further discussion?

15 (No response.)

16 DR. LYNCH-WALSH: All right. All in favor?

17 COMMITTEE MEMBERS: Aye.

18 DR. LYNCH-WALSH: Opposed?

19 MR. MENZUL: Nay.

20 DR. LYNCH-WALSH: Okay. One opposed on
21 decorum for the board.

22 DR. WANZA: Expressed in the policy.

23 DR. LYNCH-WALSH: Right. Included in Policy
24 1020.

25 All right. And if nobody -- I just want to

1 share what was discussed, if everybody else is
2 good so we can move on because Phyllis keeps
3 reminding me about noon.

4 All right. So --

5 MR. MAYERSOHN: One quick thing. So in
6 Policy 1110 --

7 DR. LYNCH-WALSH: Aye yai yai, which one is
8 that? You know we're on 1020; right?

9 DR. WANZA: It's the general powers of the --
10 general powers --

11 MR. MAYERSOHN: General powers, duties and
12 responsibilities.

13 MR. MENZUL: What page?

14 MR. DE MEO: What page?

15 MR. TURSO: Page 7, lower left.

16 MR. MENZUL: 7.

17 MR. MAYERSOHN: Starting on page 7.

18 So the question that has always -- I guess I
19 need some clarification on, does the school board
20 take minutes during workshops?

21 DR. WANZA: We -- so, yes, there are
22 summaries -- there are summary minutes. But are
23 they -- so if your question is, to the same
24 fashion that the minutes are taken during a
25 school board meeting, the answer is, it's not to

1 that same level of detail and that same --
2 because they're not making motions, they're not,
3 you know, passing items. It is a summary of
4 their discussion and any type of direction or
5 guidance provided to the Superintendent. They
6 are on-line. What I did notice probably a couple
7 weeks ago was in a couple of -- one or two years
8 past there was a lag, but they have been directed
9 to the months or whatever that were missing from
10 years past that they have to go back. So, thank
11 goodness, the meetings are recorded. They are
12 livestreamed. So they are catching up, if you
13 will, for the months -- it's about 118 months,
14 maybe, that there was a gap. But you will see --
15 and so what we will start to do is bring those
16 minutes on a regular school board meeting to be
17 approved as well.

18 MR. MAYERSOHN: That's -- that's --

19 DR. WANZA: Yes.

20 MR. MAYERSOHN: Because I've always, under
21 Sunshine Law is that it's always been that part
22 of the process of getting there is part of the
23 workshop and the same -- again, I understand that
24 there's no motions or whatever it is, but
25 whatever is captured, if, for example, a school

1 board member says, well, here's what's captured,
2 but I didn't say that, or that's not what I --
3 you know, what I said, well, let's go back to the
4 tape, you know the GEICO thing, let's go back to
5 the tape and see what you said.

6 DR. WANZA: I can't speak to why they were
7 never brought for decades. I can't speak to
8 that. But I can tell you that when we start, as
9 of the April meeting --

10 MR. MAYERSOHN: So -- so I guess my question
11 is, in this policy can that reflect that
12 information, that minutes not only will be taken
13 at school board workshops in the same fashion as
14 whatever is required?

15 DR. WANZA: I have that feedback noted; yes.

16 MR. MAYERSOHN: Okay. Thank you.

17 DR. LYNCH-WALSH: And it would capture what
18 they come to consensus on?

19 DR. WANZA: Yes.

20 DR. LYNCH-WALSH: Okay. Because they don't
21 vote, but there's a lot of direction.

22 MR. MAYERSOHN: I understand. Well, whatever
23 the minutes are, I'm not prescribing how they
24 take minutes, but whatever is there.

25 DR. LYNCH-WALSH: I pulled up the minutes

1 from the workshop from February 27th. By the
2 way, it does say "minutes". It's five pages,
3 which is longer than --

4 MS. FERTIG: You're right, anything the come
5 to consensus should certainly be in there.

6 DR. LYNCH-WALSH: Yeah.

7 Mr. Menzul? We jumped to this one and I'm
8 going to go back to 11020.

9 MR. MENZUL: I have several on this one.

10 DR. LYNCH-WALSH: Which one?

11 MR. MENZUL: In 110 or 1110. On page -- the
12 first one is going to be -- hopefully, it doesn't
13 go long. On page 8 or page 2 of 6 on 110 --

14 DR. LYNCH-WALSH: Mm-hmm.

15 MR. MENZUL: So requests form a School Board
16 member on status updates on topics other than
17 School Board agenda items which requires a --
18 whatever this means, significant staff work to
19 fully comply with -- or I don't know why we're
20 putting an adjective in front of it, should be
21 requested -- or we're taking that out, submitted
22 through the appropriate executive leader with a
23 copy to the Superintendent. This is not intended
24 -- and it crosses out his is not intended to --

25 DR. LYNCH-WALSH: Okay. So what's the issue?

1 MR. MENZUL: I mean, we shouldn't do this --
2 I mean, I wouldn't -- this is bad. That's my
3 issue. Why are we adding another bureaucratic
4 hurdle for school board members?

5 DR. LYNCH-WALSH: So this was already there,
6 though, they're just --

7 MR. MENZUL: Well, but it's being changed;
8 right? So it's taking out -- initially --
9 because, look, requests from a School Board
10 member for status updates, data or other
11 information --

12 MS. STRAUS: Pavel, Pavel, hold on. I think
13 Dr. Wanza, did you want to clarify something for
14 him before we go on?

15 DR. WANZA: As the Chair said, this was
16 language that was already there.

17 MR. MENZUL: But why is it crossed out?

18 DR. WANZA: We're not taking out a board
19 member's ability. We're just really trying to
20 clarify the language and make it a little
21 cleaner. We're not taking out their ability to
22 request anything.

23 MR. MENZUL: I know. No, I didn't say that
24 it's taking it out, but when I'm looking at it is
25 -- well, it is, if you look at it. This is not

1 intended to preclude School Board members from
2 requesting the status of existing items from the
3 appropriate staff, but then it says -- when we go
4 there, right, you're adding, -- you're not
5 preventing them from requesting it, but it's also
6 giving the district more power to take their time
7 and, you know --

8 DR. LYNCH-WALSH: Hold on. So, to his point,
9 isn't there a timeframe for responses?

10 DR. WANZA: There is.

11 DR. LYNCH-WALSH: Okay. But is it in here?

12 DR. WANZA: No, because, depending on what
13 the request is, it could be one day; it could be
14 20 minutes; it could be 10 days. So we didn't
15 necessarily put a timeframe. The only thing
16 that's here is, we recognize that board members
17 will have requests or needs for information.
18 Submit it. And we're not trying to dissuade or
19 take away their ability. And there's a process
20 to do it and staff will -- staff will respond to
21 the request of board members.

22 DR. LYNCH-WALSH: So, and then getting back
23 to Mr. De Meo's original thing, this, the board
24 -- this goes to the board. This they have to
25 live with. If they don't like it, they could

1 strike it. This doesn't -- like I am trying to
2 get to the things that actually impact what we
3 do.

4 MR. MENZUL: Okay. Fair enough. We can skip
5 this.

6 DR. LYNCH-WALSH: Is it on this particular
7 item or can I finish?

8 MS. STRAUSS: Yeah. So, Dr. Wanza, would it
9 be so far-fetched to just add in there in a
10 reasonable timeframe, that is, not to exceed 30
11 days?

12 DR. WANZA: Okay.

13 MS. STRAUSS: I mean, is that fair? I mean,
14 I think we need to define it.

15 DR. WANZA: Okay.

16 DR. LYNCH-WALSH: But, again, the board has
17 to --

18 MS. STRAUSS: If they don't like that, again,
19 mazel tov, but up to 30 days.

20 DR. LYNCH-WALSH: This is something the board
21 -- and I'm trying to think if 30 days is enough
22 for some things.

23 MS. STRAUSS: They can figure it out.

24 MS. FERTIG: Even if you leave it as a
25 reasonable time, just something.

1 DR. LYNCH-WALSH: Something that suggests
2 that it's not forever.

3 Pavel was going through --

4 MR. MENZUL: Okay. That one was just one. I
5 didn't want to spend too much time on this. This
6 next one is the one, but you can go first.

7 MS. SHAW: Thank you. So back to H, where
8 you were --

9 DR. LYNCH-WALSH: Yes.

10 MS. SHAW: -- so I think we need to take out
11 number of days, reasonable period. But the one
12 thing that I would want to add is to designate
13 which staff. Because I don't think board members
14 should have to go to her staff, her admin to
15 request information. It needs to be at the
16 highest level and then it goes down to the next
17 level. Maybe it's in there somewhere and I just
18 missed it.

19 DR. LYNCH-WALSH: No, it says appropriate
20 executive leader. But then we get into
21 procedural as opposed to policy.

22 MS. SHAW: Right. But once it's in there you
23 can write procedure that --

24 DR. LYNCH-WALSH: It says appropriate
25 executive leader with a copy to the

1 Superintendent.

2 MS. SHAW: Who can -- who are -- I could be
3 an executive leader and running my own --

4 DR. LYNCH-WALSH: Well, they need an
5 operational definition of that, because there's
6 executive cabinet, there's cabinet cabinet,
7 there's executive director, there's -- yeah, I
8 guess we're not clear -- as long as they're clear
9 what does executive leader mean, as long as
10 they're clear.

11 DR. WANZA: The board receives that. Because
12 each superintendent designates how he or she will
13 have his or her cabinet. And so what we do is we
14 give the board these are the seven executive
15 leaders. Under another superintendent it was
16 four executive leaders. And this is what's under
17 their purview so that they have that
18 understanding.

19 DR. LYNCH-WALSH: Okay. Thank you.

20 Mr. Menzul, back to you.

21 MR. MENZUL: So on page 4 of 6 -- rather page
22 10; right; in the main packet.

23 DR. LYNCH-WALSH: Mm-hmm.

24 MR. MENZUL: Number 11, I'm going to read
25 this, just let me finish on this one. Prohibit

1 educational support employees, instructional
2 personnel and administrative personnel as defined
3 in Section 1001.01 Florida Statutes, from
4 employment in any position which requires direct
5 contact with students if the employees or
6 personnel are ineligible for such employment
7 under Section 1012.315, Florida Statutes, or have
8 been terminated or have resigned in lieu of
9 termination. So this is getting at the
10 disqualification rules, which, you know, the
11 statute went into effect in 2022. And this is a
12 little vague, for my taste. And as I'm reading
13 it, there's an entire -- there's several
14 PowerPoints on the Florida Department of
15 Education's website in complying with this. And
16 I'm just going to point out that in those
17 PowerPoints, in those PDF presentations, you
18 know, and in the statutes, right, direct contact
19 with students is kind of defined and this is not
20 -- it's not clear what this is talking about.
21 And as it is written it makes it sound like the
22 district is kind of lenient on convicted felons
23 and hiring. In regard to section -- in regard to
24 the statute cited, which is, you know, 1012.315.

25 So I -- and that's another one where I'd like

1 to see all the felonies listed. And not only
2 that, but in the Department of Education's
3 website, right, it makes it pretty clear that if
4 you're convicted, if you're convicted for one of
5 these felonies, right, you really can't work at
6 the school district. Direct contact, it has a --
7 it has a very -- from what I can tell, this is
8 maybe where we should get the lawyers in, is a
9 very specific definition that, you know, as you
10 read it in the Florida Statutes, for example,
11 direct contact, it starts --

12 DR. LYNCH-WALSH: Okay. I've been sitting
13 here trying to link it to audit and I came up
14 with a link, but I need to clarify with Dr.
15 Wanza.

16 This item, if -- would -- is this new
17 language, because it's red?

18 DR. WANZA: This is all new language and it
19 is taken straight from the state statute. But we
20 have in another policy a whole list based on the
21 statute of disqualifying offenses that would
22 prevent people from being gainfully employed by
23 the school district. There is -- and I believe
24 SIU, through Chief Alberti's office, they
25 maintain that based on statute. This whole

1 language comes out of the Florida Statutes that
2 are listed and it's verbatim based on the
3 statutory language of the powers and duties of
4 the school district.

5 MR. MENZUL: Right. I didn't claim that,
6 that it wasn't. But I'm also saying that there
7 is -- there are also, you know, administrative
8 code regulations in regard to this and there's an
9 entire database that the Florida Department of
10 Education maintains of disqualified employees.
11 And I don't see -- or disqualified people, and I
12 don't see anything about it.

13 DR. WANZA: But is your request to just have
14 the administrative code referenced here as well?
15 I'm just trying to make sure I understand.

16 MR. MENZUL: I can send you the -- I mean,
17 I'll send everybody the statute.

18 DR. LYNCH-WALSH: But have you sent this to
19 the school board?

20 MR. MENZUL: As of yet, no.

21 DR. LYNCH-WALSH: Okay. Because we can't do
22 anything about it. The only connection I can
23 make is that this may become relevant, not as
24 written, but may need to be strengthened when we
25 -- when all of the details surrounding the

1 Western debate coach come to fruition. Because
2 -- because that person was convicted of a crime
3 but probably not one that falls under this.

4 MR. MENZUL: What's the crime?

5 DR. LYNCH-WALSH: It was like a misdemeanor
6 back -- and lost his license in New Jersey, but
7 ended up here, ultimately.

8 So that's the only thing I can connect to
9 help you out. Because, otherwise, this is for
10 the board and if you want -- and you are free to
11 take everything you have and send it to the board
12 so they have it for consideration. But that is
13 the only connection I can make to number 11 and
14 what we do in here. Because I'm trying, it's
15 11:08, to move along. And there is language in
16 1020 that directly impacts us and what we do and
17 our ability to further advocate with the board on
18 board items that are related to this committee.

19 MS. FERTIG: I can say that if we had in the
20 audit and somebody was hired that shouldn't have
21 been hired, and we have had that, that this could
22 pertain. I'm wondering if the simple solution is
23 just to put the name of the statute in. It'
24 unclear. I agree with him.

25 MR. MENZUL: Well, the Department of

1 Education kind of breaks this all down; right?
2 So why don't you just include all of that text?

3 DR. LYNCH-WALSH: Well, you need to let --
4 letting us know is not going to accomplish your
5 mission.

6 DR. WANZA: I got it. I got it.

7 DR. LYNCH-WALSH: You got it? Okay.

8 All right. Do you have another?

9 MR. MENZUL: Well, we're actually going right
10 back into the RFP because this language is going
11 to --

12 DR. LYNCH-WALSH: Well, we're not there and
13 we gotta get there. And to get there we've got
14 to finish this discussion.

15 So do you have another item on this one or
16 can I go back to 1020?

17 MR. MENZUL: So for the same -- same page,
18 when we're looking at procurement we're looking
19 at -- when we're -- actually, I forget. I looked
20 at the statute, but I forget. Number 2, except
21 as required but not limited, you know, selection
22 of auditor, maybe just put the statute in the
23 section.

24 DR. LYNCH-WALSH: But the statute's there.

25 MR. MENZUL: No, not just -- what I mean by

1 put the statute in, the text, not just -- you
2 know, you should have to Google Section 218.391.

3 DR. LYNCH-WALSH: It's a whole statute. It's
4 a whole statute.

5 MR. MENZUL: But that statute should be.

6 MS. FERTIG: I think he means the title or
7 something.

8 MR. MENZUL: Or the paragraph at least, a
9 word.

10 DR. LYNCH-WALSH: The statute is literally
11 called the selections of independent auditors, I
12 think.

13 MR. MENZUL: Well, it's auditor selection
14 committee; right? So right away we have a -- so
15 this is less -- you know, this is selection of
16 auditors.

17 DR. LYNCH-WALSH: So to his point, Florida --
18 maybe putting the name of the statute, because
19 the statute number is 218. -- it's Mayersohn's,
20 one of his favorites. And it is the entire
21 reason you have an audit committee, because you
22 need to have people that are not employees
23 selecting that external auditor, but they are not
24 going to put the whole statute in there.

25 MR. MENZUL: I didn't say the whole statute.

1 At the very least, the text; right? So
2 concerning the selection -- you could just say
3 concerning the auditor. But if you're citing the
4 section, you're citing 2B, right, that's not an
5 entire statute, that's one part; right?

6 DR. LYNCH-WALSH: Right. It's fine. I don't
7 think you're going to talk them into adding more
8 verbiage in a policy that -- because they can
9 Google it.

10 Okay. Anything else?

11 (No response.)

12 DR. LYNCH-WALSH: Okay. I'm going to go,
13 because we're at 11:11 --

14 DR. WANZA: We're going back to 1020?

15 DR. LYNCH-WALSH: We're going back to 1020.
16 You probably know the page better than I do.

17 DR. WANZA: Okay. Is this one about the
18 public engagement or the committee's report
19 piece?

20 DR. LYNCH-WALSH: Both. Both.

21 MS. CARTER-LYNCH: What page, Dr. Walsh?

22 DR. LYNCH-WALSH: So starting on page 13 of
23 44 and let me go -- that's where that policy
24 starts, but hold on.

25 MR. HILL: Public Participation is on 19.

1 DR. LYNCH-WALSH: 19? Thank you.

2 All right. Quick recess.

3 (A brief recess was taken.)

4 DR. LYNCH-WALSH: All right. We're all back.
5 We're all ready.

6 Action. And we're back.

7 Okay. So last night I attended the District
8 Advisory Council Meeting, there was some
9 feedback. Dr. Wanza and Andrae were there, too,
10 12 hours.

11 So a couple of things. The -- there were
12 motions -- the motion was passed for them to take
13 all the -- everybody supported the feedback. The
14 feedback centered around a couple of things. One
15 was disaggregating advisory chairs and any
16 designees from the general public rules. Most
17 people were fine with going to 12 minutes so long
18 as that didn't apply to advisory chairs or
19 designees. Because there are times when I've
20 been there with information from the group,
21 thoughts from the group, whether it be this one
22 or FTF, but I've run out of time because we're
23 limited to 15 minutes and there could be several
24 items. And then, God help you, if motions ensue.
25 Just the other day on the job description -- just

1 so you know, the job description for the chief
2 auditor got kicked back here, but after 45
3 minutes of back and forth over the CPA
4 requirement. I think I used up my 15 minutes on
5 that item. And I -- so I left. Because that's
6 my rule. So everybody was in favor of separating
7 the two and leaving the 12 minutes for the
8 general public. So that was that.

9 They're not on board with providing a written
10 report two days in advance. Sorry, I'll get the
11 committee report.

12 So that's the first thing, was the 12 minutes
13 not applying.

14 MS. CARTER-LYNCH: What page are you on?

15 DR. LYNCH-WALSH: Sorry. I am on page 7 of
16 15 or page 19 of 44, Public Participation, in
17 Policy 1020.

18 MS. FERTIG: You know, I would just tell you,
19 I'm going to interrupt you and just say, this was
20 brought up and it was put in place, I believe, by
21 a previous board not too long ago to address
22 certain people. And I don't believe you should
23 write our policies to address certain people.
24 Well, whatever.

25 DR. LYNCH-WALSH: It was me.

1 MS. FERTIG: I'm sure it wasn't about me,
2 Nathalie. So --

3 DR. LYNCH-WALSH: It was me and one other
4 person.

5 MS. FERTIG: And I feel that it is absolutely
6 inappropriate to even have that. How -- you
7 know, so you have one person that stands up and
8 speaks for three minutes on an item. Like who
9 cares? Give it a break. And then you want to
10 limit them to four items. I don't think that's
11 right. So I'm just going to say that.

12 I think this whole section is ridiculous.
13 Just be glad you have a public participation.

14 DR. LYNCH-WALSH: Okay. So the motion last
15 night, they supported 12 minutes just in case,
16 you know, just again, to separate advisory
17 chairs. It started out with Linda wanting to
18 strike the whole thing, but then not everybody
19 was on board with that.

20 So do you -- do you guys prefer to strike the
21 entire thing at the risk of having somebody show
22 up to randomly speak; or do we want to make sure
23 that whatever time limits, advisor chairs or
24 designees are not subject to the time limitation?

25 MS. FERTIG: I think they are two different

1 things and you shouldn't even combine them.

2 Advisory chair reports should be handled --

3 DR. LYNCH-WALSH: They are. This is not
4 about the report.

5 MS. FERTIG: I know. I know. And this --
6 and this -- it's a ridiculous rule. Just be glad
7 if you have the public show up. And I go to a
8 lot of public meetings, not just here, but
9 different government things. This is not my
10 life, I want you to know that, but I'm just
11 saying, I've always thought that the public does
12 not take up that much of a meeting. If you time
13 how much some board members speak during that
14 meeting, you know, this just goes back to what we
15 talked about, different rules for different
16 people. I would say strike this section and it's
17 ridiculous.

18 DR. LYNCH-WALSH: Okay. So strike the -- so
19 is that a motion, to strike --

20 MS. FERTIG: I'll make a motion.

21 MR. MENZUL: Just one piece of -- I believe
22 in Robert's Rules they effectively give a lot of
23 discretion to the chair. And also on page --

24 DR. LYNCH-WALSH: But this is going into
25 policy and the discretion isn't happening. So if

1 we don't make the motion -- DAC already passed a
2 motion.

3 MR. MENZUL: Right.

4 DR. LYNCH-WALSH: So are you saying you're
5 thinking about it or --

6 MS. FERTIG: I'm happy -- let's make a motion
7 and then we can see where it goes and move to the
8 next thing.

9 DR. LYNCH-WALSH: Okay. Second?

10 MS. SHAW: Second it.

11 DR. LYNCH-WALSH: So moved by Mary Fertig,
12 seconded by Phyllis Shaw to strike Roman numeral
13 7, Public Participation, Section A, Number 1,
14 regarding the public speaking limitation of 12
15 minutes.

16 MR. DE MEO: A. It's not A(1).

17 DR. LYNCH-WALSH: What did I -- A(1). But
18 there is a number 1 there. The thing I have up
19 on the screen. Roman --

20 MR. DE MEO: 2(a).

21 DR. LYNCH-WALSH: No, it's A(1).

22 Now, you got me.

23 Mary, what are you referring to?

24 MS. FERTIG: Oh, I'm talking about just what
25 you said, Nathalie.

1 DR. LYNCH-WALSH: Okay. I thought so.

2 Article 7, A(1). That's it. Because then --
3 then the rest of it speaks to the chair's
4 discretion. If there's 100 people you get 30
5 seconds and so on and so forth. Nobody's arguing
6 with that. Okay.

7 DR. WANZA: That passed; right?

8 DR. LYNCH-WALSH: Not yet.

9 DR. WANZA: Okay.

10 DR. LYNCH-WALSH: Any further discussion?
11 Are we good?

12 (No response.)

13 DR. LYNCH-WALSH: All in favor?

14 Oh, sorry. Yes?

15 MR. DE MEO: Just real quick, you know, it
16 should be based on the public interest. If
17 there's two people, give them five minutes; if
18 there's 20 people, cut it down. Is that the
19 discretion your talking about?

20 DR. LYNCH-WALSH: Well, no, what happens is,
21 let's say -- well, sort of.

22 But Mary is proposing to not have a time
23 limit. However, the chair can then limit
24 individual speakers. Let's say there's a
25 controversial topic, 100 people show up.

1 Obviously, you have to have some kind of time
2 limit or else the meeting would go on in
3 perpetuity. That's not what this motion is
4 about.

5 This motion is about, on the average day when
6 yours truly is probably the only person sitting
7 there and there are five audit committee items
8 that you guys felt strong and had strong opinions
9 about, I can't always share them if I also then
10 have to speak to a Facilities related item or two
11 because three times five is 15 and this would cut
12 another three minutes off.

13 MR. DE MEO: But that's for committee
14 members. Just for the public for now, let's
15 stick to that.

16 DR. LYNCH-WALSH: We are the public. We are
17 considered the public.

18 MR. DE MEO: Well, you're going to segregate
19 that; right?

20 DR. LYNCH-WALSH: That's the next motion.

21 MR. DE MEO: So I think there should be --
22 look, I think there should be some discretion,
23 but what if it took a half hour or 45 minutes, if
24 it's an important matter, maybe it should be two
25 hours.

1 DR. LYNCH-WALSH: And they have done that.

2 MR. DE MEO: Okay. So is there discretion to
3 do that?

4 DR. LYNCH-WALSH: Yeah, that doesn't take
5 that away.

6 MR. DE MEO: Okay.

7 MS. FERTIG: But I'm specifically talking
8 about number 1, which limits an individual. Mary
9 Fertig, I go to the meeting, I've got five things
10 on an agenda that goes on from 9 in the morning
11 until 9 at night, there's five things in that
12 period that I want to comment on, this would
13 prevent me from doing that. So it was a rule
14 that was never there forever.

15 DR. LYNCH-WALSH: Created in 2020.

16 MS. FERTIG: And then they added it and then
17 they made it even tighter. And I, personally,
18 believe it just inhibits the ability of the
19 public to participate in a meaningful manner.

20 DR. LYNCH-WALSH: Okay. So motion number 1
21 is what you moved and Phyllis seconded.

22 Do you have another comment or can we vote?

23 MS. SHAW: I just want to say, and I think
24 Mary made a point to say that or someone else, if
25 we have public coming out to speak, let the

1 public speak. I think -- and I may make a motion
2 as it relates to committee, that committee
3 reports should be separate and succinct in a
4 different --

5 DR. LYNCH-WALSH: They are. They are.

6 MS. SHAW: -- in a different meeting
7 altogether. I know most other entities within
8 Broward County, they keep those separate because
9 every city in Broward County has committees and
10 those committees, they don't get to come and sit
11 there for 12 hours if it's a long meeting to
12 present their committee reports. And we are
13 working on behalf and we are volunteering on
14 behalf of the district. So if I have to come and
15 present a committee report, I can't sit here
16 until 9:00 when it's my time to do that.

17 DR. LYNCH-WALSH: Okay. That will be the
18 second thing. Okay.

19 MR. MAYERSOHN: And I certainly understand
20 Mary's response to this and I agree 100 percent.
21 I mean, I was up in Tallahassee during session,
22 they have committee speakers where people travel,
23 you know, 600 miles or whatever it is to get to
24 Tallahassee, four days, but the chair of that
25 committee turns around, if it's something that 20

1 people want to speak, they give them each a
2 minute and say, look, we're on a time deadline or
3 we're going to extend the meeting, you know. But
4 you have that discretion. So it's not
5 prohibiting somebody from speaking. You know,
6 well, not to say, well you've been in this
7 committee and you're only allowed to speak 12
8 minutes.

9 MS. FERTIG: And the next one I'm going to be
10 addressing, too, which I think is right on point
11 on that.

12 MR. MAYERSOHN: Right. I mean, you give
13 someone an opportunity, and depending upon your
14 meeting, it should be at the discretion of the
15 chair to say, okay, look, we've amended this 28
16 times, you know, you should allow somebody that
17 wants to speak on an amendment as opposed to
18 going, no, your time is up.

19 DR. LYNCH-WALSH: Yeah, that's even like a
20 third issue.

21 MR. MAYERSOHN: Right.

22 DR. LYNCH-WALSH: Okay. So on motion number
23 1, to strike Article 7 Public Participation A(1),
24 the 12-minute time restriction, all in favor --
25 we're good; right? All in favor?

1 COMMITTEE MEMBERS: Aye.

2 DR. LYNCH-WALSH: Any opposed?

3 (No response.)

4 DR. LYNCH-WALSH: Okay. Hearing none, motion
5 passes.

6 MR. MENZUL: Nay.

7 DR. LYNCH-WALSH: What are you voting no on?

8 MR. MENZUL: The 12-minute time, taking it
9 off.

10 DR. LYNCH-WALSH: You want a 12-minute time
11 limit?

12 MR. MENZUL: You're talking about per person?
13 Because that's how I read it; right?

14 MS. FERTIG: It would mean for the entire
15 meeting, which could last 12 or 14 hours. A
16 member of the public, an individual, could be
17 limited to 12 minutes.

18 DR. LYNCH-WALSH: Okay. You can vote, no.

19 Okay. So opposed -- so one opposed to
20 striking the time limit.

21 Okay. So the next issue is -- just to be
22 clear, committee reports are five minutes?

23 DR. WANZA: Five minutes.

24 DR. LYNCH-WALSH: And they are not subject to
25 the time limit. That's five minutes that's free

1 and clear. That isn't the issue. The issue is
2 you're coming to speak on behalf -- in your role
3 as a committee chair or designee and there are a
4 ton of items related to your committee on the
5 agenda, this would limit you to four, including
6 amendments, currently. And what they did last
7 night is they said, advisory chairs and designees
8 not subjected to the time limitation.

9 MR. MENZUL: Right. So then why strike it?

10 DR. LYNCH-WALSH: No, no, no, no. Two
11 different things. Mary addressed the public, now
12 we're saying -- because you've got to cover your
13 bases, that advisory chairs and designees would
14 not be subjected to any time restriction when
15 they are speaking on behalf --

16 DR. WANZA: During the meeting.

17 DR. LYNCH-WALSH: During the meeting.

18 DR. WANZA: During the meeting.

19 DR. LYNCH-WALSH: During the meeting.

20 Because you're not there for your amusement. I
21 assure you I don't go down there because I'm
22 bored. I go down there because I feel
23 responsible as the chair to share with the board
24 the -- especially when we pass a motion, that'll
25 be in the committee report, but then there are

1 items that impact what we do, and everybody had
2 opinions that I'm trying to convey to the board.

3 Yes, Mr. De Meo?

4 MR. DE MEO: So are you -- is the committee
5 chair or designee addressing the board, are they
6 required to submit something summarizing what
7 they are going to discuss?

8 DR. LYNCH-WALSH: No.

9 MR. DE MEO: Okay. That should be rule one.

10 DR. WANZA: It's actually in there.

11 MR. DE MEO: And two --

12 DR. LYNCH-WALSH: On an item?

13 MR. DE MEO: Well, I don't think it's fair --
14 I've served on a lot of boards and you don't want
15 to charge a board member with something they
16 don't know about or don't have the ability to
17 address. So --

18 DR. LYNCH-WALSH: Nobody's --

19 MR. DE MEO: No, what I'm saying is it's good
20 to have a summary, a white paper, something about
21 what you're going to discuss.

22 Second, I do think it's in the interest of
23 the district to have some kind of limitation,
24 maybe a half hour, which upon -- upon -- you
25 could request a longer time if you have a big

1 committee report in advance and it probably --

2 DR. LYNCH-WALSH: It's not the committee
3 report. So let me -- so the thing with the CPA
4 designation, we passed a motion on the job
5 description and in the end at the end of that 45
6 minutes, which I was so addled I walked out to
7 the parking lot because I forgot that I parked in
8 the garage because of how back and forth it got
9 with people picking at the job description, none
10 of which was in support of the recommendations
11 this committee made. Only at the end to have
12 them say, take it back to the audit committee,
13 which I sent everybody the board item and pointed
14 out what recommendations had not been taken. So
15 I had to -- every time they made a motion trying
16 to change the job description I would get up and
17 say the audit committee recommended blah, blah,
18 blah. The audit committee very strongly said,
19 keep the CPA. We gave up the Florida. Brenda
20 Fam actually was the biggest supporter of our
21 recommendations and she was crystal clear,
22 believe it or not for some of you, that she
23 agreed with the audit committee about requiring a
24 CPA, yes, but not Florida and giving them two
25 years to obtain the Florida license if they came

1 from a different state. They took -- it was like
2 45 minutes batting that around. So I was up and
3 down and up and down.

4 MR. DE MEO: I agree with you, but I think it
5 should be discretion and there should be some
6 guidelines. For example, submit some
7 information, let us know what you're talking
8 about, generally keep it to a half hour, and if
9 you need more we'll grant it within a reasonable
10 time period.

11 DR. LYNCH-WALSH: But you're still
12 commingling two things. The audit committee
13 report is separate from board items related to
14 the committee's purview. So that was a -- we had
15 the H -- I think HH?

16 DR. WANZA: It was HH-1.

17 DR. LYNCH-WALSH: HH-1 was the job
18 description. And then there was DD-5, which was
19 the task assignment, which we don't even want to
20 get into what happened with that.

21 DR. WANZA: BB.

22 DR. LYNCH-WALSH: BB; sorry.

23 MS. FERTIG: Can I use another example?

24 DR. LYNCH-WALSH: Yes, Mary.

25 MS. FERTIG: Okay. I'm going to need to go

1 back to when we as an audit committee, I was the
2 chair, we as an audit committee recommended the
3 CMAR contract.

4 DR. LYNCH-WALSH: To be against it. Against
5 it.

6 MS. FERTIG: Yes, we went to the original
7 thing. I have a rule that I don't speak on
8 something unless I have -- and I think this is
9 what I think the rule should be, unless I have a
10 motion or consensus from the group I represent.
11 So we had taken a very strong stand on this.
12 There were a couple of controversial contracts.
13 I would stand up and say, a reminder, the audit
14 committee on such and such a date recommended
15 against this. That happened -- you could pull
16 all kinds of things out that that happens to.
17 So, you know, you don't have time to submit it
18 ahead of time. You just have to know that you're
19 only going to speak on what you have a motion on.
20 And I think, generally, that's what Nathalie
21 does.

22 DR. LYNCH-WALSH: That's in a report.

23 MS. FERTIG: Right. Well, and -- but, you
24 know, when it comes to -- there are all kinds of
25 times where things will come before the thing

1 that we've taken a position on in another way,
2 that you'll stand up and remind them of what our
3 motion was and what the topic was.

4 DR. LYNCH-WALSH: Right. And all that this
5 was about -- and then there are times when the
6 advisory chair has information that hasn't been
7 shared with the board by starr. This is more of
8 an FTF issue than Audit. However, I have had
9 times where I've had to say, that is not what
10 happened, here is the document. So all this is
11 about is about the chair -- if you go to a
12 meeting not being subjected to the time
13 restriction as an advisory chair or designee.
14 That's all that was about.

15 So the first -- the first one -- the motion
16 Mary passed solved that problem, too, but this
17 specifically distinguishes advisory committee
18 members and chairs, designees from general
19 public. Somebody that accidentally wandered into
20 KCW and got in front of a microphone and opined
21 for three minutes because they're allowed to on
22 any given topic is treated the same, currently,
23 as an advisory chair. So last night they were
24 adamant about advisory chairs not being treated
25 the same and not being subject to the time

1 restriction. So that would be the motion.

2 So to move things along, I'm making a motion

3 --

4 MS. FERTIG: Do you want that motion?

5 DR. LYNCH-WALSH: Yeah, to move it along.

6 MS. FERTIG: So I'm just going to say an
7 advisory chair or designee will not be subject to
8 cumulative time restrictions. Is that okay?

9 DR. LYNCH-WALSH: Cumulative? Yes.

10 MS. FERTIG: Because that's really what it's
11 in reference to.

12 DR. LYNCH-WALSH: Yeah, second.

13 MS. SHAW: You can't second it. I'll second
14 it.

15 DR. LYNCH-WALSH: Okay. Moved by Mary
16 Fertig, seconded by Ms. Shaw.

17 Any further discussion?

18 (No response.)

19 DR. LYNCH-WALSH: No? We're good?

20 Okay. So motion that advisory chairs not be
21 subject to cumulative time restrictions; all in
22 favor?

23 COMMITTEE MEMBERS: Aye.

24 DR. LYNCH-WALSH: Any opposed? Chairs and
25 designees, actually.

1 MR. MENZUL: If we're making it -- this
2 committee's chair and, you know, whatever else is
3 --

4 DR. LYNCH-WALSH: It's all -- it's about all
5 chairs. DAC was not specific to DAC, it was
6 advisory chairs.

7 DR. WANZA: Or designees.

8 DR. LYNCH-WALSH: Or designees.

9 MR. MENZUL: Well, I would amend it to -- I
10 would amend it to --

11 DR. LYNCH-WALSH: We already voted.

12 MR. MENZUL: Okay. Fair enough.

13 DR. LYNCH-WALSH: Okay. You're with -- and
14 you voted with us or --

15 MR. MENZUL: Yeah, I guess.

16 DR. LYNCH-WALSH: Okay. I'm just trying so
17 they know how to report it. Passed unanimously;
18 yes?

19 Okay. All right. Then there was the timing
20 of committee reports, because, just so you know,
21 as -- you can provide a nominal fee to volunteers
22 without them losing their volunteer status.
23 Committee chairs having to provide a written
24 report, and this is not required, this is if you
25 submit something in writing ahead of time, I have

1 written beautifully laid out committee reports to
2 no avail over the years. So I suggested if
3 someone wanted to provide a template, you know,
4 that we could easily fill out, I'm not opposed,
5 but nobody else was going for that.

6 So some of the other comments were about
7 having to provide it in writing a couple days
8 ahead, that wasn't happening and it's not
9 required. It's only doing it in writing.
10 Usually we're lucky to just get down there on
11 three wheels in time for the meeting, battle our
12 way through, you know, people happy to get
13 promotions and try to give a report. We are not
14 kept waiting on committee reports until the end
15 of the night. That's just a general agenda item.
16 Usually, they almost happen too early, you've got
17 to like make sure you're there at 9:30.

18 9:30-ish? Yeah.

19 Okay. So the other -- the only other thing
20 on this was G -- was striking G. And this may be
21 more of a DAC thing. It's -- so advisory
22 committee groups are intended to provide
23 proposals. I don't think the group -- the group
24 was not in favor of keeping that. Because it's
25 -- this was -- at the end of the day this was

1 actually the policy for board meetings and this
2 isn't relevant to a board meeting, and it's
3 already captured. Policy 1070 governs
4 committees. So that was the other thing.

5 MS. FERTIG: So I'm going to move that in the
6 interest of time, move that we -- whatever, just
7 put in all the numbers, okay, and add G to it.

8 DR. LYNCH-WALSH: What?

9 MS. FERTIG: I'm making a motion to support
10 what you just said.

11 DR. LYNCH-WALSH: To strike G.

12 MS. FERTIG: This is G. Thank you.

13 DR. LYNCH-WALSH: Striking G? That's the
14 only thing I was saying. Oh, and the written
15 reports ahead of time?

16 Okay. What is your motion?

17 MS. FERTIG: My motion right now is
18 specifically on G so we can dispense of it and
19 move on.

20 DR. LYNCH-WALSH: Okay. To strike it?

21 MS. FERTIG: To strike -- yeah, to strike
22 that.

23 MS. CARTER-LYNCH: I'll second it.

24 DR. LYNCH-WALSH: Moved by Ms. Fertig,
25 seconded by Ms. Carter-Lynch to strike G under --

1 DR. WANZA: I got it. I got it.

2 MS. FERTIG: You have it already?

3 DR. WANZA: Rule 7 3(g).

4 DR. LYNCH-WALSH: Rule 7 3(g) to strike.

5 Any further discussion?

6 (No response.)

7 DR. LYNCH-WALSH: Hearing none, all in favor?

8 COMMITTEE MEMBERS: Aye.

9 DR. LYNCH-WALSH: Any opposed?

10 (No response.)

11 DR. LYNCH-WALSH: Nope? Okay.

12 MS. FERTIG: Can I -- can I just say one
13 thing? The RSBM, please, do we have to use
14 acronyms for everything? Because the average
15 person has no clue what that is. Our research on
16 the Parent/Community Involvement Task Force,
17 which Peter also sits on, part of our research
18 has been how much people hate acronyms because
19 they don't know what they mean. So could we just
20 spell things out instead of putting acronyms for
21 these things?

22 DR. WANZA: So in the types of meetings it
23 defines what RSBM. It is actually spelled out.
24 But you just don't want us to use acronyms
25 throughout?

1 MS. FERTIG: I just -- I just think it gets
2 -- I think it's crazy.

3 MR. DE MEO: It should -- it should be
4 minimized. We're -- you know, if it represents a
5 concept with a lot of words, but Regular School
6 Board Meeting, do we really need an acronym for
7 that?

8 DR. WANZA: So we use RSM for Regular School
9 Board Meeting, Special School Board Meeting, and
10 then we have workshops, closed-door sessions, but
11 -- we have it -- we have it noted.

12 MS. FERTIG: The public's not going to be
13 speaking at closed-door.

14 I also have -- I'm just putting this on the
15 record, I don't care if you do anything with it,
16 but I have a real objection, and I didn't like it
17 when they did it, to the school board determining
18 that you can only have 30 minutes of public input
19 on a topic. 90 percent of the time you're going
20 to have no public input. 90 -- so the other 10
21 percent of that, maybe one or two percent you're
22 going to have a topic so important to the public
23 as a whole that it's going to go over 30 minutes.
24 So to make a rule to keep it at 30 minutes for
25 the times when the most meaningful things come

1 before that board is just wrong. When it's
2 something really important I believe anybody that
3 wants to speak on it should be able to speak.
4 And I tell you, I've been doing this for longer
5 than those people who have been involved, and
6 those times are so rare that I just -- I just
7 have a real objection to it.

8 MR. TURSO: Do you want to make a motion?

9 MS. FERTIG: Sure. Or do you want to make a
10 motion?

11 MR. TURSO: No, you should make the motion.
12 I'll second it.

13 MS. FERTIG: So not limiting it to 30
14 minutes. But the section, it looks like its
15 2(a).

16 DR. LYNCH-WALSH: Yes, Article 7 again,
17 A(2)(a), take out a total of 30 minutes?

18 MS. FERTIG: Yeah.

19 DR. LYNCH-WALSH: Okay. Moved by -- which
20 way did it go? Moved by Fertig, seconded by
21 Turso?

22 MR. TURSO: Yes, ma'am.

23 DR. LYNCH-WALSH: Okay. Further discussion?

24 MR. MAYERSOHN: Yes, just, Dr. Wanza, on some
25 of these items that we're discussing, as opposed

1 to just the motion or the information, are you --
2 how do we transmit some of the narrative behind
3 it? So, like, for example, Mary's talking about
4 an item and she says in the last 30 years maybe
5 there's been 12 times that -- or 30 times, let's
6 say once a year, that an item is so important
7 that 30 minutes is not enough to have the voice
8 of the community be heard, so, therefore, that's
9 why we're making this motion, because you don't
10 have the narrative behind the motion. So are you
11 capturing that in some way?

12 DR. WANZA: Uh-huh.

13 MR. MAYERSOHN: Okay.

14 DR. WANZA: And, thankfully, I've been here
15 for the last 30 years.

16 MS. FERTIG: She knows which of us --

17 MR. MAYERSOHN: So you can count them all,
18 all those times; right?

19 DR. WANZA: Actually, 32, but --

20 MR. MAYERSOHN: Because I think that's an
21 important piece, just -- we're not just saying,
22 here, we don't want this or we don't like that or
23 we think this is great, but the narrative behind
24 it I think is more important so that there's an
25 explanation.

1 MS. FERTIG: I mean, truthfully, all of these
2 were put in, not by -- not by a lot of the people
3 sitting up here, but they were put in -- okay.
4 Never mind. I'll stop. Thank you.

5 DR. LYNCH-WALSH: In the past few years.

6 MR. DE MEO: So did we move this --

7 DR. LYNCH-WALSH: Moved, seconded,
8 discussion. Are we good?

9 (No response.)

10 DR. LYNCH-WALSH: Okay. So all in favor?

11 COMMITTEE MEMBERS: Aye.

12 DR. LYNCH-WALSH: Opposed?

13 (No response.)

14 DR. LYNCH-WALSH: None. Motion passes
15 unanimously to strike the 30 minutes and you're
16 going to add content?

17 DR. WANZA: Mm-hmm.

18 MR. DE MEO: Madam Chair, I want to raise
19 something that Mary brought up a couple minutes
20 ago. And that is, if I were a board member, I
21 would want the person presenting as a committee
22 member to bifurcate their personal views from the
23 committee's views. In other words, if you have
24 an issue, you're the public, but if you're
25 representing the committee, you should represent

1 the committee's consensus and --

2 DR. LYNCH-WALSH: I try really hard to do
3 that.

4 MR. DE MEO: I'm not making it personal. I'm
5 just saying, if I were a board member, I would
6 demand that. I'm not going to make a motion, but
7 just a thought.

8 MS. FERTIG: And I really believe most people
9 do. I think it's rare that someone comes up and
10 usurps the --

11 DR. LYNCH-WALSH: I've been signing up to
12 speak as a regular speaker where I try to --
13 okay, I did the committee report.

14 MR. DE MEO: It's not about you, Dr.
15 Lynch-Walsh.

16 DR. LYNCH-WALSH: No, I know. But I'm just
17 throwing it out there. Because sometimes people
18 -- because sometimes people say I'm like --

19 MR. DE MEO: You're a good example.

20 MS. FERTIG: And, you know, I want to say,
21 and I -- because I don't want anyone on the board
22 to think any of this is personal towards them,
23 because it's not. Because these aren't rules
24 that they made. I believe most of our board does
25 want to listen to the public. And so, you know,

1 all we're doing is putting the rules in place or
2 proposing things that will help them do that. So
3 --

4 DR. LYNCH-WALSH: Okay. I've got you now. I
5 think we're done with all the governing policies
6 feedback. Are you guys good?

7 DR. WANZA: Good.

8 DR. LYNCH-WALSH: All right. Because now
9 we've got to talk about what to do with the rest
10 of the agenda for today.

11 MR. MAYERSOHN: Thank you, Dr. Wanza.

12 DR. LYNCH-WALSH: Thank you.

13 DR. WANZA: My pleasure.

14 DR. LYNCH-WALSH: Let's close this out and go
15 back.

16 So there are some things we do have to talk
17 about today. A lot of this is follow-up from
18 prior meetings. And then I'll confess that this
19 Behavioral Threat Assessment I thought was a
20 discussion of training. I didn't realize it was
21 supposed to be an audit until yesterday. So
22 that's why it was on today, because today is kind
23 of more workshopy. That's why we were talking
24 policies. This is not a regular audit committee
25 meeting, it's a special one. But I put it on

1 there and then realized that it was --

2 MR. MAYERSOHN: Can I make a motion to defer
3 until next time?

4 DR. LYNCH-WALSH: Well, let's look at what we
5 have for April is one thing I want to say real
6 quick. Let me pull it up.

7 MS. FERTIG: Can we just see how far we can
8 get?

9 DR. LYNCH-WALSH: I've got to put it in the
10 context, because we have -- Phyllis is leaving in
11 15 minutes, you've got somewhere to go. So I
12 just -- there is -- the RFP I do need to talk
13 about, but -- and I'm following what Mr.
14 Mayersohn is saying. So understand that on April
15 11th the HCT Intercom Enhancement and Maintenance
16 Audit, which, when I did a report a couple
17 meetings ago, I looked everybody on the dais in
18 the eye, and the chief auditor was in front and I
19 said, someone please tell me offline if this is
20 time sensitive. I got no response. So it didn't
21 go on the last one. We were here for three and a
22 half hours. So that we would do April 11th. The
23 board is being -- is aware that it's on there.
24 PCG is only time sensitive from the standpoint of
25 the EdPlan contract will be up in June and that's

1 the ESE case management. And so I believe I'm
2 hearing they're going to extend ti, but beyond
3 that it may very well be able to go until May.
4 So we could defer that until May. I have no idea
5 what the Discipline, I haven't looked at the
6 audit plan to see how big or how long or involved
7 the Discipline audit could be; if someone could
8 explain that. We know Internal Funds, RSM, big
9 3 -- Healthy Vending, I'm not sure that's time
10 sensitive. We could kick that to May and that
11 would allow us to do the Behavioral Threat
12 Assessment. I did ask and staff provided where
13 we left off with RSM's last regular BTA audit.
14 This one is the first in-house one and covers the
15 time period -- I think it's July through December
16 of '23. And the training gearing up for the
17 changes, I think. So that would give us time to
18 digest that and compare it to what the audit was
19 before so that as we move forward we're getting
20 the same types of auditing. So deferring that.

21 So are you guys good with moving PCG -- and
22 is Healthy Vending, anyone know if that's time
23 sensitive?

24 MS. ARCESE: It is not.

25 DR. LYNCH-WALSH: Okay. And PCG, they could

1 go to May? Or June? Well, no, but PCG, like I
2 said, the EdPlan contract is ending. Okay. So
3 as long as we move some things around -- are we
4 good with moving PCG?

5 MS. ARCESE: We may need to go back and see
6 what the board requested because I know they're
7 the ones that requested --

8 DR. LYNCH-WALSH: I know, but we can't have a
9 seven-hour meeting.

10 MS. FERTIG: Is that going to be caps and
11 gowns?

12 DR. LYNCH-WALSH: No, I don't think this is
13 caps and gowns.

14 MS. FERTIG: I'm sorry, PCG is --

15 DR. LYNCH-WALSH: Is PCG EdPlan; that whole
16 thing? Right.

17 MS. ARCESE: So we'll have to get back to
18 you.

19 DR. LYNCH-WALSH: Okay. Because if we can
20 move that, then we have to do BTA in April. Then
21 we will have room to do our follow-up. The only
22 follow-up thing that is critical for today,
23 because there was a misunderstanding, this group,
24 as long as I've been on here, I don't think has
25 ever been on a selection committee for anything

1 other than the external auditor for the financial
2 statement. I'm looking at you.

3 MR. MEDVIN: I've done that.

4 DR. LYNCH-WALSH: You've done that. I think
5 I've done that. But I don't believe we've ever
6 been asked to select anything else other than
7 that. So when that was discussed, when I heard
8 the word selection committee a couple months ago
9 and Ruth and some other people had expressed
10 interest, I assumed it was that committee. I
11 don't know where we are in that process. But
12 then I realized, oh, no, this is for the
13 professional auditing services, which includes
14 RSM, Carr Riggs Ingram, CRI and all of that. And
15 three years ago that was done without us having
16 any input into the scope, the evaluation process.
17 We were not asked to be on the committee or
18 anything like that. And I remember being
19 concerned about that. So I pulled the RFP off of
20 DemandStar and the evaluation process, to me, is
21 not designed in such a way that you might get
22 what you're aiming for. So my concern is that
23 this selection committee -- and, usually, so on
24 the Facilities side, FTF has a seat on QSEC,
25 which is the Qualifications and Selection

1 Evaluation Committee. The chair either sits on
2 QSEC or we have a designee because you have to
3 rotate people. There's a rule that you can't
4 serve on more than two or three, three in a row.
5 So that's a process that works.

6 With this I was surprised, because what are
7 most of the services? A lot of them are
8 facilities related and operational. So it -- it
9 seemed a little weird that the person that knows
10 the most about facilities was not asked to be on
11 it.

12 But from a timeline perspective, I believe
13 the evaluation is coming up. And I have concerns
14 about how this -- how this is being done. If
15 it's -- the contracts are up June 30th with all
16 of these external firms that currently have spend
17 authority -- let me see, calendar. So the
18 question is, so I believe -- proposals are due on
19 the 21st and then the evaluation would take place
20 on April 2nd, using the same evaluation process.

21 MS. FERTIG: What agenda item are we on?

22 MS. SHAW: We're not.

23 DR. LYNCH-WALSH: We're on 8(b)(i) follow-up.
24 It's time sensitive. That's the only reason I'm
25 doing this. Because we will not meet again when

1 this happens. So this is either happening or
2 it's not happening. We're either participating
3 or we're not. So I'm not comfortable
4 participating in the process because I'm not
5 comfortable with the -- there's a scope here with
6 the evaluation process. So unless we can revise
7 the evaluation process, which I'm getting to it,
8 in three minutes.

9 MR. MAYERSOHN: In three minutes.

10 DR. LYNCH-WALSH: No, we're not going to do
11 it in three minutes. That's my whole point. Can
12 we extend or through addendum someone revise the
13 evaluation criteria, because it largely consists
14 of can perform, can't perform.

15 This is how we got into trouble with caps and
16 gowns. It was too subjective. It says proposers
17 experience and qualifications, scope of work and
18 all of that, but when you get into how they're
19 evaluated, it's a little less clear as far as
20 that goes. Hold on.

21 MS. FERTIG: And you're saying this is
22 something we have not done before?

23 DR. LYNCH-WALSH: We have not done this
24 before; no. We have not participated in this
25 before.

1 MR. DE MEO: We haven't participated but the
2 district apparently --

3 DR. LYNCH-WALSH: Does it; yes. I'm saying
4 we should leave ourselves out of it if we're
5 going to move forward.

6 MS. FERTIG: I agree.

7 DR. LYNCH-WALSH: Okay. Because I'm not
8 comfortable -- I'm sorry, my brain is like fried
9 from last night.

10 MR. DE MEO: But aren't we supposed to be
11 involved in the hiring of the external auditors?

12 DR. LYNCH-WALSH: That's not this.

13 MR. DE MEO: That's not this?

14 DR. LYNCH-WALSH: That's why I was confused,
15 too.

16 MR. DE MEO: I thought it was in there.

17 DR. LYNCH-WALSH: No.

18 MR. DE MEO: No? Okay.

19 MS. ARCESE: We have two RFPs. We have one
20 for the financial and then this is for all other
21 -- all other services.

22 DR. LYNCH-WALSH: All the other ones. So my
23 preference would be to pump the brakes on this
24 and go through the scope of work and the
25 evaluation criteria, which we obviously cannot do

1 in seven minutes.

2 MS. FERTIG: Well, I think that there's
3 another reason for us not to be involved in
4 selecting them. I agree with what we're doing so
5 far as the external auditors, but I think we have
6 people bringing audits and I think there's
7 something to be said for us not having picked
8 somebody --

9 DR. LYNCH-WALSH: That's doing the audit.

10 MS. FERTIG: That we want. So I would just
11 say, if you want a motion that we not be involved
12 in this or what do you want so we can just move
13 on? Because I wanted to get to a couple things.

14 MR. MENZUL: Well, why wouldn't we want to be
15 involved in --

16 DR. LYNCH-WALSH: Not be on the selection
17 committee. Right now, because I asked who's on
18 the selection committee, and sure enough Ruth is
19 on there, but even -- but we were all under the
20 impression that this was the external auditor for
21 the -- the independent external auditor for the
22 financial statements that's required by State
23 Stature 218 point whatever, that we've all sat on
24 at one point or another throughout the years.
25 That is not this.

1 MS. CARTER-LYNCH: And, I agree with Mary and
2 I don't -- I don't think we should be involved
3 either. Not -- not with this in this current
4 state.

5 DR. LYNCH-WALSH: Right. Not participate in
6 the selecting.

7 MR. DE MEO: I don't think we should be
8 involved in the selection. I agree with that.
9 But I do think we should have some input into the
10 scope and the -- well, the RFP.

11 DR. LYNCH-WALSH: Right.

12 MR. DE MEO: Because that is very broad.
13 We're just hiring people with three year
14 contracts? Couldn't we be more specific about
15 what we're hiring?

16 DR. LYNCH-WALSH: So there's a scope in the
17 beginning.

18 MR. DE MEO: But it covers everything.
19 Shouldn't we let out contracts on a job-by-job
20 basis or is that too much work? I don't know.

21 DR. LYNCH-WALSH: Ms. Shaw?

22 MS. SHAW: We don't want --

23 DR. LYNCH-WALSH: We don't want what?

24 MS. SHAW: We don't want to very time you
25 have to go back and hire an audit firm or any

1 firm that now you're going to have to -- it's
2 easier to do it and then break it up piece by
3 piece. If you're going to go back and do it, do
4 you know how much time it will take her and
5 Procurement and all of the office to put that
6 together? A lot of time.

7 DR. LYNCH-WALSH: So, no, and I'm not
8 disagreeing with you. But my concern the last
9 time is that this was put out before some of the
10 issues that came up and the audits were given to
11 firms that hadn't specifically responded to the
12 issue that they were auditing because it wasn't a
13 thought at the time.

14 So did this change at all? Do you guys know
15 whether it changed from last time? Because I'm
16 thinking it didn't.

17 MR. RHODES: I -- I did a comparison to the
18 prior and to some older ones, even going back to
19 the first period of time that I was here. And I
20 didn't see very many changes and I respectfully
21 disagree that it's overly broad, because at the
22 end of the day it's broadcast for the massive
23 number of services, whether it's operations,
24 whether it's IT, whether it's construction. It's
25 all of those areas that are captured at which

1 point, if they qualify to get in, then it's an
2 engagement letter, also known as an SOW around
3 here, where the terms and the costs and all those
4 things are hashed out. But as long as we have
5 qualified folks that are in these different areas
6 that we're seeking, if the advertisement reaches
7 all the public that it should, and there's a lot
8 of people who follow DemandStar this way, then I
9 would say that we're doing okay with this. I
10 would be glad to hear any input from the
11 committee on the broadness or any other aspect.

12 DR. LYNCH-WALSH: Okay. So Strauss?

13 MS. SHAW: I was first.

14 DR. LYNCH-WALSH: Oh, you are? Okay. And I
15 know you both have to go.

16 MS. SHAW: So I think -- I think the issue is
17 not because it's broad and -- I think the issue
18 is, I think the last time was the scope of work.
19 So -- and I think having this discussion, then
20 the office will be mindful that if -- especially,
21 if it's something new that comes up and it's not
22 within the entire RFP or RFQ that was put out,
23 then, of course, an amendment to that would be
24 necessary. But if you haven't brought it up and
25 it covers the entire school board, they should be

1 able to get -- to provide -- to get a scope of
2 work or provide a scope of work to the firm
3 that's requesting it and get a contract in place
4 very quickly. And if they are not doing the work
5 based on the agreement, the scope of work, then
6 that is when we, as a board, will, also, you
7 know, hold them to the fire and hold the office to
8 the fire. But I think us in here discussing this
9 and saying to them it's too broad, then two
10 months down the road then we're going to be
11 complaining that, oh, we didn't give them enough
12 information to move forward.

13 DR. LYNCH-WALSH: Yes.

14 MS. STRAUSS: So, I'm sorry, this is just
15 diverting a little bit off topic. Unfortunately,
16 I have to leave and my motion that I made last
17 meeting that was pushed to this meeting, we now
18 -- I now will not be able to be present for it.
19 So --

20 DR. LYNCH-WALSH: The enterprise risk?

21 MS. STRAUSS: That, yes, and also, you know,
22 the, just recommendations on the job description
23 which I've put in writing back to my board member
24 and I think everybody here.

25 DR. LYNCH-WALSH: Yeah, I don't think our

1 recommendations are really changing.

2 MS. STRAUSS: Being heard; right. Right,
3 they're not changing exactly.

4 So as far as the RFP, I still stand very
5 strong behind that. And, in addition, I was
6 going to make a motion that the hiring of the
7 chief auditor be, if you call it -- if the
8 position he or she be called the chief auditor or
9 director of auditing to serve as a person to act
10 as an intermediary between the district and an
11 outside accounting firm.

12 Because I would like to make a motion that we
13 open up the job search and put out an RFP to have
14 an external auditing firm be the internal audit
15 function of this district. I stated last time, I
16 stand strongly that I do not believe moving
17 forward and getting to a better place includes
18 having the audit function internally here at
19 Broward County Schools. I believe we need an
20 auditing firm that has public accounting
21 experience, specifically with public schools and
22 troubled districts. There are a number of
23 troubled districts and auditing firms that have
24 worked with Detroit, that have worked with
25 Houston, that have worked with other counties in

1 the State of Florida. And I think we need to
2 open up the scope for that. And the current RFP
3 opened looking for auditing firms in general, I
4 would like that RFP extended past the 20th or the
5 21st, whenever that closes, because we were not
6 made aware that that was out and I think as an
7 audit committee member we should know if there ar
8 RFPs out there in regards to sourcing auditing
9 forms just for our background knowledge only, and
10 I just -- I just learned of this, Nathalie, when
11 you sent that RFP or made us aware of that RFP,
12 that that should be extended as well. Because it
13 all ties into the same thing. So thank you ver
14 much and --

15 DR. LYNCH-WALSH: We got you.

16 MS. STRAUSS: -- have a wonderful day.

17 DR. LYNCH-WALSH: All right. Have a safe
18 trip.

19 MS. STRAUSS: Thanks.

20 DR. LYNCH-WALSH: Are you going?

21 Okay. We still have quorum; right? Seven is
22 the magic number, I believe.

23 MS. FERTIG: Well, just as a housekeeping
24 thing, we moved to defer the enterprise risk
25 management to this meeting, specifically, and I

1 believe that Ms. Strauss has made a motion, she's
2 not going to be here, so I'm going to move to --
3 I'm going to move to defer that to --

4 DR. LYNCH-WALSH: April 11th?

5 MS. FERTIG: -- April 11th so she can be here
6 for it. If someone want to second it?

7 MS. SHAW: Second.

8 DR. LYNCH-WALSH: And we don't have anyone
9 from risk management here.

10 So second? We're going to have to defer.

11 MS. FERTIG: Well, let's get this one done
12 and we can move to the next thing.

13 DR. LYNCH-WALSH: Okay. Any further
14 discussion about deferring the enterprise risk
15 management?

16 (No response.)

17 DR. LYNCH-WALSH: Okay. All in favor?

18 COMMITTEE MEMBERS: Aye.

19 DR. LYNCH-WALSH: Any opposed?

20 MR. MENZUL: Opposed.

21 DR. LYNCH-WALSH: What?

22 MR. MENZUL: Me, I'm opposed.

23 DR. LYNCH-WALSH: Okay.

24 MS. SHAW: I have to go see my auditor.

25 DR. LYNCH-WALSH: Okay. All right. One

1 opposed again.

2 MR. MENZUL: On principle.

3 DR. LYNCH-WALSH: All right.

4 MS. FERTIG: I'm sorry, what -- can I just
5 ask, I'm not trying to be difficult, I'm just
6 wondering what --

7 MR. MENZUL: I just want it on the -- I just
8 want it to be on -- listen, I know it's going to
9 get -- I just want it to be on the record.

10 DR. LYNCH-WALSH: It's going to be deferred
11 anyway.

12 MR. MENZUL: It's getting deferred. I just
13 want to be on the record, I think we should -- it
14 needs to be discussed and, I guess -- at the very
15 least it should be put on -- this enterprise risk
16 thing should be at the top of the agenda for the
17 next discussion. And it seems like a lot of the
18 important stuff just didn't make it and we spent
19 a lot of time talking about -- everybody keeps
20 saying at some point, actually on that side. I
21 think what we discussed today was mostly minutia;
22 right? And I don't understand why we're telling
23 the board all of the stuff that we are doing, but
24 then we get to the RFP and we get to enterprise
25 risk and it's like, oh, wait, everybody's got to

1 go, you know, which is --

2 DR. LYNCH-WALSH: Okay. Well, some people
3 do.

4 MS. FERTIG: I agree with you, that it should
5 be first. I guess I could have made that part of
6 the motion.

7 DR. LYNCH-WALSH: And I can do that, too, as
8 the person putting the agenda together. Because
9 I was busy gathering -- gathering support and
10 documentation, because, as it turns out, COSO,
11 which we talked about, the COSO model, the COSO
12 framework is what's used for the financial
13 statement for the district. And we had talked in
14 the past about applying it across the board to
15 all internal controls across departments. Well,
16 they also have an enterprise risk management
17 framework and the two go together.

18 So I believe if you click on your link -- you
19 know, if you go through your links, which you now
20 have, you know, some of them came yesterday, I
21 gathered the job descriptions for the risk
22 management department, I gathered the
23 organizational chart. We don't have the cost.
24 But now we have time to go look at those things.
25 This -- hold on one second. So this is --

1 basically, this provides the framework for both
2 internal control -- there are links in here
3 related to integrated internal control framework.
4 This is the one we looked at before. They just
5 look at the control environment, it goes through
6 risk assessment, control activities, information
7 communication and monitoring. And then the
8 enterprise risk management framework looks at
9 governance, strategy , performance, review and
10 revision, information, communication, reporting.

11 So they both work together. And this is
12 effectively what we've all -- you know, I go for
13 root causes. And implementing both of these is
14 what Ms. Strauss has been advocating for this
15 whole time. It's the source of the frustration
16 from both sides of the room, is the absence of
17 these two things in the district.

18 So I put links to their guidance, you know,
19 basically, their white papers and the website.
20 And you can read more about these. But this -- a
21 few years ago there was -- the person that was
22 doing safety and security was trying to implement
23 enterprise risk management in the district. So
24 those are the job descriptions that have the word
25 "risk" in them. But they're --

1 MS. FERTIG: So you can move this to be
2 number one on the agenda?

3 DR. LYNCH-WALSH: Yea, so we will start where
4 we left off. I just wanted to get through
5 decisions that impacted our next meeting. This
6 will move to the front. We also have the OCA
7 cost, I believe they're revising, because it came
8 ina PDF. I like numbers in Excel format in case
9 I want to add or subtract.

10 MS. FERTIG: Can I make a request on that,
11 that it be on larger font?

12 DR. LYNCH-WALSH: Oh, that, too.

13 MR. MAYERSOHN: As per Rebecca.

14 MS. FERTIG: As per Rebecca.

15 MS. ARCESE: So that sheet was updated, so
16 you should have a hard cop of what was updated on
17 the web page. So we made copies this morning.
18 But I know you had requested an Excel.

19 DR. LYNCH-WALSH: I did, like wherever it
20 started. And I've got to tell you, nobody can --

21 MS. CARTER-LYNCH: Nobody can read that.

22 MS. FERTIG: Nobody can read that.

23 DR. LYNCH-WALSH: I'm even struggling, and
24 from years of staring at six point type I can
25 kind of read it.

1 MS. FERTIG: I was thinking of bringing
2 magnifying glasses for the whole group here.

3 DR. LYNCH-WALSH: That, too.

4 MR. DE MEO: Come on, Mary, you're making me
5 feel old.

6 MS. CARTER-LYNCH: I resemble that remark,
7 Mr. De Meo.

8 DR. LYNCH-WALSH: So, yeah, so we tabled
9 enterprise risk management. This is 8(b).

10 MS. FERTIG: We deferred the motion that Ms.
11 Strauss made at the last meeting for the April
12 11th meeting.

13 DR. LYNCH-WALSH: Yes, yes. And the
14 discussion in support.

15 Okay. So it's 12:07. This is -- these are
16 the costs -- now, when I was going through this,
17 for the salaries, just as an example, the budget
18 versus commitment results in available budget and
19 what I was -- I expected us to know whether we
20 are above or below budget right now for the year.
21 Because this seems to -- this is the whole budget
22 for the year, and, presumably, what people have
23 earned so far, which makes it look like we have
24 1.1 available, which isn't really available
25 because we're only, you know, three quarters of

1 the way through the year.

2 So, Mr. De Meo, I don't know if there are
3 things in here. I think we can have further
4 discussion at the next meeting if we, basically,
5 take our follow-up and put that at the top of the
6 agenda.

7 MR. DE MEO: Yeah, it's a good start. It's
8 broken down. We can change the external. The
9 budget you could extrapolate, try to extrapolate,
10 but has half the year passed? If you use half
11 the year, then it looks like we're over budget.

12 DR. LYNCH-WALSH: That's what I was trying to
13 tease out.

14 MR. DE MEO: Yeah, but that's what we --
15 that's exactly what we need, I think, and we can
16 tear that apart.

17 DR. LYNCH-WALSH: The next time; right.

18 So we have a list of positions. There was
19 follow-up. This has a salary for them. Let'
20 see, external auditor fees.

21 Were these -- hold on, I'm trying to --

22 MR. DE MEO: This was confusing, though.

23 DR. LYNCH-WALSH: It's not sorted by -- if
24 memory serves, it's not sorted by vendor.

25 MR. DE MEO: Yeah, by vendor, by job.

1 DR. LYNCH-WALSH: Another reason we need
2 Excel because then we can filter. But if you
3 filter it.

4 MS. ARCESE: I could present them in
5 different ways. I can --

6 DR. LYNCH-WALSH: Well, by vendor.

7 MS. ARCESE: -- go by vendor. So I was
8 consistent in the year so that way you can see
9 some of our purchase orders lapse from one year
10 to the next. But I can do another sort and
11 provide a different layout where it's by vendor
12 as well.

13 DR. LYNCH-WALSH: Well, year and vendor or,
14 you know, vendor and year so that you don't have,
15 you know, RSM, RSM, then this one, then that one.
16 So it's clear, what have we been spending with
17 RSM.

18 MS. ARCESE: Right.

19 MR. DE MEO: RSM and then the jobs underneath
20 it.

21 MS. FERTIG: Alphabetically by vendor.

22 MS. ARCESE: I'll present it a little
23 differently next time so we have more on how we
24 sorted it out.

25 DR. LYNCH-WALSH: And then, again, because

1 there's numbers attached, if we can have it in
2 Excel, because where it gets frustrating for me
3 is that I can export it in Adobe, but it doesn't
4 always export in a nice manner, in a clean manner
5 where I can then manipulate it.

6 MS. ARCESE: Okay.

7 DR. LYNCH-WALSH: Yes, sir.

8 MR. DE MEO: This ties into an earlier
9 matter. Do the auditors or the -- these firms,
10 do they provide an engagement letter for each
11 job?

12 MS. ARCESE: Yes.

13 MR. DE MEO: Then why wouldn't we budget and
14 contract job by job? I'm not buying that broad
15 thing. I'm not buying it. I don't think that's
16 the way to go.

17 I think it creates -- and I don't think the
18 accountants would typically take advantage of
19 this, but I've been there, when you have an
20 appropriated amount, you know, it's well, we're
21 going to go ahead and spend that.

22 So I would rather see it job by job. I know
23 it's a little bit more work. But I'll tell you
24 what, I bet you it would save the district money.
25 Just a comment.

1 DR. LYNCH-WALSH: And you did ask for it that
2 way every time you've asked.

3 And to that point, bouncing back to the RFP,
4 we all agreed not to be on the evaluation
5 committee for reasons already expressed. Ms.
6 Strauss also talked about us being able to review
7 it. So looming at the feasibility of pumping the
8 brakes to also address Mr. De Meo's concerns.
9 Because my concern three years ago was, to that
10 point, where we're flinging things at the
11 different auditors that they may or may not have
12 -- when they responded that they have the skill,
13 the skill needed for the job that they're being
14 handed were not included in that.

15 MR. RHODES: If I can just respond? If you
16 guys would, between now and when it is that
17 you're asking for us to come back with some
18 additional information regarding the pumping the
19 brakes of this process, just look at Section 4.3,
20 because it goes through it and takes a look at
21 some of the more general and works its way down
22 to specific regarding what types of projects that
23 they've done, what similar projects that they've
24 done for school districts, give them a list of
25 the three audits that they've completed, provide

1 references for the work that they have completed.
2 It goes down into the scope and performance of --
3 because each of these different categories is a
4 scoring availability. But when we look in the
5 second one, in 4.3.2, Scope of Services and then
6 Performance Specifications, it's not simply a yes
7 or no answer. They're identifying in the Scope
8 of Services and Performance Specifications
9 column, they're identifying what different things
10 that they can actually provide in way of
11 experience. So, for example, the wording has to
12 identify whether or not they can provide
13 construction, operational and informational
14 technology services for this particular work.

15 DR. LYNCH-WALSH: Right. So here's the
16 thing, on QSEC you score them for the individual
17 -- this is what I was looking for earlier, but
18 I'm not used to this layout -- so give me one
19 second. What?

20 MR. RHODES: That was precisely what I was
21 just talking about.

22 DR. LYNCH-WALSH: Right. But it says -- but
23 if they're not scored -- so this is under Scope
24 of Services. The -- how we're arriving at, yes,
25 can fully comply, as opposed to, like, shall

1 submit a letter of engagement; well, of course
2 they shall be doing that. Shall provide
3 operational auditing services of programs and
4 consultants.

5 Again, we could have a long discussion about
6 all of these criteria. And that's the point, is
7 that we have not looked at this and yet we are
8 put on an evaluation committee. And the scope --
9 so there are concerns here.

10 So my question is, can the brakes be pumped
11 on this? Because I agree with Mr. De Meo's
12 concerns, and I'm trying to take everybody's
13 concerns. There is something to be said for
14 having a pool, but we want to make sure that the
15 pool is both broad enough and specific enough and
16 that they've been pre-qualified on all potential
17 things they could be asked to audit, all
18 potential scopes. Not -- you know, I know
19 there's a level of precision, not the nuts and
20 bolts and minutia of it, but the ability that
21 they bring to the table and the experience
22 attached to those, the scope.

23 MR. DE MEO: And that's exactly -- oh, were
24 you ahead of me? Go ahead.

25 MS. FERTIG: Well, actually, Pavel was.

1 DR. LYNCH-WALSH: Yes, his arm wore out.

2 MR. MENZUL: No, I just figured you don't
3 want me to keep it up. I don't know how -- I
4 mean, look, we don't have that much time,
5 presumably.

6 DR. LYNCH-WALSH: Yes.

7 MR. MENZUL: So what -- so could you clarify
8 before I ask, what are we -- what is it that we
9 should be discussing? Are we discussing the RFP
10 or are we discussing --

11 DR. LYNCH-WALSH: I'm trying to get an answer
12 as to whether or not they can pump the brakes on
13 the solicitation, given that the current
14 contracts -- and we don't know where we are on
15 those. Like we don't -- everybody's contract,
16 they could already have performed the services
17 for this year, in which case they can pump the
18 brakes because there's no contract that's
19 rattling around out there that would be in danger
20 if we pump the brakes on this.

21 MR. MENZUL: What do you mean by "pump the
22 brakes"?

23 DR. LYNCH-WALSH: Meaning not have the
24 evaluation on April 2nd.

25 MR. RHODES: 2nd or 4th.

1 DR. LYNCH-WALSH: Somewhere in there. That's
2 the pumping of the brakes definition.

3 MR. MENZUL: Well, who authorized this? I'm
4 just curious. How did this happen? Because it
5 needs to be budgeted for and --

6 DR. LYNCH-WALSH: It's not even -- this is
7 like routine, they're bringing this forward,
8 these are the people that are already in the
9 pool. There hasn't been -- this is just to
10 create a pool of vendors.

11 MR. MENZUL: Right, but we don't have to
12 select any of them or the board doesn't have to
13 pick any of these people.

14 DR. LYNCH-WALSH: Well, they could -- well,
15 generally you're scoring them, so you're going to
16 be selecting a pool.

17 MS. FERTIG: Yeah, but we don't.

18 DR. LYNCH-WALSH: We're not; no. But the
19 framework by which they are selecting is what
20 we're weighing in on, but we don't have a chance
21 to weigh in because they're going to be doing
22 this process on April 2nd is the point.

23 Medvin just raised his hand, but I know you
24 and Mr. De Meo.

25 MS. FERTIG: I think I had my hand up for

1 some time.

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

3 MS. FERTIG: I'm sorry. I'm sorry.

4 MR. MENZUL: Because there's a lot to change
5 here.

6 DR. LYNCH-WALSH: That's the whole point, but
7 we can't do that today.

8 MS. FERTIG: Okay. I don't want us to be --
9 I know how we like to get things done in a hurry,
10 you know, we think of it today and we want it
11 done yesterday; okay? So I don't want to do
12 anything that's going to prohibit us from having
13 that pool of auditors ready for our next
14 discussion.

15 I -- I just -- Dave, you're the one working
16 on this?

17 MR. RHODES: Well, I've inherited it now.

18 MS. FERTIG: You've inherited it; okay.

19 I just would tell you, I'm happy you're here,
20 you've done so many great audits over the years.
21 I feel he has a really good concept of what needs
22 to be in this RFP to get us the quality of
23 auditors to the pool of auditors that we're going
24 to need.

25 DR. LYNCH-WALSH: But it's already out. So

1 he can't add anything yet.

2 MS. FERTIG: Are you comfortable with it is
3 my question?

4 MR. RHODES: That was the point -- that was
5 the point that I was making earlier. You think,
6 let's just say buckets of potential vendors and
7 they get dumped into a funnel and as they go
8 through the funnel they either get selected
9 through evaluation and recommended for award.
10 But even after they're recommended for award, it
11 does not mean that if they're entitled to award
12 they're entitled to any participation in the
13 contract. It comes down to their ability to
14 perform and how we specify the scope of services
15 and negotiate the cost with them in an engagement
16 letter or SOW for those types of services.

17 Now, seeing the group that seems to, for lack
18 of a better word, orbit the school board for
19 these types of services, I saw exactly what I
20 expected, which was the same general group of
21 people that came in with interest for this. But
22 it was broadcast, and we should have caught a lot
23 more interest in this, I don't know exactly why
24 that part is.

25 But if I could take just one second and jump

1 to go to your question, when you say "pump the
2 brakes" I would need some more information
3 because I would have to talk to, first of all,
4 the folks at Procurement to find out what is the
5 process for doing that? And, secondly, I would
6 have to know, what is the drop-dead end date that
7 we would have to have any input added and revised
8 into this contract so that it could still be done
9 in time? Because, to Mary's point, we do not
10 want to be left without this cadre of outside
11 services that we could grab from.

12 DR. LYNCH-WALSH: Right. And we don't know
13 if we would because we don't know where everybody
14 who's working within the contract is in their
15 current engagement. So that, you know, it may
16 not be an issue.

17 So Mr. De Meo.

18 MR. DE MEO: Was Andrew ahead of me?

19 MR. MEDVIN: I've been waiting a while.

20 DR. LYNCH-WALSH: I think you guys are
21 punking me over there.

22 MR. DE MEO: I'll be brief. I'll be brief.
23 I think the train has left the station. I think
24 that RFP is pretty -- I've done a lot, I've
25 responded to a lot of these. I think it's pretty

1 darn good.

2 There is one area in your attempt to be
3 thorough, I think, that might even be too
4 specific, disqualifying a lot of qualified firms.
5 When you give a laundry list of all the things
6 they have to have done, for example,
7 construction, well, you don't need construction
8 to do behavioral threat assessment. That's pure
9 auditing.

10 So that's why I would take a more piecemeal
11 approach on it, maybe qualify. I like the
12 approach, qualify a group of people and then
13 select -- and you said that, select them as their
14 skills point to the best firm to do the job.
15 But, you know what, if this thing has been out,
16 what are we going to do now? I would wait until
17 next time.

18 DR. LYNCH-WALSH: Right. We got off the
19 evaluation committee.

20 All right. Mr. Medvin.

21 MR. MEDVIN: I think we're making a lot of
22 noise about a little too much. I mean, the
23 reality is, there's just so many firms out there
24 that, A, would be willing to contract with the
25 Broward County Schools today with the current

1 situation, and, B, that are qualified to do
2 various types of audits. And I think,
3 historically, the cadre that have come from this
4 RFP is a group of different auditing firms and I
5 think the department has made a decision to
6 engage in particular firms for particular audits
7 based on what they feel is their best
8 capabilities. And then your engagement letter
9 and those procedures come in. So I think the
10 purpose of the RFP, I think, is to extend that.
11 If there's additional firms that are out there,
12 great. I don't think that's going to really
13 happen. We, as a committee, shouldn't be
14 involved with selecting the individual firms and
15 go forward with it. Because there's not going to
16 be any audits unless it's going through your
17 office anyway. And so I don't know what we're
18 worried -- what we're arguing about. I think the
19 RFP is complete. It asks for a lot of stuff and,
20 hopefully, the people that review it know what
21 they're looking at, and then it's clearly up to
22 the office of the chief auditor to engage the
23 appropriate firm from that list when a particular
24 audit comes up. And some might be contractual
25 that we know about, other ones we don't know

1 about, and go forward with it. I don't think we
2 have to, you know, beat a dead horse to death.

3 DR. LYNCH-WALSH: Okay. Thank you. Hold on.
4 I think Mr. Rhodes had a comment.

5 MS. CARTER-LYNCH: That's okay.

6 DR. LYNCH-WALSH: I'll go with Mr. Rhodes and
7 then you and then Menzul.

8 MR. RHODES: I can make it very quick. It's
9 kind of responding to a lot of different things
10 at once. And that is that I don't have off the
11 top of my head the number of plan holders, and
12 that's what they call the people that actually
13 grab the information on DemandStar where it's
14 advertised, but I do know that it is advertised
15 to a very large community. So whether there's
16 something in the local area that's causing these
17 same firms to come in and not get a lot of new
18 participation, maybe that's something that we
19 need to look at in the future to try to find some
20 way to increase that participation, but I do know
21 that it's not for lack of publishing this to the
22 community.

23 DR. LYNCH-WALSH: Ms. Carter-Lynch?

24 MS. CARTER-LYNCH: Is there anything that we
25 have to vote on? Because I have to leave. I

1 have another board meeting that I'm chair of and
2 I shouldn't be late.

3 DR. LYNCH-WALSH: Yes, no voting other than
4 we'll be ending the meeting. Some of this is
5 just like housekeeping where I'm trying to move
6 things along, like those pesky standard practice
7 bulletins and the outcome of that drama.

8 So -- but let me stay in order here.

9 Okay. So we're not on the selection
10 committee, so Ruth will not be showing up on the
11 2nd.

12 MR. MENZUL: But will be discussing this at
13 some point?

14 MS. CARTER-LYNCH: But I would have done it.
15 I would have done it.

16 DR. LYNCH-WALSH: I hear you. But we are
17 agreeing that we should not be selecting that.

18 MS CARTER-LYNCH: Oh, I'm on board. I'm on
19 board. I'm happy to be free.

20 DR. LYNCH-WALSH: And then as far as us
21 discussing it further, because it's already out,
22 and if they can't do anything with it, we would
23 be discussing it in preparation for the next one,
24 which would be -- I think this is for three
25 years.

1 MR. RHODES: I think it's three with two
2 one-year extensions. I'll look closer at it.

3 DR. LYNCH-WALSH: Okay.

4 MR. MENZUL: So then we should be a part of
5 it. The vote should be on we have to be a part
6 of it.

7 DR. LYNCH-WALSH: No. No. The point was
8 made that we review the audits that these people
9 will be auditing. I mean, truth be told, we do
10 that with the financial -- annual financial audit
11 to some extent. I think this is more of a
12 to-be-continued, because there could be, very
13 well, things that they may be able to make some
14 changes via an addendum to the solicitation
15 before it's done, but nothing too substantive or
16 else it throws the whole kit and caboodle off.

17 MR. MAYERSOHN: Just for clarification
18 purposes --

19 DR. LYNCH-WALSH: On?

20 MR. MAYERSOHN: The RFP.

21 DR. LYNCH-WALSH: Yes.

22 MR. MAYERSOHN: So it was broadcast on
23 February 16th, it's due March 21st, 17 plan
24 holders an six watchers.

25 DR. LYNCH-WALSH: Are you in DemandStar?

1 MR. MAYERSOHN: Mm-hmm.

2 DR. LYNCH-WALSH: Okay.

3 MR. MAYERSOHN: There's also audit management
4 software which is due April 10th, 28 plan
5 holders, there's two watchers.

6 DR. LYNCH-WALSH: Wait, what?

7 MR. MAYERSOHN: Audit management software.
8 There's an RFP out.

9 DR. LYNCH-WALSH: Who is that for?

10 MS. ARCESE: That's an electronic workpaper
11 to make it more efficient instead of doing --

12 DR. LYNCH-WALSH: How much is that? And
13 where is that -- is that in the budget?

14 MS. ARCESE: It is. There's a line item in
15 the budget for that.

16 DR. LYNCH-WALSH: So I guess -- it's in this
17 year's budget?

18 MS. ARCESE: Yeah. I can show you.

19 DR. LYNCH-WALSH: So -- but, roughly, how
20 much is it? And is it something you already have
21 and you're just putting it out again?

22 MS. ARCESE: It's not something -- this is
23 new. This is electronic workpaper. We don't
24 have electronic workpapers for productivity and
25 efficiency. So this is something that was

1 budgeted last school year. We did research,
2 collaborated.

3 DR. LYNCH-WALSH: Who's the vendor?

4 MS. ARCESE: I'm sorry?

5 MR. DE MEO: CCH? Who is it?

6 MS. ARCESE: What do you mean, CCH?

7 We're looking --

8 DR. LYNCH-WALSH: The solicitation's out?

9 MS. ARCESE: We're looking now.

10 DR. LYNCH-WALSH: When does it close?

11 MS. ARCESE: I'm not sure.

12 MR. MAYERSOHN: When does it close? It
13 closes April 10th.

14 DR. LYNCH-WALSH: Okay. So another
15 solicitation that went out that wasn't mentioned
16 in this committee that relates to the work
17 product that we review and we have no input, like
18 if there's something we saw repetitively that
19 this software could help, we have no opportunity
20 to provide input.

21 MS. FERTIG: I don't think we're going to see
22 every single thing that they're putting out.

23 DR. LYNCH-WALSH: I know. I guess the first
24 step is --

25 MS. FERTIG: It comes to the point where

1 we're not getting to -- to -- I don't want to
2 mention --

3 DR. LYNCH-WALSH: Right. No, I get it.

4 MS. FERTIG: Where we're not getting anything
5 done that we're supposed to be doing.

6 MR. DE MEO: It's kind of operational.

7 MR. MENZUL: Okay. But who is the evaluation
8 committee?

9 DR. LYNCH-WALSH: What?

10 MR. MENZUL: Who is evaluating this?

11 DR. LYNCH-WALSH: Staff.

12 MS. ARCESE: We're not there yet. I think it
13 was just released; right?

14 MR. DE MEO: Who is staff? That's a good
15 question.

16 DR. LYNCH-WALSH: Well, on -- so on the one
17 for the auditing services it's Dave Rhodes, you,
18 Ali, and a few other people and I think there's
19 an IT person?

20 MS. ARCESE: Yes.

21 DR. LYNCH-WALSH: So staff. And then for
22 this I would imagine something similar, but I
23 would think IT people would be involved.

24 MS. HARPALANI: Yes, IT is involved.

25 DR. LYNCH-WALSH: Okay. Mr. Rhodes, did you

1 have a comment?

2 MR. RHODES: I can wait until he's done
3 because my item was going to kind of address a
4 global thing we've been talking about. He might
5 be talking about something more specific.

6 DR. LYNCH-WALSH: Okay. And I wanted to know
7 how much this is budgeted for.

8 MS. ARCESE: 230, I think. There's a line
9 item for it.

10 DR. LYNCH-WALSH: 230?

11 MS. ARCESE: I believe.

12 DR. LYNCH-WALSH: This would be annually?

13 MS. ARCESE: That is the startup. I'll defer
14 to --

15 DR. LYNCH-WALSH: I mean, I think these are
16 things that it would be nice to know that they're
17 happening and we are just hearing about it. And
18 while we're not trying to get into operational,
19 it would be nice to know before they become a
20 thing.

21 MS. HARPALANI: Hi, this is Jennifer
22 Harpalani. Is this on?

23 MR. RHODES: Is the one on the other side
24 working?

25 MS. HARPALANI: Yeah, I'll come down.

1 DR. LYNCH-WALSH: The one closer to me was
2 working. The other one, I'm not sure.

3 MS. HARPALANI: Hello?

4 DR. LYNCH-WALSH: There you go.

5 MS. HARPALANI: So let me tell you a little
6 bit what it is. Electronic workpapers is -- it's
7 an on-line solution and the whole focus was to --
8 especially the internal funds, they have a lot of
9 repetitive work and a lot of paper intensive, so
10 we were trying to go electronically where we
11 could monitor and create templates so that would
12 save time and create efficiency. And for us to
13 be able to monitor and -- and this is very -- you
14 know, my previous job we used TeamMates and
15 there's AuditBoard. I mean, we shouldn't be
16 talking about vendors right now. I'm so sorry.
17 But there are a lot of electronic solutions out
18 there. So our goal with this RFP was to put it
19 out there. We did a lot of research. We spoke
20 to a lot of government organizations here in
21 Florida and put together a tabulation of costs
22 and features, et cetera, and how the
23 organizations were using it for, especially,
24 internal funds, et cetera.

25 So we -- the cost was based on some

1 assumptions, you know, in research of various
2 solutions out there. And the goal was to put the
3 RFP out there to see what vendors applied and
4 then look at demos and then look at how the
5 solution would benefit our organization and then
6 come to the audit committee and present and see
7 if, you know, if it creates efficiency, et
8 cetera. I believe this item was -- has been on
9 the audit plan. I think -- I think, Ali, you can
10 speak more to that. But it has been on the audit
11 plan for a while now, and we're just, you know --
12 that's -- that's about it.

13 DR. LYNCH-WALSH: I feel like we're having,
14 you know, like Pandora's box got opened, and not
15 in a bad way. I mean, all of a sudden we're
16 learning about things. Because you said coming
17 to the audit committee. It would have been
18 helpful -- it may very well, I remember seeing
19 that as a risk area. Mr. De Meo keeps asking
20 about risk and assessing risk, and that's all
21 part of if there's strategy behind -- it
22 shouldn't be behind the scenes because then we
23 only see what we see. We see repeat audit
24 findings. We see heavily -- you know, over
25 reliance on paper with no end in sight. The

1 standard practice bulletins that I practically
2 gave birth to a third child to get are 9,000
3 years old, some of them.

4 MS. HARPALANI: I -- I -- I mean --

5 DR. LYNCH-WALSH: But it would have been good
6 to know what you guys were doing. I don't think
7 we had -- I don't remember hearing that.

8 MR. DE MEO: How much?

9 DR. LYNCH-WALSH: Pardon?

10 MR. DE MEO: How much?

11 DR. LYNCH-WALSH: How much is it going to be?

12 MS. HARPALANI: We have a budget and then we
13 have some pricing estimates from various -- it
14 depends on the product, it depends on the
15 licenses.

16 MR. DE MEO: What's the range?

17 DR. LYNCH-WALSH: 230 startup; right?

18 MS. HARPALANI: 230 is the budget. It
19 depends how we want to roll it out. I would say,
20 license-wise, anywhere from a thousand to \$1,500
21 depending --

22 DR. LYNCH-WALSH: Per?

23 MS. HARPALANI: Per user.

24 DR. LYNCH-WALSH: And would that be just in
25 the department per user; just in audit?

1 MS. HARPALANI: Yeah, just in audit. This is
2 an audit solution. Yeah. And, you know,
3 different vendors have different ways of
4 packaging.

5 MR. DE MEO: But 230 I though I heard.

6 MS. HARPALANI: Yeah, 230.

7 MR. DE MEO: 230,000?

8 MS. HARPALANI: Well, yeah.

9 MR. DE MEO: Ufa.

10 DR. LYNCH-WALSH: Not in the world of
11 technology.

12 Yeah, but the -- in theory, and timing -- you
13 know, the problem with timing, a year ago it
14 would have been probably perfect timing, because
15 you're going to save. I got -- because I asked
16 for the last internal funds audit for Western, I
17 just meant the one we'd all seen before, I got
18 like everything, including all the paper that is
19 reviewed. I'm like, oh, well, these would be --
20 but -- and some of it needed to be redacted, but
21 in any event, the packet, I can appreciate having
22 seen that what you're trying to prevent, it's
23 just that it would have been nice to have known
24 this a while ago.

25 MS. FERTIG: But I -- just because we're

1 getting really late and we're going to have to
2 adjourn, I feel like we're spending so much time
3 on -- you know, we've made an ask for things to
4 be more efficient, to reduce the paper, this and
5 that, how they find the solution to do that
6 sounds like a function to me.

7 DR. LYNCH-WALSH: But it's nice to know.

8 MS. FERTIG: I just don't know that we have
9 to get into everything.

10 I don't know what we have left on the agenda,
11 but --

12 DR. LYNCH-WALSH: We're pretty much -- we
13 deferred the other things. The other thing is I
14 just want an update on where we are on the
15 standard practice bulletins being put on-line as
16 we tried to do a few meetings ago. Because there
17 isn't -- the resistance is over. Nothing was
18 sensitive.

19 Do you have a response for where we are?
20 Because that's really my last question mark for
21 the day.

22 MR. RHODES: Two things. One, I was just
23 going to go back and just backtrack on this idea
24 of letters of engagement. When the time comes as
25 far as this RFP is concerned we always have our

1 ears open to the kinds of things that you guys
2 are talking about and the things that you're
3 looking for, and in some cases, specifically,
4 whether it's from you or from the board. That
5 can help us where that control point is to make
6 sure that we're actually getting what it is that
7 the audit plan is calling for. And so we have
8 that audit plan part, we have the ability to
9 listen and to discuss things when we're in this
10 meeting structure where we can come up with those
11 things that will help us with that.

12 Now, going back to the other part, my current
13 plan is to talk with the folks about what
14 amendments we might be able to do, minor, as
15 we've talked about, and then also to talk to
16 Chief Joe Phillips about the IT part where the
17 standard practice bulletins are concerned to get
18 that link put right up on our website like the
19 business practice bulletins.

20 But, as you said, because we've run out of
21 that resistance I think being able to get this
22 taken care of will be a much quicker thing and a
23 lighter lift. It's just I have to talk to the
24 right people to get that done.

25 DR. LYNCH-WALSH: Okay. Just checking this

1 side of the room. Mr. Mayersohn and then Mary.

2 MR. MAYERSOHN: Just -- yeah, just two quick
3 things, because I know we're not going to get the
4 meat of it, but I just want to bring up two quick
5 things, if I can, because our next meeting I'd
6 like to see a response, so at least I'm giving
7 you, you know, a heads-up.

8 So on the BTA training program, there's a
9 response by Chief Alberti, but there's no
10 response by Mr. Lozano.

11 DR. LYNCH-WALSH: Which page? Or in general?
12 Which page?

13 MR. MAYERSOHN: Well, this is page 9 of the
14 response regarding the recommendations of the
15 audit.

16 MS. ARCESE: So Mr. Lozano reports to him.

17 MR. MAYERSOHN: Huh?

18 MS. ARCESE: Mr. Lozano reports to Chief
19 Alberti, that's why it's from Chief Alberti.

20 MR. MAYERSOHN: Right. But normally in
21 response what we have seen in response is to have
22 whoever -- you know, the principal responds and
23 then an area director says, I agree with the
24 response of the principal.

25 MS. ARCESE: That's fine. I got it. Okay.

1 We can do that.

2 MR. MAYERSOHN: Although Chief Alberti is the
3 one that's ultimately responsible, Mr. Lozano is
4 the one that's probably going to be the oversight
5 for implementing it, so --

6 MS. ARCESE: Yep.

7 MR. MAYERSOHN: -- at least there's some
8 documentation for that.

9 MS. ARCESE: Yep.

10 MR. MAYERSOHN: And then the other issue,
11 which I don't really want to get into the
12 completeness of it, but the booster club
13 guidelines, from -- and, again, there's obviously
14 a lot of different parts moving, but incorrectly
15 a 501(c)(3) can conduct game of chances. There's
16 state statute that explains the specifics of how
17 they need to conduct that. So whether the school
18 board wants to allow that, I find it hard to
19 usurp state statute unless it's more restrictive.
20 So --

21 DR. LYNCH-WALSH: You're saying an outside,
22 like booster club or --

23 MR. MAYERSOHN: A 501(c)(3), which is a
24 booster club if they decide to be, because,
25 again, they're not audited by the auditors, they

1 have their own bylaws and their own
2 informational.

3 MS. ARCESE: So we'll -- we'll include
4 Chapter 8, as well, because I think that is what
5 guides internal funds.

6 MR. MAYERSOHN: Internal funds is different.
7 It's utilization of internal funds. But if they
8 want to have a -- like, for example, if they want
9 to work with the Florida Panthers and do a raffle
10 thing which they're, you know, through a third
11 party they're connected and they get those funds,
12 if they are a 501(c)(3) they are allowed to do
13 that as long as there are rules followed by
14 guidelines by state statute.

15 DR. LYNCH-WALSH: So I provided these because
16 the Western Debate Club was a booster club and is
17 now --

18 MR. MAYERSOHN: And it's a 501(c)(3)?

19 DR. LYNCH-WALSH: I can't answer that. Were
20 they? I don't know. One hopes. I'm just
21 saying, they may or may not have been. But now
22 they're using the e-store, which suggests they're
23 going through internal funds, so that's like a
24 whole other discussion. But this was just
25 because it was a booster club.

1 MS. GOULDBOURNE: I just want to say that you
2 have to separate it. Our policy says that it has
3 to be distinguished from any internal funds. So
4 anything from an outside organization is not
5 custodial funds and so none of that money should
6 go into internal funds. But our policy -- our
7 standard practice bulletin, I will say that our
8 standard practice bulletin does indicate that it
9 has to be separate and distinctive from anything
10 in our internal funds.

11 MR. MAYERSOHN: Yeah, no, no, I don't
12 disagree with that. I mean, it's utilization for
13 internal funds, but a 501(c)(3) can conduct a
14 raffle as long as they follow specific guidelines
15 of state statutes. And there's a litany of items
16 that they need to follow. Most people don't, you
17 know, but, again, the separation of -- I get it,
18 It can't be utilization.

19 MS. GOULDBOURNE: And the employees cannot
20 participate.

21 MR. MAYERSOHN: Correct. So I just wanted --
22 I just wanted to be clear that there is that
23 distinction.

24 DR. LYNCH-WALSH: Okay. All right. I see
25 Mary making a motion to adjourn?

1 MS. FERTIG: No.

2 DR. LYNCH-WALSH: No?

3 MS. FERTIG: I have three things I want to
4 say before we adjourn.

5 DR. LYNCH-WALSH: Okay. Yes, ma'am.

6 MS. FERTIG: First, I want to thank you for
7 what you've done with this screen. I though
8 we've needed this for a long time. And I would
9 ask that when staff comes with something like a
10 policy today, that they plan to have their
11 presentation, I think it would cut through a lot
12 of that. Maybe we could move just a little
13 faster.

14 Secondly, I want to thank Michele. I came a
15 few minutes late, so I didn't realize she was
16 going to be leaving. But I want to thank her.
17 She has been wonderful about getting our
18 materials to us and just always treated us so
19 kindly and professionally. So if you would
20 convey that.

21 MS. ARCESE: I still talk to her daily so
22 I'll make sure I relay the message.

23 MS. FERTIG: Okay.

24 MR. MAYERSOHN: Can she work remotely?

25 MS. ARCESE: I wish.

1 MS. FERTIG: And, finally, what is Joris's
2 last day?

3 DR. LYNCH-WALSH: Good question.

4 MR. RHODES: His last day is the 20th. Yeah,
5 he starts his vacation period on the 21st.

6 MS. FERTIG: So we won't see him at another
7 meeting?

8 MR. RHODES: Not that I'm aware of.

9 MS. FERTIG: Okay. So I just wanted to say
10 the same thing to him. I'm sorry we didn't get a
11 chance at the meeting to thank him for his
12 service. So those are my three things. And
13 thank you -- thank you for another great meeting.

14 DR. LYNCH-WALSH: Thank you guys for hanging
15 in there. I'm going to ask Mr. --

16 MS. FERTIG: Do you want a motion to adjourn?

17 DR. LYNCH-WALSH: Yes.

18 MS. FERTIG: Motion to adjourn.

19 MR. TURSO: Second.

20 DR. LYNCH-WALSH: All in favor?

21 COMMITTEE MEMBERS: Aye.

22 DR. LYNCH-WALSH: Any opposed? Pavel?

23 (No response.)

24 DR. LYNCH-WALSH: All right. Motion carries.

25 We're out of here. Thank you very much.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

(Meeting was concluded at 12:42 p.m.)

REPORTER'S CERTIFICATE

STATE OF FLORIDA

COUNTY OF BROWARD

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

Dated this 28th day of March, 2024, Fort Lauderdale, Broward County, Florida.



TIMOTHY R. BASS
Court Reporter

A				
A(1) 90:16,17,21 91:2 95:23	149:14	ago 20:20 22:15 37:6 37:12 56:14 71:7 87:21 111:20 114:17 117:8,15 131:21 137:9 157:13,24 158:16	Andreu 2:16 8:25 10:25 11:3,4 12:6 13:15,16,18,21 26:16 27:6,25 28:9 28:11,16,22 30:20 30:25 31:13 32:15 32:19 33:23 34:1,5 35:24	April 41:20,21,21 42:5 72:9 114:5,14 114:22 116:20 118:20 128:4,5 133:11 140:24 141:22 150:4 151:13
A(2)(a) 109:17	adding 74:3 75:4 85:7	agree 9:13 22:20,24 30:12 36:10,20 40:9 49:25 58:19 69:10 82:24 94:20 100:4 120:6 121:4 122:1,8 130:4 139:11 160:23	Andrew 2:4 3:20 144:18	ar 127:7
A.M 1:15	addition 40:6 126:5	agreed 99:23 137:4	Andrews 1:24	ARCESE 2:8 7:1 115:24 116:5,17 120:19 132:15 135:4,7,18,22 136:6 136:12 150:10,14 150:18,22 151:4,6,9 151:11 152:12,20 153:8,11,13 160:16 160:18,25 161:6,9 162:3 164:21,25
ability 14:21 15:2,4 15:12 44:1 74:19,21 75:19 82:17 93:18 98:16 139:20 143:13 159:8	additional 17:12 22:2 26:5 137:18 146:11	agreeing 59:1 148:17	annual 149:10	archives 45:5
able 5:18 14:22 47:24 109:3 115:3 125:1 125:18 137:6 149:13 154:13 159:14,21	addled 99:6	agreement 15:24 16:1 17:9,19 18:3 33:13 125:5	annually 153:12	area 145:2 147:16 155:19 160:23
absence 131:16	address 64:12 87:21 87:23 98:17 137:8 153:3	ahead 101:18 104:25 105:8 106:15 136:21 139:24,24 144:18	answer 43:2 70:25 138:7 140:11 162:19	areas 123:25 124:5
absolute 22:14	addressed 22:4 97:11	aiming 117:22	Anthony 2:2 4:3 36:10	arguing 91:5 146:18
absolutely 47:10,13 88:5	addressing 95:10 98:5	Alberti 160:9,19,19 161:2	anxiously 42:8	arm 140:1
acceptance 45:24	adequate 45:22	Alberti's 80:24	anybody 5:10 38:18 39:18 42:20 109:2	arriving 138:24
accidentally 102:19	adjective 73:20	alert 33:4	anyway 9:9 58:17 129:11 146:17	Article 91:2 95:23 109:16
accompany 11:17	adjourn 158:2 163:25 164:4 165:16,18	Ali 2:8 152:18 155:9	anyways 29:24	asked 8:25,25 117:6 117:17 118:10 121:17 137:2 139:17 157:15
accomplish 29:18 83:4	ADMINISTRATI... 1:12	alignment 11:8 56:5	apart 31:15 134:16	asking 7:8 12:13 17:12,13 26:4 49:13 137:17 155:19
accountants 136:18	administrative 17:21 32:8 40:5 79:2 81:7 81:14	Allegiance 3:6,9	apologies 13:15 14:2	asks 146:19
accounting 36:19 126:11,20	admonition 33:12	alliance 50:25 56:8	apologize 13:23	aspect 124:11
Accounts 2:10	Adobe 136:3	allow 95:16 115:11 161:18	apparently 120:2	aspects 25:18
accurate 47:17	adopting 55:15 56:3	allowed 95:7 102:21 162:12	appears 17:12	assessing 155:20
acronym 108:6	advance 13:23 14:3 68:12 87:10 99:1	alphabetically 135:21	applicable 17:18	assessment 113:19 115:12 131:6 145:8
acronyms 107:14,18 107:20,24	advantage 136:18	altogether 94:7	applied 68:14 155:3	assign 67:20
act 126:9	advantageous 14:25	amend 104:9,10	applies 15:24	assignment 100:19
Acting 2:10	adversarial 32:8	amendment 95:17 124:23	apply 16:13 64:11 68:23 86:18	assist 20:2
action 22:9 51:24,24 55:22 86:6	advertised 147:14,14	amendments 97:6 159:14	applying 87:13 130:14	assistant 2:9,16 28:13
actions 8:5	advertisement 124:6	amount 46:11 55:23 136:20	appreciate 5:25 6:4 9:2 25:17 36:25 157:21	assumed 117:10
activities 51:23 54:16 131:6	advice 43:5,22	amusement 97:20	approach 145:11,12	assumptions 155:1
activity 20:5 51:7,11 51:16 53:9,19,21,25 59:20,21	advisor 88:23	Analyst 2:17	appropriate 7:15 47:17 73:22 75:3 77:19,24 146:23	assure 97:21
actual 44:23 45:11 46:14 57:7	advisory 8:9 29:7 41:14,16,24 65:19 86:8,15,18 88:16 89:2 97:7,13 102:6 102:13,17,23,24 103:7,20 104:6 105:21	Andrae 2:16 64:25 86:9	approved 27:17 71:17	assured 47:4
adamant 102:24	advocate 82:17		approves 27:4	attached 12:20 61:10 136:1 139:22
add 60:2 76:9 77:12 106:7 111:16 132:9 143:1	advocating 131:14			attachments 61:9
added 10:22 14:13 93:16 144:7	Affairs 2:15			
addendum 119:12	affirm 53:15			
	agenda 4:18 5:2 7:4 7:11 9:1 41:3 73:17 93:10 97:5 105:15 113:10 118:21 129:16 130:8 132:2 134:6 158:10			

attempt 145:2	16:3,19,24 18:1	131:1,19 134:4	biggest 99:20	bolts 139:20
attend 7:22 8:8,11,15	20:23 31:24 39:9	basis 52:19,21 54:2	birth 156:2	book 67:24
ATTENDANCE 2:1	44:5 118:17	122:20	bit 3:19 20:16 21:9	bookkeeper 19:2
attended 86:7	authorization 46:16	Bass 1:23,23 2:19	27:23 125:15	boom 64:7
attest 53:20 54:11,15	47:1	166:8,18	136:23 154:6	booster 161:12,22,24
54:24 57:23 58:3	authorized 46:18	batting 100:2	blah 99:17,17,18	162:16,25
59:15,20 60:15	141:3 166:10	battle 105:11	board 1:3,12 14:17	bored 97:22
attestation 53:7,14	automatic 15:1	BB 100:21,22	15:5,6,9 16:4,19	bottom 63:25 64:2
54:1,2 59:11,14,18	avail 105:2	BCPS 57:10	17:11 18:6 26:1,8,8	bouncing 137:3
60:25 61:18	availability 138:4	Beach 11:12 28:25	26:11 27:2,5,17	bound 40:8
attorney 32:5,5	available 44:19 45:8	beat 147:2	28:1,5 29:4,5 30:1	box 155:14
audience 67:1	133:18,24,24	beautifully 105:1	31:6 33:20,22 34:4	brain 120:8
audit 1:5 2:8,9 3:5	Avenue 1:13,24	BECON 2:20	34:6 39:12,25 40:23	brakes 120:23 137:8
4:22 10:7 23:8 29:2	average 92:5 107:14	began 11:24	41:13,13,20 42:4,5	137:19 139:10
30:5 35:5 37:15	avoid 9:14	beginning 14:5	42:9,12,22 43:5,10	140:12,18,20,22
43:1 55:9 60:19	award 143:9,10,11	122:17	44:1,14 45:2,4 46:1	141:2 144:2
80:13 82:20 84:21	aware 51:22 114:23	behalf 7:4 8:1,2 94:13	46:6,10,15,24 47:16	break 62:12 88:9
92:7 99:12,17,18,23	127:6,11 165:8	94:14 97:2,15	47:23 51:6,9,21,24	123:2
100:12 101:1,2,13	Aye 6:17 40:18 69:17	behavior 65:15 66:6	52:10 53:6 55:3,14	breaks 83:1
102:8 113:21,24	70:7 96:1 103:23	behavioral 115:11	55:24 56:3 57:5,9	Brenda 99:19
114:16 115:6,7,13	107:8 111:11	145:8	57:14 58:23 59:16	brief 86:3 144:22,22
115:18 121:9	128:18 165:21	Behaviorial 113:19	59:19,19 60:25	briefly 31:20 63:12
122:25 126:14,18		belabor 33:12	64:13,13,15,15	bring 5:15 12:2 30:16
127:7 139:17	B	believe 5:1 12:2 39:13	65:18,24 66:3,9,16	63:11 69:5 71:15
146:24 149:10	B 2:12 61:10,11	44:2 45:23 50:21	66:19 67:22 68:4,11	139:21 160:4
150:3,7 155:6,9,10	146:1	58:7 67:12,18,19	68:14,16,21,23 69:3	bringing 27:15 121:6
155:17,23 156:25	back 3:8 15:4 19:7	80:23 87:20,22	69:21 70:19,25	133:1 141:7
157:1,2,16 159:7,8	21:19 26:18 30:10	89:21 93:18 99:22	71:16 72:1,13 73:15	broad 18:23 54:5
160:15	31:16 36:10,11,21	109:2 112:8,24	73:17 74:4,9,18	122:12 123:21
AuditBoard 154:15	37:20 42:16 45:19	115:1 117:5 118:12	75:1,16,21,23,24	124:17 125:9
audited 51:5 161:25	49:15 53:1 55:14	118:18 126:16,19	76:16,20 77:13	136:14 139:15
auditing 115:20	71:10 72:3,4 73:8	127:22 128:1	78:11,14 81:19	broadcast 123:22
117:13 123:12	75:22 77:7 78:20	130:18 132:7	82:10,11,17,18 87:9	143:22 149:22
126:9,14,20,23	82:6 83:10,16 85:14	153:11 155:8	87:21 88:19 89:13	Broadcasting 2:20
127:3,8 139:3 145:9	85:15 86:4,6 87:2,3	belongs 24:23,23	97:23 98:2,5,15	broader 24:20 32:12
146:4 149:9 152:17	89:14 99:8,12 101:1	29:12 37:17	99:13 100:13 102:7	broadness 124:11
auditor 2:7 83:22	113:15 116:5,17	benchmarked 11:11	106:1,2 108:6,9,9	broken 134:8
84:13,23 85:3 87:2	122:25 123:3,18	28:23	108:17 109:1	brought 13:5 29:2
114:18 117:1	125:23 137:3,17	benefit 52:4 155:5	111:20 112:5,21,24	72:7 87:20 111:19
121:20,21 126:7,8	158:23 159:12	best 16:6,6 37:7	114:23 116:6	124:24
128:24 134:20	background 24:14	145:14 146:7	124:25 125:6,23	Broward 1:3 30:23
146:22	25:5 28:10 127:9	bet 136:24	129:23 130:14	32:5,6,9,10 40:10
auditors 84:11,16	backtrack 158:23	better 11:22 37:9	141:12 143:18	40:11 45:25 46:3
120:11 121:5 136:9	bad 74:2 155:15	55:15 85:16 126:17	148:1,18,19 159:4	50:13 55:16 94:8,9
137:11 142:13,23	badge 62:7	143:18	161:18	126:19 145:25
142:23 161:25	based 80:20,25 81:2	beyond 29:17 115:2	board's 14:16 28:4	166:7,15
audits 2:9 26:19	91:16 125:5 146:7	bid 33:19 34:3,6	29:13 67:8	BRYAN 2:11
121:6 123:10	154:25	bifurcate 15:13	boards 98:14	BTA 4:22 115:13
137:25 142:20	bases 97:13	111:22	Bob 34:18 49:14,14	116:20 160:8
146:2,6,16 149:8	basically 18:3 19:23	big 17:18 98:25 115:6	Bob's 39:24	bucket 36:16
authority 14:15,16	46:11,12 53:14	115:8	bog 33:13	buckets 143:6

Bud 12:6	34:15,16,18 42:19	changes 5:1 10:24	click 54:23 58:9	10:1,8 22:2 30:6
budgeted 141:5	58:16,19,25 63:19	37:8,10,16 50:19,20	130:18	37:14 38:11,13
budget 133:17,18,20	85:21 87:14 106:23	115:17 123:20	close 9:22,25 113:14	39:24 45:18 61:19
133:21 134:9,11	106:25 122:1	149:14	151:10,12	63:9 66:4 68:12
136:13 150:13,15	132:21 133:6 147:5	changing 11:8 50:18	closed-door 108:10	105:6
150:17 156:12,18	147:23,24 148:14	126:1,3	108:13	commingle 23:7
budgeted 151:1 153:7	148:18	Chapter 162:4	closely 11:10	commingling 100:12
buildings 63:5	case 18:5 19:7 88:15	character 66:18	closer 149:2 154:1	commitment 133:18
bulk 10:22	115:1 132:8 140:17	characteristics 66:7	closes 127:5 151:13	committee 1:5 2:1 3:5
bulletin 163:7,8	cases 159:3	charge 29:16 98:15	club 161:12,22,24	6:17 10:7 23:8 29:2
bulletins 148:7 156:1	catching 71:12	charitable 44:15,18	162:16,16,25	29:7,8 37:15 40:18
158:15 159:17,19	categories 54:6 138:3	45:1 61:13	clue 107:15	41:15,25 43:1 44:8
bureaucratic 74:3	caught 143:22	chart 130:23	CMAR 101:3	68:21 69:17 82:18
business 3:6 159:19	causally 19:5	check 47:24 48:2	coach 82:1	84:14,21 87:11 92:7
busy 53:17 130:9	causes 131:13	49:24 50:9 51:5	code 17:21 30:24	92:13 94:2,2,12,15
buttons 54:24	causing 147:16	checked 13:6	31:21 40:5 45:25	94:22,25 95:7 96:1
buy 18:4 20:20	CCH 151:5,6	checking 159:25	46:3 55:16 81:8,14	96:22 97:3,4,25
buying 136:14,15	CENTER 1:12	checks 51:17,25	codified 66:12,23	98:4 99:1,2,11,12
bylaws 162:1	centered 86:14	chief 2:7,14,15,16	codifying 66:25	99:17,18,23 100:12
	certain 42:2 48:12	7:19 80:24 87:1	collaborated 151:2	101:1,2,14 102:17
C	69:4 87:22,23	114:18 126:7,8	column 138:9	103:23 104:20,23
C 2:11 61:10	certainly 9:4 20:18	146:22 159:16	combine 89:1	105:1,14,22 107:8
cabinet 78:6,6,6,13	47:2 57:17 73:5	160:9,18,19 161:2	come 9:17 29:9 31:16	111:11,21,25
caboodle 149:16	94:19	child 156:2	41:3 42:16 53:1	112:13 113:24
cadre 144:10 146:3	certainty 22:14	circle 30:10	57:4 58:1,10 62:22	116:25 117:8,10,17
calendar 118:17	CERTIFICATE	circus 9:15	72:18 73:4 82:1	117:23 118:1
call 3:11 35:18 126:7	166:5	cited 79:24	94:10,14 101:25	121:17,18 124:11
147:12	certify 166:10	citing 17:20,22 85:3,4	108:25 133:4	127:7 128:18 137:5
called 54:13,13 84:11	cetera 37:18,18	city 26:10 56:8,9,10	137:17 146:3,9	139:8 145:19
126:8	154:22,24 155:8	56:15 62:20 94:9	147:17 153:25	146:13 148:10
calling 159:7	chair 3:24 5:8 6:24	civil 8:17	155:6 159:10	151:16 152:8 155:6
cancelling 16:15	7:2 10:10 24:3,9	claim 81:5	comes 16:16 18:1	155:17 165:21
capabilities 146:8	25:7 37:15 41:10	clarification 70:19	31:5 34:6 62:16	committee's 85:18
caps 116:10,13	46:9 60:17 66:4	149:17	81:1 101:24 112:9	100:14 104:2
119:15	74:15 89:2,23 91:23	clarified 39:8	124:21 143:13	111:23 112:1
capture 11:20 41:6	94:24 95:15 97:3,23	clarify 34:23 38:23	146:24 151:25	committees 8:14
41:22 42:7,11 72:17	98:5 101:2 102:6,11	39:5 74:13,20 80:14	158:24 164:9	42:10 44:9 64:13
captured 71:25 72:1	102:13,23 103:7	140:7	comfort 47:23	65:19 94:9,10 106:4
106:3 123:25	104:2 111:18 118:1	clarity 11:22	comfortable 119:3,5	commodities 18:5
capturing 110:11	148:1	classroom 28:12	120:8 143:2	communicate 15:7
card 18:21	chair's 91:3	clean 136:4	coming 9:19 27:20	communication 31:21
care 34:18,19 36:22	chairs 86:15,18 88:17	cleaner 40:10,12	43:9 50:16,20 59:4	31:25 131:7,10
37:4 108:15 159:22	88:23 97:7,13	58:21,21 74:21	93:25 97:2 118:13	communications 32:3
cares 88:9	102:18,24 103:20	clear 9:17 17:25 26:2	155:16	Communications/L...
caries 40:21	103:24 104:5,6,23	34:24 38:16 78:8,8	comma 22:6,7 27:12	2:15
Carr 117:14	chance 5:10 141:20	78:10 79:20 80:3	comment 6:23 7:13	community 8:2 110:8
carries 6:20 165:24	165:11	96:22 97:1 99:21	7:14 9:11 10:4	147:15,22
carry 25:21	chances 161:15	119:19 135:16	20:14 28:7 53:5	comp 16:6
Carter-Lynch 2:2 4:9	change 35:20 99:16	163:22	58:12 93:12,22	companion 59:12
4:10 5:3,5 6:1 10:10	123:14 134:8 142:4	clearly 68:14 146:21	136:25 147:4 153:1	company 54:11 61:25
10:14,18 24:3,5,8	changed 74:7 123:15	Clerk 2:11,12	comments 7:4 9:9,24	comparable 28:19

compare 18:11 49:19 115:18	consultants 139:4	154:21	curiosity 44:12	70:14 75:23 90:16
comparison 123:17	contact 35:24 52:11 53:8 55:5,19 57:8	Council 41:24 86:8	curious 141:4	90:20 91:15 92:13
complaining 125:11	60:16 79:5,18 80:6	Counsel 11:11 14:9 14:19 31:18 41:16	current 17:9 53:22 122:3 127:2 140:13	92:18,21 93:2,6
complete 24:5 45:3 146:19 166:12	80:11	count 62:11 110:17	144:15 145:25 159:12	98:3,4,9,11,13,19
completed 137:25 138:1	contacts 54:3	counties 126:25	currently 27:16 31:14 97:6 102:22 118:16	100:4 108:3 111:6 111:18 112:4,14,19
completeness 161:12	content 111:16	country 20:22	custodial 163:5	120:1,10,13,16,18
compliance 11:8 17:17 54:14	context 114:10	county 1:3 11:12 28:24 30:24 31:21	cut 91:18 92:11 164:11	122:7,12,18 133:4,7
comply 73:19 138:25	continue 41:6	32:5,6,9,10 40:11		134:2,7,14,22,25
complying 79:15	contract 14:22 19:4 26:6 27:1,2 101:3	45:25 46:3 55:16	D	135:19 136:8,13
comprehensive 57:21	114:25 116:2 125:3	94:8,9 126:19	D 61:10	137:8 139:11,23
concept 108:5 142:21	136:14 140:15,18	145:25 166:7,15	DAC 90:1 104:5,5 105:21	141:24 144:17,18
concern 117:22 123:8 137:9	143:13 144:8,14	County's 40:10 50:13	Dahl 4:12	144:22 151:5 152:6
concerned 117:19 158:25 159:17	145:24	couple 17:15 71:6,7 86:11,14 101:12	daily 164:21	152:14 155:19
concerning 85:2,3	contracts 101:12 118:15 122:14,19	105:7 111:19	dais 51:10 114:17	156:8,10,16 157:5,7 157:9
concerns 50:6 118:13 137:8 139:9,12,13	140:14	114:16 117:8 121:13	danger 140:19	dead 147:2
concluded 166:1	contractual 146:24	course 15:7 29:1 44:13 50:25 56:8	darn 145:1	deadline 95:2
concurrently 60:3	contradiction 16:12 16:14	124:23 139:1	data 74:10	dealing 18:9
conduct 161:15,17 163:13	contradictions 16:10	Court 1:22 2:19 166:8,18	database 58:6 81:9	death 147:2
conducted 8:16 66:5	control 25:7 27:21 36:15,17 46:22 48:1	cover 97:12	date 19:8 41:21 55:20 101:14 144:6	debate 82:1 162:16
conducting 66:2	63:20,21 64:8 66:21	covered 31:22 32:1 34:12	Dated 166:14	decade 35:10
Cone 34:22 38:15,16 39:2,3	131:2,3,5,6 159:5	covers 68:4 115:14 122:18 124:25	Dave 2:9 142:15 152:17	decades 72:7
confess 113:18	controls 27:18 29:20 47:3 51:15 130:15	COVID 22:15	day 20:19 30:12 38:15 41:2 42:11	December 115:15
confused 120:14	controversial 91:25 101:12	Cowart 40:25,25	61:25 75:13 86:25	decide 161:24
confuses 23:9	conversation 9:5 23:6 26:18 39:25 56:7	CPA 87:3 99:3,19,24	92:5 105:25 123:22	decided 31:24
confusing 134:22	59:8	cracks 12:21	127:16 158:21	decision 31:24 146:5
connect 82:8	conversations 8:18 8:21 9:6	crazy 108:2	165:2,4 166:14	decisions 132:5
connected 162:11	convey 98:2 164:20	create 36:20 38:19 141:10 154:11,12	days 55:23 60:4 75:14 76:11,19,21	declare 56:23
connection 81:22 82:13	convicted 79:22 80:4 80:4 82:2	Created 93:15	77:11 87:10 94:24 105:7	decorum 8:20 64:10 64:11,14,16,18 67:8
connectivity 4:17 33:3	convince 31:25	creates 136:17 155:7		68:11,14,17 69:21
consensus 72:18 73:5 101:10 112:1	cop 132:16	CRI 117:14	DD-5 100:18	defer 6:6,11 9:9 114:2 115:4 127:24
consideration 82:12	copies 12:24 13:12 132:17	crime 82:2,4	De 2:2 4:3,4 24:9,12 24:17,19 27:9 28:2	128:3,10 153:13
considered 31:7 92:17	copy 4:21 5:19,21 12:6,7 73:23 77:25	criteria 119:13 120:25 139:6	28:4,14,18 29:11	deferred 129:10,12 133:10 158:13
consistency 50:2,8	correct 32:19 46:18 46:19 163:21	critical 43:14 116:22	30:2,7,13 34:19	deferring 115:20 128:14
consistent 50:7 135:8	correlate 13:24 14:3	crossed 33:19 34:3 74:17	39:20 40:4,13 49:1	define 21:2,2 31:2,3 76:14
consists 119:13	COSO 130:10,11,11	crosses 73:24	49:3,9 52:25 53:2,4	defined 32:15 79:2,19
constitutes 19:10	cost 130:23 132:7 143:15 154:25	crosswalk 14:3	53:17,20 54:1,7	defines 32:11,22,23 32:24 33:1 107:23
construction 123:24 138:13 145:7,7	costs 124:3 133:16	crystal 99:21	55:9 57:22 59:22	defining 21:7
		cumulative 103:8,9 103:21	60:5,8,15 63:10,12	definitely 16:9 43:24 44:2,4
		cure 19:18	63:16,24 64:6,11	definition 14:11 16:25 17:2 19:15
			65:8,11,13 66:11,14	22:10,13 30:17,18
			66:17 67:9 68:10	32:13 40:6 49:20,21

49:22 50:5 78:5 80:9 141:2 definitions 14:11,13 31:16 definitive 57:5 delayed 7:5 delegated 16:3,19 delegation 14:15,15 demand 112:6 DemandStar 117:20 124:8 147:13 149:25 demos 155:4 department 14:23 18:24 50:17 79:14 80:2 81:9 82:25 130:22 146:5 156:25 departments 11:23 130:15 depending 13:25 75:12 95:13 156:21 depends 156:14,14 156:19 Deputy 2:14 7:18 describe 26:20 describing 57:18 description 86:25 87:1 99:5,9,16 100:18 125:22 descriptions 130:21 131:24 designate 77:12 designates 78:12 designation 99:4 designed 117:21 designee 16:20 17:1 18:4 97:3 98:5 102:13 103:7 118:2 designees 17:3,4 26:20,21,24 86:16 86:19 88:24 97:7,13 102:18 103:25 104:7,8 detail 26:19 71:1 details 36:24 81:25 determine 8:7 determines 22:5 42:12 determining 108:17 Detroit 126:24	developed 11:14 development 10:22 28:17 51:20 dictate 26:13 different 14:2 24:2 43:3 50:3 57:1 88:25 89:9,15,15 94:4,6 97:11 100:1 124:5 135:5,11 137:11 138:3,9 146:4 147:9 157:3,3 161:14 162:6 differently 135:23 difficult 8:18,18 19:24 62:3 129:5 digest 115:18 direct 79:4,18 80:6 80:11 directed 66:22 68:2 71:8 direction 25:4 71:4 72:21 directly 82:16 director 2:8,9,9,16,16 11:4 17:4 27:16 28:12 37:5 78:7 126:9 160:23 disaggregating 86:15 disagree 9:14 22:25 50:12 69:10 123:21 163:12 disagreeing 35:13 123:8 disasters 21:1,3 discharges 28:5 Discipline 115:5,7 disclosed 54:4 disclosing 51:7 disclosure 44:24 53:21 59:22,25 discretion 8:7,15 89:23,25 91:4,19 92:22 93:2 95:4,14 100:5 discuss 10:7 56:21 69:6 98:7,21 159:9 discussed 38:15 56:13 70:1 117:7 129:14,21 discussing 19:2 60:18 109:25 125:8 140:9	140:9,10 148:12,21 148:23 discussion 6:14 38:13 39:18 40:15 67:16 69:2,14 71:4 83:14 91:10 103:17 107:5 109:23 111:8 113:20 124:19 128:14 129:17 133:14 134:4 139:5 142:14 162:24 dispense 106:18 disqualification 79:10 disqualified 81:10,11 disqualifying 80:21 145:4 disruptive 65:15,16 dissect 36:13 dissecting 37:13 dissuade 75:18 distinction 163:23 distinctive 163:9 distinguished 163:3 distinguishes 102:17 distribute 12:25 district 2:13 8:2 11:9 16:4,5,7,13 20:22 22:8 23:8 29:21 35:10 38:25 40:11 41:16,24 43:16 46:23 50:25 52:6 57:2,8 75:6 79:22 80:6,23 81:4 86:7 94:14 98:23 120:2 126:10,15 130:13 131:17,23 136:24 districts 30:22 126:22 126:23 137:24 Diversity 41:15,25 diverting 125:15 division 36:18 doctor 62:15 doctors 62:9 document 17:24 25:22 40:7 45:11 57:16 102:10 documentation 56:20 130:10 161:8 documented 62:3 documents 24:21	57:15 doing 9:18 15:8 30:4 49:17 52:19 61:18 62:14 93:13 105:9 109:4 113:1 118:25 121:4,9 124:9 125:4 129:23 131:22 139:2 141:21 144:5 150:11 152:5 156:6 dollar 46:10 dollars 27:1 don't 45:21 double-check 45:8 67:19 Dr 2:3,14,14 3:3,10 3:25 4:16 5:5,12,25 6:2,8,10,16,18,20 6:24,25 7:2,2,10,12 7:14,16,19 8:23,24 9:13,18 10:2,6,13 10:16,19 12:3,9,15 13:3,13,16,20 15:17 15:19 16:17 18:13 19:14,18,25 20:10 20:14 21:13,20 22:20,24 23:5,14,25 24:4,7,11,17 25:1,8 27:7 28:1 29:25 30:3,9 33:5,8 34:15 34:17,21 35:12,22 36:5 37:23,25 38:4 38:12 40:14,17,19 40:21,24 41:1,8,9 42:14,20,24 43:7,18 43:23 44:16,21 45:2 45:7,10,15,16 46:7 46:14 47:6,11,11 48:7,10,13,16,20,23 49:1,3,7,10,18,25 50:2,9,21 51:3,19 52:8,12,21,25 53:3 53:10,11,13,16,18 54:9 55:1,10 57:6 58:4,9,11,13,18,24 59:3,10,17,24 60:20 60:24 61:4,8,11,16 61:20,21 62:18 63:7 63:14,17,22 64:1,9 64:21,25 65:5,9,12 65:23 66:15 67:5,6 67:11,12,15,25 68:6	68:9,18 69:7,13,16 69:18,20,22,23 70:7 70:9,21 71:19 72:6 72:15,17,19,20,25 73:6,10,14,25 74:5 74:13,15,18 75:8,10 75:11,12,22 76:6,8 76:12,15,16,20 77:1 77:9,19,24 78:4,11 78:19,23 80:12,14 80:18 81:13,18,21 82:5 83:3,6,7,12,24 84:3,10,17 85:6,12 85:14,15,17,20,21 85:22 86:1,4,9 87:15,25 88:3,14 89:3,18,24 90:4,9 90:11,17,21 91:1,7 91:8,9,10,13,20 92:16,20 93:1,4,15 93:20 94:5,17 95:19 95:22 96:2,4,7,10 96:18,23,24 97:10 97:16,17,18,19 98:8 98:10,12,18 99:2 100:11,16,17,21,22 100:24 101:4,22 102:4 103:5,9,12,15 103:19,24 104:4,7,8 104:11,13,16 106:8 106:11,13,20,24 107:1,3,4,7,9,11,22 108:8 109:16,19,23 109:24 110:12,14 110:19 111:5,7,10 111:12,14,17 112:2 112:11,14,16 113:4 113:7,8,11,12,13,14 114:4,9 115:25 116:8,12,15,19 117:4 118:23 119:10,23 120:3,7 120:12,14,17,22 121:9,16 122:5,11 122:16,21,23 123:7 124:12,14 125:13 125:20,25 127:15 127:17,20 128:4,8 128:13,17,19,21,23 128:25 129:3,10 130:2,7 132:3,12,19
---	--	---	---	---

56:25 58:12 59:4 61:2,6,9,12 62:19 63:2 64:10,19 65:3 66:13,24 67:14 73:4 76:24 82:19 84:6 87:18 88:1,5,25 89:5,20 90:6,11,24 93:7,9,16 95:9 96:14 100:23,25 101:6,23 103:4,6,10 103:16 106:5,9,12 106:17,21,24 107:2 107:12 108:1,12 109:9,13,18,20 110:16 111:1 112:8 112:20 114:7 116:10,14 118:21 119:21 120:6 121:2 121:10 127:23 128:5,11 129:4 130:4 132:1,10,14 132:22 133:1,10 135:21 139:25 141:17,25 142:3,8 142:18 143:2 151:21,25 152:4 157:25 158:8 164:1 164:3,6,23 165:1,6 165:9,16,18 figure 37:2 76:23 figured 140:2 file 55:22,24 fill 44:14 54:17,18 60:12 105:4 filled 55:6 filter 135:2,3 final 31:24 41:20 42:5 42:12 47:20 50:24 finally 47:19 48:2 165:1 finances 29:20 financial 117:1 120:20 121:22 130:12 149:10,10 find 24:14 34:11 37:1 57:12 63:20 64:8 144:4 147:19 158:5 161:18 findings 155:24 fine 15:15 19:6 85:6 86:17 160:25	finish 23:18 76:7 78:25 83:14 finished 49:23 fire 125:7,8 firm 122:25 123:1 125:2 126:11,14,20 145:14 146:23 firm's 15:2 firms 118:16 123:11 126:23 127:3 136:9 145:4,23 146:4,6,11 146:14 147:17 first 3:5 4:15,18 9:21 9:23 12:21 24:16,24 29:15 63:11 66:3 73:12 77:6 87:12 102:15,15 115:14 123:19 124:13 130:5 144:3 151:23 164:6 five 65:6 73:2 91:17 92:7,11 93:9,11 96:22,23,25 fixed 4:20,23 FL 1:24 flag 3:7 flinging 137:10 flip 12:4 floor 21:14 24:18 25:8 55:11 Florida 1:13 11:13 25:25 37:18 40:5,11 67:20 79:3,7,14 80:10 81:1,9 84:17 99:19,24,25 127:1 154:21 162:9 166:6 166:9,15 flows 68:7 focus 27:9 66:20 154:7 folks 124:5 144:4 159:13 follow 19:13 50:13 62:10,11 124:8 163:14,16 follow-up 113:17 116:21,22 118:23 134:5,19 followed 49:14 162:13 following 3:1 19:11	114:13 font 132:11 force 19:23 107:16 foregoing 166:11 forever 77:2 93:14 forget 83:19,20 forgot 99:7 form 44:13 61:11 62:1,2 73:15 124:10 formalized 61:17 format 132:8 forms 44:24 50:17 55:6 57:1 61:10 127:9 Fort 1:13,24 56:9 62:21 166:14 forth 26:6 44:25 58:3 87:3 91:5 99:8 forward 27:15,21 62:22 115:19 120:5 125:12 126:17 141:7 146:15 147:1 found 19:5 62:23 four 20:19 22:15 44:4 54:6 78:16 88:10 94:24 97:5 framework 130:12,17 131:1,3,8 141:19 frankly 67:1 fraud 62:14 free 82:10 96:25 148:19 fried 120:8 fro 58:4 front 59:6 73:20 102:20 114:18 132:6 fruition 82:1 frustrating 136:2 frustration 131:15 FTF 86:22 102:8 117:24 fuel 20:21 full-blown 9:15 fully 26:19 73:19 138:25 function 126:15,18 158:6 Fundraising 44:18 45:1 funds 115:8 154:8,24	157:16 162:5,6,7,11 162:23 163:3,5,6,10 163:13 funnel 143:7,8 further 6:14 39:18 40:15 69:14 82:17 91:10 103:17 107:5 109:23 128:13 134:3 148:21 future 147:19 <hr/> G <hr/> G 105:20,20 106:7,11 106:12,13,18,25 gainfully 80:22 game 161:15 gap 71:14 garage 99:8 gathered 130:21,22 gathering 130:9,9 gearing 115:16 GEICO 72:4 general 6:23 11:10 14:8,19 15:23 30:17 31:18 39:12 70:9,10 70:11 86:16 87:8 102:18 105:15 127:3 137:21 143:20 160:11 generally 17:7 35:15 100:8 101:20 141:15 gentlemen 34:20 get's 54:12 getting 63:15 71:22 75:22 79:9 115:19 119:7 126:17 129:12 152:1,4 158:1 159:6 164:17 gifts 45:25 give 27:7 47:22 62:12 65:3 78:14 88:9 89:22 91:17 95:1,12 105:13 115:17 125:11 137:24 138:18 145:5 given 32:16 102:22 123:10 140:13 giving 16:3 25:5 75:6 99:24 160:6 glad 88:13 89:6	124:10 gladly 42:8 glance 34:8 glasses 133:2 global 153:4 go 10:12 13:17 15:4 15:16 17:2,13 19:7 21:19 23:11,18 26:8 27:2,4,23 28:2 29:23 30:6 32:25 33:18 37:1 39:2 41:12,20 42:3,5 43:14 46:2 47:16 48:8,11,22 49:15 53:1 54:15 55:13,14 62:5,16 65:8 68:20 71:10 72:3,4 73:8 73:13 74:14 75:3 77:6,14 83:16 85:12 85:23 89:7 92:2 93:9 97:21,22 100:25 102:11 108:23 109:20 113:14 114:11,21 115:3 116:1,5 120:24 122:25 123:3 124:15 128:24 130:1,17,19 130:24 131:12 135:7 136:16,21 139:24 143:7 144:1 146:15 147:1,6 154:4,10 158:23 163:6 goal 154:18 155:2 God 86:24 goes 30:20 37:21 47:18 75:24 77:16 89:14 90:7 93:10 119:20 131:5 137:20 138:2 going 7:20 10:3 11:7 12:4 14:14 16:13 18:5,7,15 20:2,18 20:24 21:21 22:18 22:25 23:1 25:23 26:17 29:11,22 33:17,18 34:21 36:6 36:19,20 38:12 42:17 45:19 46:1 48:11 50:23 55:14
---	---	---	--	--

62:10 65:3,8,17 67:18 69:12 73:8,12 77:3 78:24 79:16 83:4,9,10 84:24 85:7,12,14,15 86:17 87:19 88:11 89:24 92:18 95:3,9,18 98:7,21 100:25 101:19 103:6 105:5 106:5 108:12,19,22 108:23 111:16 112:6 115:2 116:10 119:10 120:5 123:1 123:3,18 125:10 126:6 127:20 128:2 128:2,3,10 129:8,10 133:16 136:21 141:15,21 142:12 142:23 145:16 146:12,15,16 151:21 153:3 156:11 157:15 158:1,23 159:12 160:3 161:4 162:23 164:16 165:15	governs 106:3 gowns 116:11,13 119:16 grab 144:11 147:13 grant 100:9 great 110:23 142:20 146:12 165:13 group 12:25 69:9 86:20,21 101:10 105:23,23 116:23 133:2 143:17,20 145:12 146:4 groups 11:23 41:14 105:22 guess 13:6 25:11 45:20 52:5 70:18 72:10 78:8 104:15 129:14 130:5 150:16 151:23 GUESTS 2:18 guidance 71:5 131:18 guidelines 100:6 161:13 162:14 163:14 guides 162:5 guys 6:4 12:10 13:9 23:19 36:11,11 60:18 88:20 92:8 113:6 115:21 123:14 137:16 144:20 156:6 159:1 165:14	101:15 102:10 happening 51:13 89:25 105:8 119:1,2 153:17 happens 21:8 62:9 91:20 101:16 119:1 happy 90:6 105:12 142:19 148:19 hard 21:2 112:2 132:16 161:18 hare 41:17 Harpalani 2:9 152:24 153:21,22,25 154:3 154:5 156:4,12,18 156:23 157:1,6,8 hash 60:21 hashed 60:21 124:4 hate 107:18 HCT 114:15 head 18:24 147:11 heads-up 160:7 health 22:6 Healthy 115:9,22 hear 43:20 124:10 148:16 heard 40:2 51:8 110:8 117:7 126:2 157:5 hearing 32:4 40:17 96:4 107:7 115:2 153:17 156:7 heart 35:8 heavily 155:24 Hello 154:3 help 82:9 86:24 113:2 151:19 159:5,11 helpful 155:18 HH 100:15 HH-1 100:16,17 Hi 153:21 highest 77:16 Hill 2:16 40:25 46:9 46:19 51:17,20 53:23 64:24 85:25 hire 122:25 hired 82:20,21 hiring 79:23 120:11 122:13,15 126:6 historically 38:24 146:3 hold 8:23 42:17 64:9	74:12 75:8 85:24 119:20 125:7,7 130:25 134:21 147:3 holders 147:11 149:24 150:5 home 65:6 honest 62:13 honesty 66:19 Honorable 47:15 honoring 41:17 hope 8:16 hopefully 8:10,19 73:12 146:20 hopes 8:15 162:20 hoping 9:14 horse 147:2 Hospital 62:6 hour 5:10 92:23 98:24 100:8 hours 86:10 92:25 94:11 96:15 114:22 house 5:13 housekeeping 127:23 148:5 Houston 126:25 Huh 160:17 hurdle 74:4 hurry 142:9 hurt 63:3	important 35:4 92:24 108:22 109:2 110:6 110:21,24 129:18 impose 64:17 65:17 impression 121:20 in-house 115:14 ina 132:8 inappropriate 88:6 incident 46:24 48:6 include 31:9 32:2 35:19 37:19 40:7 52:24 83:2 162:3 included 11:17 69:23 137:14 includes 17:1,3 67:22 117:13 126:17 including 16:21 35:7 35:10 37:17 97:5 157:18 incorporated 33:21 incorrect 21:12 incorrectly 161:14 increase 147:20 independence 58:25 independent 58:22 84:11 121:21 indicate 163:8 individual 31:22 32:1 91:24 93:8 96:16 138:16 146:14 individually 15:12 ineligible 79:6 influence 31:25 information 4:25 8:22 9:2 21:12 55:20 56:22,24 60:9 72:12 74:11 75:17 77:15 86:20 100:7 102:6 110:1 125:12 131:6,10 137:18 144:2 147:13 informational 138:13 162:2 Ingram 117:14 inherited 142:17,18 inhibits 93:18 initially 61:13 74:8 input 29:8 43:12 108:18,20 117:16 122:9 124:10 144:7 151:17,20
good 3:3 7:17 11:3 17:23 19:22 33:6,7 34:16,18 39:8,16 41:9 42:19,20 51:4 55:1 66:21 70:2 91:11 95:25 98:19 103:19 111:8 112:19 113:6,7 115:21 116:4 134:7 142:21 145:1 152:14 156:5 165:3 goodness 71:11 goods 14:24 15:3 18:4 Google 84:2 85:9 gotta 83:13 gotten 61:4 GOULDBOURNE 2:10 163:1,19 govern 66:1 governance 40:24 42:4 131:9 governing 39:12 44:5 113:5 government 63:1 89:9 154:20	<hr/> H <hr/> H 77:7 100:15 half 92:23 98:24 100:8 114:22 134:10,10 hand 5:19 10:11 22:14 58:14 141:23 141:25 handed 137:14 handled 89:2 Hang 34:25 hanging 165:14 happen 20:11 21:4,5 26:12 47:5 62:13 105:16 141:4 146:13 happened 5:13 27:20 47:21 100:20	<hr/> I <hr/> idea 22:21 30:6 57:23 62:25 115:4 158:23 identify 138:12 identifying 138:7,9 Ighodaro 4:15 II 2:11 imagine 152:22 immediately 20:22 immense 24:25,25 imminent 32:7 impact 43:1,6,13 76:2 98:1 impacted 132:5 impacting 59:7 impacts 82:16 implement 11:24 131:22 implementing 23:11 131:13 161:5		

instituted 48:1	items 8:19 11:15 14:19 15:6,11 29:19 30:14 46:15 71:3 73:17 75:2 82:18 86:24 88:10 92:7 97:4 98:1 100:13 109:25 163:15	kept 105:14	133:19,25 134:2 135:14,15 136:20 136:22 139:18,18 140:3,14 141:23 142:9,10 143:23 144:6,12,13,15 145:15 146:17,20 146:25,25 147:2,14 147:20 151:23 153:6,16,19 154:14 155:1,7,11,14,24 156:6 157:2,13 158:3,7,8,10 160:3 160:7,22 162:10,20 163:17	125:16 147:25
instructional 79:1	Itohan 4:16	kicked 87:2	147:20 151:23	leaving 12:19 47:5 87:7 114:10 164:16
integrated 131:3	<hr/> J <hr/>	kidding 63:18	153:6,16,19 154:14	left 12:18 50:22 64:2 65:5 70:15 87:5 115:13 132:4 144:10,23 158:10
intended 73:23,24 75:1 105:22	Jackson 62:6,14	kind 25:5 26:2 32:20 32:21 43:10 46:2 49:11,13 65:20 79:19,22 83:1 92:1 98:23 113:22 132:25 147:9 152:6 153:3	155:1,7,11,14,24	lenient 79:22
intensive 154:9	Jaelyn 2:6 4:5	kindly 164:19	156:6 157:2,13	let' 27:3 134:19
Intercom 114:15	January 41:12	kindness 66:20	158:3,7,8,10 160:3	let's 10:14 48:14 62:12 63:6 72:3,4 90:6 91:21,24 92:14 110:5 113:14 114:4 128:11 143:6
interest 44:3,9 91:16 98:22 106:6 117:10 143:21,23	Jennifer 2:9,16 11:4 153:21	kinds 101:16,24 159:1	160:7,22 162:10,20	letter 124:2 136:10 139:1 143:16 146:8
interested 41:14 44:25	Jersey 82:6	kit 149:16	163:17	letters 158:24
intermediary 126:10	job 86:25 87:1 99:4,9 99:16 100:17 125:22 126:13 130:21 131:24 134:25 136:11,14 136:14,22,22 137:13 145:14 154:14	knew 44:24	163:17	letting 38:21 83:4
internal 2:10 4:22 27:18,21 36:15,17 46:22 47:3 48:1 51:15 115:8 126:14 130:15 131:2,3 154:8,24 157:16 162:5,6,7,23 163:3 163:6,10,13	job-by-job 122:19	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	level 71:1 77:16,17 139:19
internally 29:1 126:18	jobs 135:19	kit 149:16	163:17	Licata 2:14 7:19 20:15 25:13 47:10 47:11,12 48:5
interrupt 87:19	Joe 159:16	knew 44:24	163:17	license 82:6 99:25
introduction 11:25 14:6	JOHN 2:15	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	license-wise 156:20
INVITED 2:18	John's 16:7	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	licenses 156:15
involved 28:20 109:5 115:6 120:11 121:3 121:11,15 122:2,8 146:14 152:23,24	Joris 56:13	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	lieu 79:8
Involvement 107:16	Joris's 165:1	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	life 27:4 89:10
issue 18:25 22:9,12 35:9 36:20 48:5 73:25 74:3 95:20 96:21 97:1,1 102:8 111:24 123:12 124:16,17 144:16 161:10	judicial 32:7	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	lift 159:23
issues 4:17 15:21 17:19 21:21 26:23 62:22 65:1 123:10	July 115:15	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	lighter 159:23
It' 82:23	jump 24:6 143:25	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	limit 17:6 26:3,15,17 26:25,25 88:10 91:23,23 92:2 96:11 96:20,25 97:5
item 4:22 9:21 10:20 15:10 31:23 32:2 41:3 76:7 80:16 83:15 87:5 88:8 92:10 98:12 99:13 105:15 110:4,6 118:21 150:14 153:3,9 155:8	jumped 73:7	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	limitation 16:21,24 46:4,8,9 88:24 90:14 97:8 98:23
	June 114:25 116:1 118:15	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	limited 16:19,23 83:21 86:23 96:17
	justa 25:20	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	limiting 109:13
	justice 29:13	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	limits 88:23 93:8
	<hr/> K <hr/>	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2 56:6 57:15,20 57:20,25 58:2 59:5 59:17 62:6,8,16,16 63:22 65:24 67:21 69:7 70:8 71:3 72:3 72:4 73:19 74:23 75:7 79:10,18,24 80:9 81:7 83:4,21 84:2,15 85:16 87:1 87:18 88:7,16 89:5 89:5,10,14 91:15 94:7,23 95:3,5,16 98:16 100:7 101:17 101:18,24 104:2,17 104:20 105:3,12 107:19 108:4 112:16,20,25 115:8 115:22 116:6,8 117:11 122:20 123:4,14 124:15 125:7,21 127:7 129:8 130:1,19,20 131:12,18 132:18	163:17	Linda 39:7 88:17
	KC 1:12	know 7:17 8:14 9:16 11:16 12:1,17 15:11 15:23 16:12,22 17:13 18:1,20,22 21:4,5,5 23:7 24:12 24:15 25:18 26:24 27:11,14 34:16 36:9 38:22 39:4,10 40:4 42:21 43:2,15 44:4 47:1,7 51:12 52:3,3 52:14,15,16 54:20 55:2		

80:20 134:18 137:24 145:5 146:23 listed 26:22 36:7 80:1 81:2 listen 14:16 112:25 129:8 159:9 listening 33:14 litany 163:15 literally 84:10 little 3:19 14:2 19:7 20:16 24:1 32:11 64:23,24 74:20 79:12 118:9 119:19 125:15 135:22 136:23 145:22 154:5 164:12 live 75:25 lives 57:19 livestreamed 71:12 LLP 54:13 lobbying 14:12 30:17 31:2,4,7,20 32:2 33:16 38:11 39:24 44:25 45:12 51:4,7 51:11,15 53:25 54:16 55:18 60:18 lobbyist 30:18 31:3,4 31:14,22 32:18 33:1 33:2 40:6 45:20 49:20,20,22 53:9,18 55:18,21,22 56:19 57:7 59:21,24 60:3 60:6 62:4,7 lobbyists 14:12 49:16 52:9 55:25 56:1,24 57:10 58:5,5,6,6,8,9 59:6,7 62:11 63:4 local 147:16 location 18:21,25 log 60:12 63:4 logged 51:11 62:23 logical 49:15 long 9:5 33:16 38:20 39:15 58:16 73:13 78:8,9 86:17 87:21 94:11 115:6 116:3 116:24 124:4 139:5 163:14 164:8 longa 162:13 longer 73:3 98:25	109:4 look 3:12 16:5,25 18:6,11 29:15 30:11 30:23 31:1,8 32:25 35:6,23 48:19 50:18 56:2 57:2 61:2,9,24 64:5 69:1 74:9,25 92:22 95:2,15 114:4 130:24 131:5 133:23 137:19,20 138:4 140:4 147:19 149:2 155:4,4 looked 11:13 15:1 16:4 29:13 30:21 58:14 83:19 114:17 115:5 131:4 139:7 looking 17:16 39:9 43:15 44:13,23 45:19 49:21 58:4 64:3 65:1,7 74:24 83:18,18 117:2 127:3 138:17 146:21 151:7,9 159:3 looks 4:23 59:5 109:14 131:8 134:11 looming 137:7 looped 41:18 looping 29:3 37:21 lose 21:9 34:9 losing 104:22 loss 22:8 lost 69:9 82:6 lot 10:12 13:1 20:13 20:13 25:16,18 26:7 34:10 36:3,23,24 43:3 47:23 72:21 89:8,22 98:14 99:7 108:5 111:2 113:17 118:7 123:6 124:7 129:17,19 142:4 143:22 144:24,25 145:4,21 146:19 147:9,17 154:8,9,17 154:19,20 161:14 164:11 loud 65:13 love 37:22 64:20 lower 70:15 Lozano 160:10,16,18	161:3 lucky 105:10 lunch 63:5 Lynch-Walsh 2:3 3:3 3:10,24,25 4:16 5:5 5:12,25 6:2,8,10,16 6:18,20,25 7:10,14 8:23 9:13 10:2,6,13 10:16,19 12:3,9,15 13:3,13,16,20 15:17 15:19 16:17 18:13 19:14,18,25 20:10 20:14 21:13,20 22:20,24 23:5,14,25 24:4,7,11,17 25:1,8 27:7 28:1 29:25 30:3,9 33:5,8 34:15 34:17,21 35:12,22 36:5 37:23,25 38:4 38:12 40:14,17,19 40:21 41:8 42:14,20 43:7,18 44:16,21 45:10 47:11 48:7,10 48:13,16,20,23 49:1 49:7,10,18,25 50:2 50:9 51:3,19 52:8 52:12,21,25 53:3,11 53:16 54:9 55:1,10 57:6 58:4,11,13,18 58:24 59:3,10,17,24 60:20,24 61:4,8,11 61:16,21 62:18 63:7 63:14,17,22 64:1,9 64:21,25 65:5,9,12 66:15 67:5,12,15,25 68:6,9,18 69:7,13 69:16,18,20,23 70:7 72:17,20,25 73:6,10 73:14,25 74:5 75:8 75:11,22 76:6,16,20 77:1,9,19,24 78:4 78:19,23 80:12 81:18,21 82:5 83:3 83:7,12,24 84:3,10 84:17 85:6,12,15,20 85:22 86:1,4 87:15 87:25 88:3,14 89:3 89:18,24 90:4,9,11 90:17,21 91:1,8,10 91:13,20 92:16,20 93:1,4,15,20 94:5	94:17 95:19,22 96:2 96:4,7,10,18,24 97:10,17,19 98:8,12 98:18 99:2 100:11 100:17,22,24 101:4 101:22 102:4 103:5 103:9,12,15,19,24 104:4,8,11,13,16 106:8,11,13,20,24 107:4,7,9,11 109:16 109:19,23 111:5,7 111:10,12,14 112:2 112:11,15,16 113:4 113:8,12,14 114:4,9 115:25 116:8,12,15 116:19 117:4 118:23 119:10,23 120:3,7,12,14,17,22 121:9,16 122:5,11 122:16,21,23 123:7 124:12,14 125:13 125:20,25 127:15 127:17,20 128:4,8 128:13,17,19,21,23 128:25 129:3,10 130:2,7 132:3,12,19 132:23 133:3,8,13 134:12,17,23 135:1 135:6,13,25 136:7 137:1 138:15,22 140:1,6,11,23 141:1 141:6,14,18 142:2,6 142:25 144:12,20 145:18 147:3,6,23 148:3,16,20 149:3,7 149:19,21,25 150:2 150:6,9,12,16,19 151:3,8,10,14,23 152:3,9,11,16,21,25 153:6,10,12,15 154:1,4 155:13 156:5,9,11,17,22,24 157:10 158:7,12 159:25 160:11 161:21 162:15,19 163:24 164:2,5 165:3,14,17,20,22 165:24	27:6,25 58:15,18 109:22 164:5 Madam 5:8 6:24 7:2 10:10 24:3,9 25:7 60:17 111:18 magic 127:22 magnifying 133:2 main 78:22 maintain 80:25 maintains 81:10 Maintenance 114:15 majeure 19:23 major 35:9 62:22 making 31:24 38:16 50:19 51:6 68:18 71:2 103:2 104:1 106:9 110:9 112:4 133:4 143:5 145:21 163:25 manage 25:17 management 115:1 127:25 128:9,15 130:16,22 131:8,23 133:9 150:3,7 manager 2:10,10 26:10 maneuver 11:2 manipulate 136:5 manner 8:17 93:19 136:4,4 manual 11:17 March 1:15 3:4 29:6 149:23 166:14 mark 158:20 Marquardt 12:18 Marte 47:18 Mary 2:3 4:7 12:18 90:11,23 91:22 93:8 93:24 97:11 100:24 102:16 103:15 111:19 122:1 133:4 160:1 163:25 Mary's 94:20 110:3 144:9 masks 20:21 massive 123:22 materials 164:18 matter 29:14 92:24 136:9 Mayersohn 2:4 4:1,2 6:6,10 30:10,11,23
M				
ma'am 9:20 10:9 24:4				

31:1,19 32:18,20 38:9 45:6,15,17 46:8,16,20 47:15 48:4,6 55:10,12,13 56:10,17 57:3,22 59:12,16 60:2,7,11 62:20 70:5,11,17 71:18,20 72:10,16 72:22 94:19 95:12 95:21 109:24 110:13,17,20 113:11 114:2,14 119:9 132:13 149:17,20,22 150:1 150:3,7 151:12 160:1,2,13,17,20 161:2,7,10,23 162:6 162:18 163:11,21 164:24 Mayersohn's 38:8 61:19 84:19 mazel 62:1 76:19 mean 16:23 29:14 30:11 36:22 37:3 52:2 62:1,12 66:24 68:3 74:1,2 76:13 76:13 78:9 81:16 83:25 94:21 95:12 96:14 107:19 111:1 140:4,21 143:11 145:22 149:9 151:6 153:15 154:15 155:15 156:4 163:12 meaning 35:21 140:23 meaningful 93:19 108:25 means 31:21,22 73:18 84:6 meant 157:17 meat 160:4 mechanism 33:22 Medvin 2:4 3:20,21 5:8,23 35:1,13 117:3 141:23 144:19 145:20,21 meet 118:25 meeting 1:5 3:5 4:19 6:7,13 7:21 8:6,8,9 8:10,12 9:10 10:11	10:15 30:4 31:6 32:4 34:23 35:15 39:3 56:18,23 60:4 60:14 65:25 66:5,16 70:25 71:16 72:9 86:8 89:12,14 92:2 93:9 94:6,11 95:3 95:14 96:15 97:16 97:17,18,19 102:12 105:11 106:2 108:6 108:9,9 113:25 116:9 125:17,17 127:25 132:5 133:11,12 134:4 148:1,4 159:10 160:5 165:7,11,13 166:1 meetings 8:16 14:17 19:1 42:22 44:2 66:3 67:3 71:11 89:8 106:1 107:22 113:18 114:17 158:16 member 10:7 46:25 51:9,25 55:24 59:20 72:1 73:16 74:10 96:16 98:15 111:20 111:22 112:5 125:23 127:7 member's 47:16 74:19 members 2:1 6:17,22 8:4 40:18 44:14 45:2 46:6,10 47:23 51:6,21 52:10 55:3 57:14 59:19 61:1 63:5 66:9 68:20 69:17 74:4 75:1,16 75:21 77:13 89:13 92:14 96:1 102:18 103:23 107:8 111:11 128:18 165:21 memberships 46:13 Memorial 62:6 memory 27:24 134:24 mention 152:2 mentioned 17:17 28:22,25 30:22 151:15	mentioning 68:1 Menzul 2:5 3:14,15 8:22 9:11 10:4 15:17,18,20 16:18 18:14 19:17,20 20:7 20:12 21:11 22:12 22:22 23:2,13 35:2 35:3,17 36:2 39:21 48:7,8,11,15,18,22 49:6 60:9,17 65:21 67:17,18 68:3,8,15 68:25 69:12,19 70:13,16 73:7,9,11 73:15 74:1,7,17,23 76:4 77:4 78:20,21 78:24 81:5,16,20 82:4,25 83:9,17,25 84:5,8,13,25 89:21 90:3 96:6,8,12 97:9 104:1,9,12,15 121:14 128:20,22 129:2,7,12 140:2,7 140:21 141:3,11 142:4 147:7 148:12 149:4 152:7,10 Meo 2:2 4:3,4 24:9,12 24:17,19 28:2,4,14 28:18 29:11 30:2,7 30:13 34:19 39:20 40:4,13 49:1,3,9 52:25 53:2,4,17,20 54:1,7 55:9 57:22 59:22 60:5,8,15 63:10,12,16,24 64:6 64:11 65:8,11,13 66:11,14 67:9 70:14 90:16,20 91:15 92:13,18,21 93:2,6 98:3,4,9,11,13,19 100:4 108:3 111:6 111:18 112:4,14,19 120:1,10,13,16,18 122:7,12,18 133:4,7 134:2,7,14,22,25 135:19 136:8,13 139:23 141:24 144:17,18,22 151:5 152:6,14 155:19 156:8,10,16 157:5,7 157:9 meo's 27:9 66:17	68:10 75:23 137:8 139:11 mere 37:4 message 164:22 messenger 9:19 messy 19:7 met 41:15,15 56:20 56:23 Miami-Dade 11:12 28:24 Michele 12:18 164:14 microphone 102:20 middle 49:17 miles 94:23 million 27:1 mind 43:11 111:4 mindful 124:20 minimized 108:4 minor 159:14 minute 6:12 48:21 95:2 minutes 5:9,17 6:6 24:14 70:20,22,24 71:16 72:12,23,24 72:25 73:2 75:14 86:17,23 87:3,4,7 87:12 88:8,15 90:15 91:17 92:12,23 95:8 96:17,22,23,25 99:6 100:2 102:21 108:18,23,24 109:14,17 110:7 111:15,19 114:11 119:8,9,11 121:1 164:15 minutia 24:20,22 27:12 129:21 139:20 minutia-ish 35:16 mirror 46:3 misdeemeanor 82:5 missed 77:18 missing 71:9 mission 83:5 misunderstanding 116:23 mix 36:19 42:18 Mm-hmm 34:1 73:14 78:23 111:17 150:1 model 130:11 Monday 41:15,25	money 20:18 136:24 163:5 money-related 35:9 monitor 52:19 154:11 154:13 monitored 52:17 monitoring 52:16,22 53:4 131:7 month 15:10 54:12 54:14,25 monthly 53:6,14 months 71:9,13,13 117:8 125:10 morning 3:3 7:17,21 11:3 41:9 93:10 132:17 motion 5:2 6:1,6,20 29:11,22 38:7 40:21 42:15 53:12 59:12 60:21,23 61:17,22 66:14 68:13,24 86:12 88:14 89:19 89:20 90:1,2,6 92:3 92:5,20 93:20 94:1 95:22 96:4 97:24 99:4,15 101:10,19 102:3,15 103:1,2,4 103:20 106:9,16,17 109:8,10,11 110:1,9 110:10 111:14 112:6 114:2 121:11 125:16 126:6,12 128:1 130:6 133:10 163:25 165:16,18 165:24 motions 71:2,24 86:12,24 move 6:2 10:3,14 22:3 39:19 63:6 70:2 82:15 90:7 103:2,5 106:5,6,19 111:6 115:19 116:3 116:20 120:5 121:12 125:12 128:2,3,12 132:1,6 148:5 164:12 moved 5:3,4,5 6:10 22:11 67:13 90:11 93:21 103:15 106:24 109:19,20 111:7 127:24
--	---	--	--	--

moves 63:8
moving 6:22 14:10
 115:21 116:4
 126:16 161:14
multiple 8:3
municipal 30:24
 55:16
municipality 32:6,9

N

NAKIA 2:10
name 3:13,19 4:15
 54:24 82:23 84:18
narrative 110:2,10
 110:23
Nathalie 2:3 3:24
 52:3 54:8 63:20
 65:3 88:2 90:25
 101:20 127:10
natural 21:1,3
Nay 69:19 96:6
necessarily 16:12
 17:22 34:13 43:5
 46:10 62:12 75:15
necessary 66:12
 124:24
need 23:15 24:20
 25:24 26:1 37:10
 43:22 48:20 59:17
 62:17 65:6 70:19
 76:14 77:10 78:4
 80:14 81:24 83:3
 84:22 100:9,25
 108:6 114:12 116:5
 126:19 127:1
 134:15 135:1
 142:24 144:2 145:7
 147:19 161:17
 163:16
needed 4:20 137:13
 157:20 164:8
needs 18:23 25:19
 33:14 39:7 46:2
 51:23 75:17 77:15
 129:14 141:5
 142:21
negotiate 143:15
never 5:13 14:25
 36:14 72:7 93:14
 111:4
new 4:20 5:16 11:9

37:5 50:16,20 51:1
 80:16,18 82:6
 124:21 147:17
 150:23
nice 136:4 153:16,19
 157:23 158:7
night 41:16,24,25
 42:23 45:18 86:7
 88:15 93:11 97:7
 102:23 105:15
 120:9
nine 13:12
nobody's 58:14 91:5
 98:18
noise 145:22
nominal 104:21
noon 70:3
Nope 107:11
normal 20:24
normally 12:19 24:1
 160:20
North 11:13
Notary 166:8
noted 61:20 72:15
 108:11
notes 48:18 166:13
notice 65:13 71:6
noticed 32:4
notified 34:6
noun 59:18
number 4:22 5:9 9:25
 9:25 10:20 11:6
 14:1,1,4 15:6 21:21
 30:17 37:19 50:12
 50:15 64:23 65:1,2
 65:7 77:11 78:24
 82:13 83:20 84:19
 90:13,18 93:8,20
 95:22 123:23
 126:22 127:22
 132:2 147:11
numbers 11:9 13:24
 63:25 64:1,2,22
 106:7 132:8 136:1
numeral 90:12
nuts 139:19

O

objection 5:8 108:16
 109:7
observation 35:25

obtain 99:25
obvious 57:12
obviously 7:25 45:19
 66:2 92:1 120:25
 161:13
OCA 132:6
occasion 52:17
occasions 62:21
offenses 80:21
office 2:7 45:3 51:21
 62:2 80:24 123:5
 124:20 125:7
 146:17,22
officer 2:15 28:6
official 45:4 55:8
 56:11,18
officials 55:17 63:1
 67:22
offline 114:19
oh 9:13 25:13 40:23
 49:9 58:6,13 63:14
 63:17 66:20 90:24
 91:14 106:14
 117:12 124:14
 125:11 129:25
 132:12 139:23
 148:18 157:19
OIG 46:2 55:14 56:4
okay 3:12 4:17,22
 5:12,25 6:2,8 7:12
 10:2,19 13:16,21
 15:17 19:5,5 20:10
 21:13 22:20 23:25
 24:17 27:7 28:3,4
 32:20 33:5,8 34:11
 34:17,21 35:2,12
 37:23 38:3,12 40:14
 41:8 42:14 43:18
 46:20 48:7,11,15,20
 48:23 49:1,3,9,19
 50:2 51:19 52:25
 53:10 55:1 59:3,10
 60:20 61:12,21 62:3
 62:5,9,11,18 63:7
 64:9,21,25 65:12
 67:12,15 69:7,13,20
 72:16,20 73:25
 75:11 76:4,12,15
 77:4 78:19 80:12
 81:21 83:7 85:10,12
 85:17 86:7 88:14

89:18 90:9 91:1,6,9
 93:2,6,20 94:17,18
 95:15,22 96:4,18,19
 96:21 98:9 100:25
 103:8,15,20 104:12
 104:13,16,19
 105:19 106:7,16,20
 107:11 109:19,23
 110:13 111:3,10
 112:13 113:4
 115:25 116:2,19
 120:7,18 124:9,12
 124:14 127:21
 128:13,17,23,25
 130:2 133:15 136:6
 142:8,11,18 147:3,5
 148:9 149:3 150:2
 151:14 152:7,25
 153:6 159:25
 160:25 163:24
 164:5,23 165:9
old 133:5 156:3
older 123:18
on-line 71:6 154:7
 158:15
once 57:13 77:22
 110:6 147:10
one's 6:4
one-year 14:20 26:6
 149:2
ones 39:12 116:7
 120:22 123:18
 146:25
onus 55:18,23 56:1
OO 15:6
open 126:13 127:2
 159:1
opened 127:3 155:14
opening 8:12 28:22
 66:4
operate 14:17 18:17
 65:25
operational 19:15
 30:7 78:5 118:8
 138:13 139:3 152:6
 153:18
operations 2:10,16
 11:4 28:8 29:20
 123:23
opined 102:20
opinion 29:12 43:24

opinions 92:8 98:2
opportunity 95:13
 151:19
oppose 32:2
opposed 6:18 35:14
 35:23 40:19 69:18
 69:20 77:21 95:17
 96:2,19,19 103:24
 105:4 107:9 109:25
 111:12 128:19,20
 128:22 129:1
 138:25 165:22
options 14:21 67:24
Orange 11:12
orbit 143:18
order 3:5 20:9,20
 21:11,15 23:18
 29:14 48:12 60:17
 64:19 65:22 66:2
 67:21 148:8
orders 19:3 135:9
organization 155:5
 163:4
organizational
 130:23
organizations 154:20
 154:23
organize 11:22
original 26:18 75:23
 101:6
Outbursts 65:14
outcome 148:7
outlined 44:6
outside 61:25 126:11
 144:10 161:21
 163:4
overall 16:1
overhauled 37:6,8
overly 123:21
oversight 56:4 161:4

P

P-card 31:17 46:25
 47:16
P-cards 31:11 46:6,7
p.m 1:15 166:1
packaging 157:4
packet 5:14,15 65:5
 78:22 157:21
page 13:24 14:1,4,5
 14:10,14 16:17,18

18:13,14,15 21:16 21:18,19,22,23 22:4 23:23,25 24:7,8 26:14,17 33:18,18 33:25,25 34:2,20 37:19,19 44:21 45:14 48:9,10 49:4 61:3 63:12,23 64:22 64:23,24 65:1,7 70:13,14,15,17 73:11,13,13 78:21 78:21 83:17 85:16 85:21,22 87:14,15 87:16 89:23 132:17 160:11,12,13 pages 13:13 14:14 73:2 Palm 11:11 28:24 pandemic 21:3 Pandora's 155:14 Panthers 162:9 paper 98:20 154:9 155:25 157:18 158:4 papers 131:19 paragraph 84:8 Pardon 58:13 156:9 Parent/Community 107:16 parked 99:7 parking 99:7 part 17:22 28:8 29:3 46:5 71:21,22 85:5 107:17 130:5 143:24 149:4,5 155:21 159:8,12,16 participants 66:8 participate 44:1 93:19 122:5 163:20 participated 119:24 120:1 participating 119:2,4 participation 85:25 87:16 88:13 90:13 95:23 143:12 147:18,20 particular 43:21 76:6 138:14 146:6,6,23 particularly 11:23 parts 161:14 party 162:11	pass 97:24 passed 42:15 86:12 90:1 91:7 99:4 102:16 104:17 134:10 passes 96:5 111:14 passing 71:3 pausing 12:1 Pavel 2:5 3:14 21:13 21:20,25 74:12,12 77:3 139:25 165:22 pay 60:13 62:7 PCG 114:24 115:21 115:25 116:1,4,14 116:15 PDF 79:17 132:8 penalties 58:2 pending 32:7 people 27:10 64:22 65:6 66:25 80:22 81:11 84:22 86:17 87:22,23 89:16 91:4 91:17,18,25 94:22 95:1 99:9 105:12 107:18 109:5 111:2 112:8,17,18 117:9 118:3 121:6 122:13 124:8 130:2 133:22 141:8,13 143:21 145:12 146:20 147:12 149:8 152:18,23 159:24 163:16 percent 94:20 108:19 108:21,21 perfect 157:14 perform 119:14,14 143:14 performance 131:9 138:2,6,8 performed 140:16 period 12:18 77:11 93:12 100:10 115:15 123:19 165:5 periodic 54:2 perjury 58:2 perpetuity 92:3 person 9:12,19 35:14 38:20 43:17 63:11 82:2 88:4,7 92:6	96:12 107:15 111:21 118:9 126:9 130:8 131:21 152:19 personal 22:16 111:22 112:4,22 personally 93:17 personnel 79:2,2,6 perspective 118:12 persuade 32:1 pertain 32:12 39:5 82:22 pesky 148:6 Peter 2:6,14 3:16 107:17 Phillips 159:16 Phyllis 2:5 3:22 5:6 6:9,11 22:2 49:12 70:2 90:12 93:21 114:10 pick 40:2 43:4 67:23 67:24 141:13 picked 39:25 121:7 picking 99:9 picturing 27:10 piece 59:1 85:19 89:21 110:21 123:2 123:3 piecemeal 145:10 place 7:3 30:21 51:18 87:20 113:1 118:19 125:3 126:17 places 10:12 placing 19:3 20:8 plan 15:8 115:6 147:11 149:23 150:4 155:9,11 159:7,8,13 164:10 please 10:14 25:7 107:13 114:19 pleasure 11:5 113:13 Pledge 3:6,9 point 8:22,25 13:10 21:11,15,22 23:4,14 25:3,23 27:9 39:16 60:9,17 66:17,23,24 67:3 68:10 75:8 79:16 84:17 93:24 95:10 119:11 121:23,24 124:1 129:20 132:24	137:3,10 139:6 141:22 142:6 143:4 143:5 144:9 145:14 148:13 149:7 151:25 159:5 pointed 39:7 99:13 polices 28:20 43:12 policies 24:13 30:4 41:5,6,12,18,19 42:2,4,25 43:3,12 50:3,25 69:4 87:23 113:5,24 policy 10:21,22 11:6 11:7,9,10,11,15,16 11:18,21 12:7 14:5 14:7 21:17 23:6,9 23:10 24:1 25:20,21 27:13,20 30:9,12,20 31:12,14,17 32:12 32:15,17,18,22,23 32:24,25 33:2,3,16 33:22 35:19,24 36:4 37:7 38:23 40:24 42:13 43:16 49:4,22 50:13 56:2 59:7 65:24 66:16 67:7 68:1,7,19 69:22,23 70:6 72:11 77:21 80:20 85:8,23 87:17 89:25 106:1,3 163:2 163:6 164:10 Politicom 54:13 pool 139:14,15 141:9 141:10,16 142:13 142:23 position 79:4 102:1 126:8 positions 134:18 possibly 24:25 31:9 posted 45:6 potential 139:16,18 143:6 power 75:6 PowerPoints 79:14 79:17 powers 44:5 70:9,10 70:11 81:3 practically 156:1 practice 16:6 148:6 156:1 158:15 159:17,19 163:7,8	pre-qualified 139:16 precede 19:8 precisely 138:20 precision 139:19 preclude 75:1 prefer 41:5 88:20 preference 120:23 preparation 148:23 prescribing 72:23 present 3:15 4:6 29:19 42:8 56:2 94:12,15 125:18 135:4,22 155:6 presentation 11:21 29:9 164:11 presentations 79:17 presented 17:10 presenting 111:21 presumably 133:22 140:5 pretty 35:8 80:3 144:24,25 158:12 prevent 80:22 93:13 157:22 preventing 75:5 previous 14:7 28:23 87:21 154:14 pricing 15:2 156:13 principal 14:12 18:24 160:22,24 principle 129:2 print 5:19 13:8 printed 13:6,25 prior 46:18 47:13,14 113:18 123:18 PRITYKINA 2:10 probably 13:5 29:15 29:23 33:11,15 71:6 82:3 85:16 92:6 99:1 157:14 161:4 problem 19:19 39:1 102:16 157:13 procedural 35:23 77:21 procedure 23:5,9,11 25:20 29:3 36:25 37:1 77:23 procedures 11:14,17 20:25 23:3,15 35:18 35:20 146:9 proceeding 32:8
---	--	---	---	---

proceedings 3:1 166:11	162:15	put 55:23 57:17 58:17 59:9,17 64:7 75:15 82:23 83:22 84:1,24 87:20 106:7 111:2,3 113:25 114:9 123:5,9 124:22 125:23 126:13 129:15 131:18 134:5 139:8 154:18,21 155:2 158:15 159:18	R	receives 78:11
process 2:17 19:11 22:19 26:7 28:21 37:21 47:8 71:22 75:19 117:11,16,20 118:5,20 119:4,6,7 137:19 141:22 144:5	provides 55:20 131:1	puts 41:3 55:18,25	R 1:23 166:8,18	receiving 68:12
processes 19:12 48:1	providing 87:9	putting 73:20 84:18 107:20 108:14 113:1 130:8 150:21 151:22	RADCLIFF 2:12 5:21	recess 86:2,3
procurement 2:17 14:19,23 17:5 19:8 25:18 27:16,18,22 28:14,17 35:7 36:15 36:16 37:5,7 38:20 83:18 123:5 144:4	public 6:23 7:13,14 9:23,25 10:4 22:6 28:24 32:4 39:3 43:25 45:9 47:22 52:5 64:12,17 65:18 66:9,22 67:3 68:2 68:13,20 85:18,25 86:16 87:8,16 88:13 89:7,8,11 90:13,14 91:16 92:14,16,17 93:19,25 94:1 95:23 96:16 97:11 102:19 108:18,20,22 111:24 112:25 124:7 126:20,21 166:9	puts 41:3 55:18,25	raffle 162:9 163:14	recited 3:9
product 151:17 156:14	public's 43:25 108:12	quality 124:1 145:11 145:12	raise 111:18	recognize 75:16
productivity 150:24	publishing 147:21	quarterly 33:20 34:4 44:18 45:1 52:8,19 53:6,16,17,18 59:11 59:14,18 60:25 61:6 61:13,18	raised 67:3 141:23	recommend 17:8 31:11 53:5
professional 43:24 51:20 117:13	pull 12:11 13:3 61:22 101:15 114:6	quarters 133:25	raising 33:17	recommendation 14:8 19:25 31:17 46:22 53:23 68:19
professionalism 8:20	pulled 57:6,13 72:25 117:19	quasi-judicial 56:22	randomly 88:22	recommendations 99:10,14,21 125:22 126:1 160:14
professionally 164:19	pulling 12:12	question 25:22 33:11 33:24 42:24 44:12 44:20 49:3,13,15 52:18 64:20 70:18 70:23 72:10 118:18 139:10 143:3 144:1 152:15 158:20 165:3	range 156:16	recommended 26:19 37:16 99:17 101:2 101:14 143:9,10
program 7:7,10 160:8	pump 120:23 140:12 140:17,20,21 144:1	questions 24:14 28:9	rare 109:6 112:9	reconfigure 25:10
programs 139:3	pumped 139:10	quick 15:23 48:19 70:5 86:2 91:15 114:6 147:8 160:2,4	ratification 27:5	record 32:3 35:3 47:13 108:15 129:9 129:13 166:12
prohibit 78:25 142:12	pumping 137:7,18 141:2	quicker 159:22	ratified 26:10,11	recorded 54:12,17 71:11
prohibiting 95:5	punitive 55:21	quicksly 125:4	rattling 140:19	recommended 26:19 37:16 99:17 101:2 101:14 143:9,10
projects 137:22,23	punking 144:21	quite 67:1	reaches 124:6	reconfiguring 25:10
promotions 105:13	purchase 18:15,20 19:3 20:8,23 26:9 135:9	quorum 127:21	read 5:11,24 17:25 18:2 19:23 31:19 36:22 78:24 80:10 96:13 131:20 132:21,22,25	record 32:3 35:3 47:13 108:15 129:9 129:13 166:12
pronounce 4:15	purchases 21:16,23 22:4,15,19 23:1	quote 9:12 67:2	ready 86:5 142:13	recorded 54:12,17 71:11
proper 58:1	purchasing 10:21 11:6 16:1 17:12 18:17,21 21:17 30:15 32:12,25 35:6 47:16 69:5,6		real 91:15 108:16 109:7 114:5	records 45:4 52:5
proposals 105:23 118:18	pure 145:8		reality 145:23	red 80:17
proposed 10:20,23	purpose 11:20 146:10		realize 113:20 164:15	redacted 157:20
proposers 119:16	purposes 149:18		realized 114:1 117:12	redefining 45:20
proposing 91:22 113:2	pursuant 25:24		really 9:12 19:21 20:12 35:6 36:24 43:15,20 44:8 52:22 55:7 56:25 57:25 59:1,7 62:20 66:7 74:19 80:5 103:10 108:6 109:2 112:2,8 126:1 133:24 142:21 146:12 158:1,20 161:11	redline 12:5 14:5,10
protect 55:7	purview 30:8 35:5 60:19 68:15 78:17 100:14		realm 23:22	reduce 15:5 158:4
protects 55:3	pushed 125:17		reason 31:8 46:20 50:5 55:17 58:20 84:21 118:24 121:3 135:1	reference 40:5 103:11
protest 33:19 34:4,6			reasonable 76:10,25 77:11 100:9	referenced 81:14
provide 11:22 13:8 15:3 50:23 55:19 56:20 104:21,23 105:3,7,22 125:1,2 135:11 136:10 137:25 138:10,12 139:2 151:20			reasonably 29:18	referencing 17:23
provided 12:13 14:11 19:9 71:5 115:12			reasons 137:5	referred 33:2 63:16
			Rebecca 4:12 132:13 132:14	referring 90:23
			receive 15:9 41:13,23	reflect 45:22 72:11
			received 5:9,17	reflecting 56:15
				refresh 27:23
				regard 40:6 79:23,23 81:8
				regarding 30:14 31:23 32:7 51:24 90:14 137:18,22 160:14
				regards 127:8
				register 55:19 56:19 60:13
				registered 58:8 60:7 60:13 62:7
				registration 62:24
				regrets 7:20
				regular 71:16 108:5,8

112:12 113:24 115:13 regulations 17:20 81:8 reiterate 34:22 42:10 45:17 reiterated 8:3 related 9:15 54:16 82:18 92:10 97:4 100:13 118:8 131:3 relates 94:2 151:16 relay 164:22 released 152:13 relevant 81:23 106:2 reliance 155:25 rely 62:4 remark 133:6 remarks 66:4 remember 20:19 27:19 42:15 117:18 155:18 156:7 remind 102:2 reminder 101:13 reminders 34:12 reminding 70:3 reminiscent 9:6 remotely 164:24 renew 14:22 renewal 14:21 27:1,2 renewals 15:10 repeat 33:23 155:23 repetitive 154:9 repetitively 151:18 report 33:19 34:3 35:6,7 45:1 52:8,10 57:8 62:4 68:21 85:18 87:10,11 89:4 94:15 97:25 99:1,3 100:13 101:22 104:17,24 105:13 112:13 114:16 166:11 reported 51:13 Reporter 1:22,23 2:19 166:8,18 REPORTER'S 166:5 reporting 1:23 2:19 33:21 53:8 59:21,24 131:10 reports 35:8 44:18 89:2 94:3,12 96:22	104:20 105:1,14 106:15 160:16,18 represent 101:10 111:25 representing 32:5 111:25 represents 108:4 request 13:8 29:2 41:10,17 52:5 74:22 75:13,21 77:15 81:13 98:25 132:10 requested 73:21 116:6,7 132:18 requesting 75:2,5 125:3 requests 14:17 46:14 73:15 74:9 75:17 require 17:11 22:16 22:18 53:8,21 59:21 required 41:1 54:3 59:24 72:14 83:21 98:6 104:24 105:9 121:22 requirement 53:24 87:4 requirements 61:7 requires 20:8 22:8 73:17 79:4 requiring 17:8 99:23 requisition 19:4,5,9 20:9 requisitions 18:12,15 research 107:15,17 151:1 154:19 155:1 resemble 133:6 resigned 79:8 resistance 158:17 159:21 respectfully 123:20 respond 75:20 137:15 responded 123:11 137:12 144:25 responding 9:24 147:9 responds 160:22 response 4:8,13 6:15 6:19 40:16,20 69:15 85:11 91:12 94:20 96:3 103:18 107:6 107:10 111:9,13 114:20 128:16	158:19 160:6,9,10 160:14,21,21,24 165:23 responses 75:9 responsibilities 70:12 responsibility 28:5,6 47:22 58:21 69:3 responsible 60:3 97:23 161:3 rest 69:9 91:3 113:9 restate 53:11 restriction 95:24 97:14 102:13 103:1 restrictions 103:8,21 restrictive 50:14 161:19 result 11:14 results 133:18 return 58:6 review 28:20 29:6 33:14,15 45:9 47:3 131:9 137:6 146:20 149:8 151:17 reviewed 29:7 157:19 reviewing 24:24 revise 119:6,12 revised 11:21 14:11 144:7 revising 132:7 revision 10:21 131:10 Revisions 10:21 RFP 83:10 114:12 117:19 122:10 124:22 126:4,13 127:2,4,11,11 129:24 137:3 140:9 142:22 144:24 146:4,10,19 149:20 150:8 154:18 155:3 158:25 RFPs 120:19 127:8 RFQ 124:22 Rhodes 2:9 3:11,12 3:16,18,22,24 4:1,3 4:5,7,9,11,14 5:17 123:17 137:15 138:20 140:25 142:17 143:4 147:4 147:6,8 149:1 152:17,25 153:2,23 158:22 165:4,8	ridiculous 88:12 89:6 89:17 Riggs 117:14 right 3:3 4:18,24 5:2 10:6,19 13:14 16:10 16:22 17:6,20,25 18:12,20,25 19:3,11 22:19 23:13 27:16 31:19 35:5 37:11 40:14 41:5 42:16 45:13 46:16 47:25 48:8,23 49:7,9 50:9 50:10 51:3,17 53:2 53:24 56:10,12,17 56:17 58:24 59:10 61:16 62:8 63:6 67:5,25 68:4,8 69:1 69:13,16,23,25 70:4 70:8 73:4 74:8 75:4 77:22 78:22 79:18 80:3,5 81:5 83:1,8,9 84:14,14 85:1,4,5,6 86:2,4 88:11 90:3 91:7 92:19 95:10,12 95:21,25 96:13 97:9 101:23 102:4 104:19 106:17 110:18 113:8 116:16 121:17 122:5,11 126:2,2 127:17,21 128:25 129:3,22 133:20 134:17 135:18 138:15,22 141:11 144:12 145:18,20 152:3,13 154:16 156:17 159:18,24 160:20 163:24 165:24 rise 3:7 risk 29:19 88:21 125:20 127:24 128:9,14 129:15,25 130:16,21 131:6,8 131:23,25 133:9 155:19,20,20 road 125:10 Robert 2:4 4:1 Robert's 65:21 66:1 67:20 89:22 role 97:2	roll 3:11 156:19 Roman 49:4 63:12 64:6,7 90:12,19 room 1:12 22:3 116:21 131:16 160:1 root 131:13 rotate 118:3 roughly 150:19 routine 141:7 row 118:4 RSBM 107:13,23 RSM 108:8 115:8 117:14 135:15,15 135:17,19 RSM's 115:13 rule 10:22 23:10,12 87:6 89:6 93:13 98:9 101:7,9 107:3 107:4 108:24 118:3 rulemaking 41:20 42:5 rules 50:16 53:22 59:22,25 62:10,11 64:14,16,18 65:20 65:20,22 66:2 67:4 67:21 68:16,22,22 79:10 86:16 89:15 89:22 112:23 113:1 162:13 run 36:22 86:22 159:20 running 78:3 rushed 5:13 Ruth 2:2 4:9 13:10 58:12 117:9 121:18 148:10
<hr/> S <hr/>				
s 162:13 safe 127:17 safety 22:6,7 131:22 salaries 133:17 salary 134:19 sample 57:7 sanitizer 20:21 22:14 22:23 sat 121:23 save 12:25 136:24 154:12 157:15 saw 13:7 143:19				

151:18	scroll 36:5 45:11 57:12	select 117:6 141:12 145:13,13	97:23	six 28:17 41:19 42:2,4 132:24 149:24
saying 10:5 12:8	scrolling 57:11	selected 143:8	shared 42:22 102:7	skill 137:12,13
16:11,23 19:14 23:2	SE 1:13	selecting 84:23 121:4 122:6 141:16,19	Shaw 2:5 3:22,23 5:4 5:6,22 6:9,9,11 9:22	skills 145:14
23:3 33:2 35:3 39:2	search 58:7 126:13	146:14 148:17	15:19 20:1,3,13	skip 76:4
39:23 52:13,15,17	seat 117:24	selection 83:21 84:13 84:15 85:2 116:25	21:18 23:17,19,23	slide 13:18
56:16 63:3 68:12	second 5:22 6:9 27:8 34:25 38:9,10 45:14	117:8,23,25 121:16	24:18 25:7,8,11,15	slow 13:1
69:1,8,8 81:6 89:11	66:13 67:13 90:9,10	121:18 122:8 148:9	26:23 35:2 36:8,9	small 65:2
90:4 97:12 98:19	94:18 98:22 103:12	selections 84:11	38:10 40:9 48:25	smell 53:12
106:14 110:21	103:13,13 106:23	self 57:23 66:20	49:2 50:10,11 51:2	sneak 62:8
112:5 114:14	109:12 128:6,7,10	send 7:20 36:21 37:14 81:16,17	60:23 77:7,10,22	software 150:4,7 151:19
119:21 120:3 125:9	130:25 138:5,19	82:11	78:2 90:10,12 93:23	solicitation 39:1 140:13 149:14
129:20 161:21	143:25 165:19	sending 9:18 36:10	94:6 103:13,16	151:15
162:21	seconded 5:6 6:11 90:12 93:21 103:16	sense 21:7	118:22 122:21,22	solicitation's 151:8
says 17:17,25 22:5	106:25 109:20	sensitive 114:20,24 115:10,23 118:24	122:24 124:13,16	solution 82:22 154:7 155:5 157:2 158:5
38:19 54:2 58:1	111:7	158:18	128:7,24	solutions 154:17 155:2
72:1 75:3 77:19,24	secondly 144:5 164:14	sent 4:24 9:1 12:10 12:20 54:14 56:7,12	sheet 132:15	solved 102:16
110:4 119:16	seconds 91:5	56:14 81:18 99:13	shorter 33:11	somebody 12:23 13:8 31:5 39:1 47:5
138:22 160:23	section 15:20,22,24 16:18 18:11 20:4,5	127:11	show 88:21 89:7 91:25 150:18	48:22 59:25 82:20
163:2	23:20 25:25 34:14	separate 23:6 25:21 31:12,15 36:18	showing 148:10	88:21 95:5,16
scenes 155:22	49:4 79:3,7,23	88:16 94:3,8 100:13	shut 20:20 22:22	102:19 121:8
scheduled 6:7,13 41:19	83:23 84:2 85:4	163:2,9	si 56:8	someone's 55:4
school 1:3 16:7,19	88:12 89:16 90:13	separating 87:6	side 36:17 117:24 129:20 153:23	somewhat 23:21
18:24 22:8 26:1	109:14 137:19	separation 163:17	160:1	soon 5:18 50:24
31:6 33:20,22 34:4	sections 18:7,8 37:17	serve 118:4 126:9	sidebar 62:17	sorry 4:11,14,17 13:2 13:21 33:23 44:21
34:6 42:22 43:5	security 131:22	served 98:14	sides 131:16	45:10 58:13 64:21
44:14 45:4 46:1,5	see 11:16 13:22 14:4 17:23 34:9,13 36:6	serves 134:24	sight 155:25	87:10,15 91:14
55:24 57:9 58:22	37:20 45:1,21 48:19	service 1:23 8:1,13 54:21 165:12	sign 47:18,19,20 48:2 54:24	100:22 116:14
59:16,19,19 60:25	49:24 52:9 57:20	services 2:17 14:24 15:3 117:13 118:7	significance 69:9	120:8 125:14 129:4
67:22 68:4 70:19,25	61:3 62:14 71:14	120:21 123:23	significant 73:18	142:3,3 151:4
71:16,25 72:13	72:5 80:1 81:11,12	138:5,8,14,24 139:3	signing 112:11	154:16 165:10
73:15,17 74:4,9	90:7 114:7 115:6	140:16 143:14,16	Silence 34:22 38:15 38:16 39:2,4	sort 21:6,8 27:11 57:19 58:11 91:21
75:1 80:6,23 81:4	116:5 118:17	143:19 144:11	similar 9:8 29:9 64:14 137:23	135:10
81:19 108:5,8,9,17	123:20 128:24	152:17	152:22	sorted 134:23,24 135:24
124:25 137:24	134:20 135:8	session 94:21	simple 58:20 82:22	sound 79:21
143:18 151:1	136:22 151:21	sessions 108:10	simply 138:6	sounds 55:1 158:6
161:17	155:3,6,23,23,24	set 67:4	single 54:12,14,25 151:22	source 131:15
schools 2:14 28:24 126:19,21 145:25	160:6 163:24 165:6	settle 61:17	sir 20:15 65:23 136:7	sourcing 127:8
scope 29:17 30:13	seeing 50:8 143:17 155:18	seven 78:14 121:1 127:21	sit 36:12 55:19 94:10 94:15	south 1:24 46:23
117:16 119:5,17	seeking 124:6	seven-hour 116:9	sits 107:17 118:1	SOW 124:2 143:16
120:24 122:10,16	seeks 31:25	share 11:5 13:10 63:10 70:1 92:9	sitting 80:12 92:6 111:3	speak 7:7,11 9:17 47:6,9,9 72:6,7
124:18 125:1,2,5	seen 6:4 41:11 55:3 157:17,22 160:21		situation 32:22 146:1	88:22 89:13 92:10
127:2 138:2,5,7,23	segregate 92:18		SIU 80:24	
139:8,22 143:14	SEIFER 2:17			
scopes 139:18				
score 138:16				
scored 138:23				
scoring 138:4 141:15				
screen 12:4 13:4 57:6 90:19 164:7				

93:25 94:1 95:1,7 95:17 97:2 101:7,19 109:3,3 112:12 155:10 speaker 112:12 speakers 6:25 68:13 91:24 94:22 speaking 22:17 64:12 90:14 95:5 97:15 108:13 speaks 31:6 88:8 91:3 Spec 2:11,12 special 3:4 30:4 108:9 113:25 Specialist 2:11 specific 27:10 33:9 36:1 38:20 63:15 80:9 104:5 122:14 137:22 139:15 145:4 153:5 163:14 specifically 40:1 42:25 68:10 93:7 102:17 106:18 123:11 126:21 127:25 159:3 Specifications 138:6 138:8 specifics 28:3 161:16 specified 55:6 specify 18:22 143:14 speculative 46:24 speech 9:8 spell 107:20 spelled 107:23 spend 20:17 25:1 30:11 37:13 46:11 46:12 77:5 118:16 136:21 spending 46:18 135:16 158:2 spent 129:18 spirit 54:10 spoke 61:14 154:19 spoken 38:14 51:10 St 16:7 stack 5:15 staff 2:7,13,14,16 7:19 8:4,7,14 10:22 12:13,20 24:24 28:7 41:2 51:22 66:9,19 73:18 75:3,20,20	77:13,14 115:12 152:11,14,21 164:9 stakeholder 11:23 29:10 stakeholders 29:5 stand 101:11,13 102:2 126:4,16 standard 148:6 156:1 158:15 159:17 163:7,8 standpoint 46:23 114:24 stands 57:16 88:7 staple 51:1 staring 132:24 starr 102:7 start 10:25 16:11 42:16,17 71:15 72:8 132:3 134:7 started 7:6 14:6 22:1 25:4 49:11 88:17 132:20 starting 13:23 70:17 85:22 starts 39:1 80:11 85:24 165:5 startup 153:13 156:17 state 17:18 22:14 80:19 100:1 121:22 122:4 127:1 161:16 161:19 162:14 163:15 166:6,9 stated 50:4 126:15 statement 15:23 47:8 117:2 130:13 statements 121:22 states 17:10 station 144:23 Stature 40:12 121:23 status 73:16 74:10 75:2 104:22 statute 17:22 25:25 37:18 44:6 68:4,7 79:11,24 80:19,21 80:25 81:17 82:23 83:20,22 84:1,3,4,5 84:10,18,19,24,25 85:5 161:16,19 162:14 statute's 83:24	statutes 17:21 36:3,4 36:6 39:10 67:20 79:3,7,18 80:10 81:1 163:15 statutory 81:3 stay 23:21 148:8 stenographic 1:23 166:13 stenographically 166:11 step 39:21 151:24 stick 49:8 67:24 92:15 sticks 38:21 stop 15:15 55:10 111:4 stopping 15:16 straight 80:19 strategy 131:9 155:21 STRAUS 74:12 Strauss 2:6 4:5,6 33:5 33:7 54:8,9,10 57:3 57:18 59:2 61:19,23 61:24 63:1,6,20 64:4,7 76:8,13,18 76:23 124:12 125:14,21 126:2 127:16,19 128:1 131:14 133:11 137:6 Strauss' 58:19 strengthened 81:24 strike 76:1 88:18,20 89:16,18,19 90:12 95:23 97:9 106:11 106:20,21,21,25 107:4 111:15 striking 96:20 105:20 106:13 stringent 16:9 strong 92:8,8 101:11 126:5 strongly 31:11 99:18 126:16 structure 159:10 struggling 132:23 student 43:4 students 7:6,23 79:5 79:19 stuff 25:6 36:3 56:14	129:18,23 146:19 subject 64:14,16,17 65:20 88:24 96:24 102:25 103:7,21 subjected 68:21 97:8 97:14 102:12 subjective 119:16 submit 53:25 62:2 75:18 98:6 100:6 101:17 104:25 139:1 submitted 45:3 73:21 substantial 22:7 substantive 149:15 subtract 132:9 succinct 94:3 such-and-such 25:25 sudden 35:20 155:15 suggested 57:3,4 105:2 suggesting 52:6 63:3 suggestion 31:10 58:20 suggestions 35:22 suggests 77:1 162:22 Suite 1:24 Sullivan 2:15 50:22 summaries 70:22 summarize 16:2 summarizing 98:6 summary 10:23 11:1 12:5,8,9 70:22 71:3 98:20 Sunshine 71:21 superintendent 2:14 2:14 7:5,19 9:7 10:5 15:9 16:20 17:1,3 18:4 20:15,17,23 22:5 25:13 26:5,16 26:21 28:13 39:13 43:23 47:7,10,12 48:5 71:5 73:23 78:1,12,15 Superintendent' 26:15 Superintendent's 26:3 supervisor 54:19 supplemental 4:24 support 2:11 32:1 51:22 62:19 79:1	99:10 106:9 130:9 133:14 supported 86:13 88:15 supporter 99:20 supposed 12:1 52:10 62:5 113:21 120:10 152:5 sure 12:19 26:2 34:9 35:24 38:23 43:3 49:18 50:19 51:6,22 54:22 56:4 60:21,22 61:21 64:3 65:12 66:17 67:14 81:15 88:1,22 105:17 109:9 115:9 121:18 139:14 151:11 154:2 159:6 164:22 surprised 118:6 surrounding 81:25 swear 53:7 System 2:11
T				
table 139:21 tabled 133:8 tabulation 154:21 TAC 34:23 39:7 tag 3:19 tags 3:13 take 15:6 29:4 31:1,8 36:21 48:19 55:11 65:10,14 69:10 70:20 72:24 75:6,19 77:10 82:11 86:12 89:12 93:4 99:12 109:17 118:19 123:4 134:5 136:18 139:12 143:25 145:10 taken 50:18 70:24 72:12 80:19 86:3 99:14 101:11 102:1 159:22 takeover 21:8 takes 137:20 talk 38:18,19,25 58:16 61:14 62:15 85:7 113:9,16 114:12 144:3 159:13,15,23				

164:21	13:7,9 20:15 25:11	158:3,13,22 159:1,2	113:19 120:16	timeframe 75:9,15
talked 89:15 130:11	25:15 31:13 33:17	159:9,11 160:3,5	123:13	76:10
130:13 137:6	34:14 40:22 41:9	164:3 165:12	thoughts 86:21	timeline 118:12
159:15	42:14 44:17 47:12	think 4:19 5:10 11:1	thousand 156:20	times 8:4 55:3 86:19
talking 13:11 20:25	50:11 51:2 64:20	12:25 16:5 17:6,7	threat 113:19 115:11	92:11 95:16 101:25
26:4 43:11 47:14	65:12,23 71:10	18:6,22 19:1,6,12	145:8	102:5,9 108:25
48:17 64:10 65:14	72:16 77:7 78:19	19:20 21:2,6,18	three 17:13 27:3	109:6 110:5,5,18
79:20 90:24 91:19	86:1 106:12 111:4	22:11 24:19,24 25:3	37:11 54:6 60:4	timing 27:23 37:3,7
93:7 96:12 100:7	113:11,12 127:13	25:4 26:12,17 27:14	88:8 92:11,12	61:15 104:19
110:3 113:23	147:3 164:6,14,16	27:15 29:16,17 30:8	102:21 105:11	157:12,13,14
129:19 138:21	165:11,13,13,14,25	32:21 33:14 35:12	114:21 117:15	Timothy 1:23 166:8
153:4,5 154:16	thankfully 110:14	35:13 36:12 37:14	118:4,4 119:8,9,11	166:18
159:2	thanks 7:25 127:19	37:24 40:4,9 44:7	122:13 133:25	tis 35:9
talks 43:25	theirs 16:7	45:25 46:2 50:12	137:9,25 148:24	title 84:6
Tallahassee 50:17	theory 157:12	53:13 55:15 57:18	149:1 164:3 165:12	to-be-continued
94:21,24	thereof 166:13	57:22,24,24 58:12	three-ring 9:15	149:12
tape 72:4,5	Theres 39:3	66:16 67:2,23 69:8	three-year 14:20	today 10:12 30:5 42:1
task 100:19 107:16	thing 4:19 15:25	74:12 76:14,21	throwing 112:17	113:10,17,22,22
Task-Assigned 2:10	16:15 21:20 23:10	77:10,13 84:6,12	throws 149:16	116:22 129:21
tasks 33:13	24:6,9 38:22 45:24	85:7 87:4 88:10,12	THURSDAY 1:15	142:7,10 145:25
taste 79:12	57:12 61:13 66:3	88:25 92:21,22	ti 115:2	164:10
te 100:17	70:5 72:4 75:15,23	93:23 94:1 95:10	tied 50:15	today's 4:19 11:21
teacher 28:12	77:12 82:8 87:12	98:13,22 100:4,15	ties 127:13 136:8	told 149:9
TeamMates 154:14	88:18,21 90:8,18	101:8,9,20 105:23	tighter 93:17	tolerance 66:21
Teams 35:14	94:18 99:3 101:7,25	108:1,2 110:20,23	TIM 2:19	ton 97:4
tear 134:16	105:19,21 106:4,14	110:24 112:9,22	time 7:3,8,13,16 9:2,3	tone 8:4
tease 134:13	107:13 114:5	113:5 115:15,17	12:21 13:1 22:16	top 9:1 33:18 34:2
technology 21:9,10	116:16,22 127:13	116:12,24 117:4	23:20 24:25 33:17	129:16 134:5
29:7 138:14 157:11	127:24 128:12	121:2,5,6 122:2,7,9	37:13 42:17 51:25	147:11
tell 28:18 44:11 62:5	129:16 136:15	124:16,16,17,18,19	55:20 59:13 69:5	topic 91:25 102:3,22
72:8 80:7 87:18	138:16 145:15	125:8,24,25 127:1,6	75:6 76:25 77:5	108:19,22 125:15
109:4 114:19	151:22 153:4,20	129:13,21 134:3,15	86:22 88:23,24	topics 73:16
132:20 136:23	158:13 159:22	136:15,17,17	89:12 91:22 92:1	total 109:17
142:19 154:5	162:10 165:10	141:25 142:10	94:16 95:2,18,24	totally 64:19
telling 65:7 68:16	things 7:24 12:20	143:5 144:20,23,23	96:8,10,20,25 97:8	tov 62:1 76:19
129:22	17:15,16 20:24	144:25 145:3,21	97:14 98:25 99:15	tracked 54:17
tem 125:7	22:22 27:11 30:16	146:2,5,9,10,12,18	100:10 101:17,18	train 144:23
template 105:3	34:12 35:17,23	147:1,4 148:24	102:12,25 103:8,21	training 113:20
templates 154:11	36:12 40:3 52:1	149:1,11 151:21	104:25 105:11	115:16 160:8
tend 23:7	62:13,16 66:21 76:2	152:12,18,23 153:8	106:6,15 108:19	traits 66:18
tends 9:7	76:22 86:11,14 89:1	153:15 155:9,9	114:3,20,24 115:9	transaction 19:4
tenor 8:4 10:11	89:9 93:9,11 97:11	156:6 159:21 162:4	115:15,17,22	transactions 18:21
term 14:20	100:12 101:16,25	164:11	118:24 122:24	transcript 166:12
terminated 79:8	103:2 107:20,21	thinking 90:5 123:16	123:4,6,9,13,15,19	transition 12:17
termination 79:9	108:25 113:2,16	133:1	124:18 126:15	transmit 38:7 39:19
terms 14:15 25:24	116:3 121:13 124:4	third 32:24 95:20	129:19 130:24	39:19 63:9 110:2
29:19 51:6 124:3	130:24 131:17	156:2 162:10	131:15 134:17	travel 46:13,14 94:22
text 83:2 84:1 85:1	134:3 137:10 138:9	thorough 145:3	135:23 137:2 140:4	treated 102:22,24
thank 3:8,10 6:21	139:17 142:9 145:5	thought 5:14 34:10	142:1 144:9 145:17	164:18
7:16 8:13,21,24	147:9 148:6 149:13	36:23 49:6 50:4	154:12 158:2,24	tried 158:16
9:22 10:18 11:3	153:16 155:16	89:11 91:1 112:7	164:8	trip 127:18

website 52:12 57:8 58:23 79:15 80:3 131:19 159:18	154:6	150:18 153:25 157:1,2,6,8,12 160:2 163:11 165:4	51:4,5 53:2,3 63:8	230,000 157:7
week's 50:22	works 57:25 118:5 137:21	year 17:11 27:19	10th 150:4 151:13	25 17:6 64:24,25 65:2
weeks 71:7	workshop 24:23 27:24,24 28:1 29:6	28:11 51:8 56:13	11 78:24 82:13	27th 73:1
weigh 141:21	29:12,23,25 41:12	57:14 62:8 110:6	11:08 82:15	28 95:15 150:4
weighing 141:20	50:22 71:23 73:1	122:13 133:20,22	11:11 85:13	28th 166:14
weird 118:9	workshopy 113:23	134:1,10,11 135:8,9	110 73:11,13	29th 6:12
Welcome 3:4	workshops 70:20 72:13 108:10	135:13,14 140:17	11020 73:8	2B 85:4
welfare 22:7	world 20:20 157:10	151:1 157:13	1110 70:6 73:11	2nd 118:20 140:24,25 141:22 148:11
wen 138:4	worried 146:18	year's 150:17	118 71:13	<hr/>
went 25:16 27:24 34:25 79:11 101:6 151:15	worthwhile 56:2	years 17:14 20:19	11th 114:15,22 128:4 128:5 133:12	<hr/> 3 <hr/>
Western 82:1 157:16 162:16	wouldn't 43:5 57:17 74:2 121:14 136:13	22:15 25:2 27:3	12 49:4 86:10,17 87:7 87:12 88:15 90:14 94:11 95:7 96:15,17 110:5	3 115:9
wheels 105:11	wow 36:23	28:10,17 37:6,12	12-minute 95:24 96:8 96:10	3(g) 107:3,4
white 98:20 131:19	wrap 38:1,2 48:14 49:11	55:4 71:7,10 99:25	12:07 133:15	30 28:10 76:10,19,21 91:4 108:18,23,24 109:13,17 110:4,5,7 110:15 111:15
willing 145:24	WRIGHT 1:12 2:11	105:2 110:4,15	12:42 1:15 166:1	30th 28:11 41:12 118:15
window 21:6	write 59:11,13 77:23 87:23	111:5 117:15	13 63:13,19,23,24 65:8 85:22	32 110:19
wish 164:25	writing 22:6 104:25 105:7,9 125:23	121:24 131:21	14 21:16,22,24 22:4 96:15	33301 1:24
withdraw 5:22 6:1	written 16:15 18:16 79:21 81:24 87:9 104:23 105:1 106:14	132:24 137:9	14th 1:15 3:4	365 62:2
wonderful 127:16 164:17	wrong 43:14 47:24 109:1	142:20 148:25 156:3	15 49:5 63:13,24 86:23 87:4,16 92:11 114:11	3800 11:7
wondering 43:4 52:24 66:11 82:22 129:6	wrote 59:14	yelling 64:22	16th 41:21,22 42:6 149:23	3RD 1:13
word 84:9 117:8 131:24 143:18	ws 153:3	Yep 161:6,9	17 18:14,15 21:22 149:23	<hr/>
wording 19:6 138:11	<hr/> X <hr/>	yesterday 4:25 12:10 113:21 130:20 142:11	18 85:25 86:1 87:16	<hr/> 4 <hr/>
words 34:3 64:15 108:5 111:23	X 55:22 56:21	<hr/> Z <hr/>	<hr/> 2 <hr/>	4 14:10 78:21
wore 140:1	<hr/> Y <hr/>	Z 56:21	2(a) 90:20 109:15	4.3 137:19
work 8:1 18:21,25 25:16,18 37:10 41:6 43:1,13 44:6 73:18 80:5 119:17 120:24 122:20 124:18 125:2,2,4,5 131:11 136:23 138:1,14 151:16 154:9 162:9 164:24	Y 56:21	<hr/> 0 <hr/>	20 75:14 91:18 94:25	4.3.2 138:5
worked 11:10 14:18 28:16 29:1 62:20 126:24,24,25	yai 70:7,7	<hr/> 1 <hr/>	200 1:24	42 44:17 45:13
working 25:12 41:4 94:13 142:15 144:14 153:24 154:2	Yea 45:16 132:3	1 14:5 90:13,18 93:8 93:20 95:23	2020 93:15	44 85:23 87:16
workpaper 150:10,23	yeah 6:3 7:14 10:2 12:3,9 20:3 30:7 35:12 38:2 44:17 48:8 50:1 52:14,15 53:20 54:7,10 59:17 61:11,24 63:2 64:1 73:6 76:8 78:7 93:4 95:19 103:5,12 104:15 105:18 106:21 109:18 125:25 133:8 134:7 134:14,25 141:17	1.1 133:24	2022 79:11	45 87:2 92:23 99:5 100:2
workpapers 150:24		10 13:13 14:14 15:11 25:2 75:14 78:22 108:20	2024 1:15 41:22 57:9 166:14	4th 140:25
		10:20 38:1	20th 29:6 41:21 127:4 165:4	<hr/>
		100 91:4,25 94:20	218 84:19 121:23	<hr/> 5 <hr/>
		1001.01 79:3	218.391 84:2	5 5:9 14:14,14 16:18 21:18,19 23:23,25 26:14,17 46:1,4 50:13
		1012.315 79:7,24	21st 118:19 127:5 149:23 165:5	5,000 62:8
		1020 43:24 44:7 49:4 63:8,11,12 64:6,7 69:24 70:8 82:16 83:16 85:14,15 87:17	23 115:16	500,000 26:17,25
		1070 106:3	230 153:8,10 156:17 156:18 157:5,6	501(c)(3) 161:15,23 162:12,18 163:13
		1080 44:3,7,16 45:18 48:13,14 49:6,10		50k 17:6
				<hr/>
				<hr/> 6 <hr/>
				6 10:20 13:18 73:13 78:21
				600 1:13 94:23
				633 1:24

7

7 70:15,16,17 87:15
90:13 91:2 95:23
107:3,4 109:16

8

8 49:4 63:12 64:6,7
73:13 162:4
8(b) 133:9
8(b)(i) 118:23

9

9 4:22 33:18,18,25,25
93:10,11 160:13
9,000 156:2
9:00 94:16
9:30 105:17
9:30-ish 105:18
9:40 1:15
90 108:19,20