SCHOOL BOARD OF BROWARD COUNTY AUDIT COMMITTEE MEETING

ATLANTIC TECHNICAL COLLEGE ARTHUR ASHE, JR. CAMPUS

MULTIPURPOSE ROOM BUILDING 1

1701 NORTHWEST 23RD AVENUE

FORT LAUDERDALE, FL

THURSDAY, AUGUST 8, 2024 9:53 A.M. - 12:27 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

Page 2

- 1 COMMITTEE MEMBERS IN ATTENDANCE:
- 2 DR. NATHALIE LYNCH-WALSH, Chair
 - MR. ROBERT MAYERSOHN, Vice Chair
- 3 MS. RUTH CARTER-LYNCH
 - MR. ANTHONY DE MEO
- 4 MS. MARY FERTIG via Teams
 - MR. MATTHEW FRIEDMAN
- 5 MR. LEW NAYLOR
 - MS. PHYLLIS SHAW
- 6 MR. PETER TURSO
- 7 OFFICE OF THE CHIEF AUDITOR STAFF:
- 8 MR. DAVE RHODES, Task-Assigned Chief Auditor
 - MS. ALI ARCESE, Audit Director, via Teams
- 9 MS. JENNIFER HARPALANI, Assistant Director IT Audits
 - MS. NAKIA GOULDBOURNE, Acting Manager, Internal Accounts
- 10 MS. ELENA PRITYKINA, Task-Assigned Manager, Operations
- MR. GABRIEL CARVAJAL, Manager, Property & Inventory
- 11 Control
 - MR. BRYAN ERHARD, System Support Specialist II
- 12 MR. DEREK TILLMAN, Executive Secretary
 - MS. LAURA WRIGHT, Clerk Spec C
- 13 MS. WANDA RADCLIFF, Clerk Spec B
- 14 DISTRICT STAFF:
- 15 MR. ALAN STRAUSS, South Regional Superintendent, Teaching & Learning
- 16 MR. MANUEL CASTANEDA, Executive Director IT Operations, IT Operations
- 17 MR. MERVIN SWABY, Director, Accounting & Financial Reporting
- 18 MR. OMAR R. SHIM, Director, Capital Budget
 - MS. MARISA SOTELO, Director, Student Services
- 19 MS. KIM PUNZI-ELABIARY, Director, Behavioral Threat Assessment
- 20 MR. CHRIS B. BOLDEN, Manager I, Behavorial Threat Assessment
- 21 MS. KATRINA WILLIAMS, Technology Support Technician II, Early Childhood Education
- 22 MR. ERROL BARTLEY, Technology Support Technician I, Early Childhood Education

INVITED GUESTS:

23

MR. TIM BASS, Court Reporter, United Reporting

25 BECON Broadcast

MS. CARTER-LYNCH: I guess it was just me.

25

DR. LYNCH-WALSH: We know that Mr. Medvin had to go out of town. Have we heard from Mr. De Meo?

MR. RHODES: I only heard originally when he responded that he was accepting the invite to this meeting.

DR. LYNCH-WALSH: Okay. All right. So I guess we have not -- we will not have a nominating committee report.

MS. CARTER-LYNCH: Can we just delay it just in case? No?

DR. LYNCH-WALSH: To a later meeting?

MR. MAYERSOHN: I mean, if we don't have a quorum, I would just move the nominating committee to our next meeting.

MS. CARTER-LYNCH: I'm okay with that.

MR. MAYERSOHN: Then we're moving it officially.

MS. CARTER-LYNCH: Right. And I'm okay with that.

DR. LYNCH-WALSH: Okay. So it'll be immediately before the September meeting back at KCW.

Okay. So then that would be at 9:30 and we would be starting at 9:45 again.

All right. So that's that. And then if we don't have a nominating committee report, we don't have elections until September. So we'll put that on the agenda for September as well.

MR. RHODES: And, if I may, my understanding from 1070 is that you would remain Chair until that point.

DR. LYNCH-WALSH: Until, right, yes. That is how 10 -- yeah, there's no need for a Chair-Pro-Tem ever since 2022, I think.

All right. I divided the agenda into Old Business, it finally dawned on me that everything was under New Business even when it's old business.

So beginning with Old Business, Number 6, we have Motion Updates/Prior Meeting Follow-Up. The first thing on here is the Fund Balance Policy.

I believe the approved policy is in the packet.

Am I right?

So, just to summarize, all of our recommendations that we made regarding fund balance, the big one about the five percent and how they would get there, the board approved what staff proposed in short. So, you know diplomacy is not my thing, but, basically, our

recommendations were not incorporated. So does anyone have any questions on the fund balance policy.

MR. NAYLOR: Madam Chair?

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

DR. LYNCH-WALSH: Yes, sir.

MR. NAYLOR: Just a quick question. We skipped over approval of the minutes.

DR. LYNCH-WALSH: Oh, sorry. Oh, that's because on the version I'm looking at --

MR. MAYERSOHN: That's because it's not on there.

MR. NAYLOR: It's number 2.

DR. LYNCH-WALSH: Oh, because -- okay. For space, I think it was after roll call. I got as far as roll call and kept moving.

Okay. So let's double back. We have --

MR. MAYERSOHN: Motion to approve the June 6th, June 20th, July 11th and July 18th Audit Committee Meeting Minutes.

MS. SHAW: Second, Phyllis Shaw.

DR. NATHALIE LYNCH-WALSH: All in favor?

COMMITTEE MEMBERS: Aye.

DR. LYNCH-WALSH: Sorry, any discussion?

(No response.)

DR. LYNCH-WALSH: All in favor?

	Page 8
1	COMMITTEE MEMBERS: Aye.
2	DR. LYNCH-WALSH: Any opposed?
3	(No response.)
4	DR. LYNCH-WALSH: All right. All of the
5	minutes for June 6th, June 20th
6	MS. SHAW: Madam Chair, I believe we need a
7	motion to postpone the election of the audit
8	committee until September.
9	DR. LYNCH-WALSH: Yes. Well, we didn't
10	actually vote. So give me a second. So just for
11	Mr. Bass's and our minutes purposes, the minutes
12	from June 6th, 20th, 11th July 11th and July
13	18th have all been approved unanimously. So
14	that's done.
15	Okay. Going back to, we need a motion to
16	postpone the nominating
17	MR. MAYERSOHN: Motion to postpone the
18	nominating committee and the elections to the
19	September 26th meeting or prior to the September
20	26th meeting.
21	MR. RHODES: Madam Chair, I just wanted to
22	mention we have
23	DR. LYNCH-WALSH: Mr. De Meo.

 ${\tt MR.}$ RHODES: In the event that that changes

24

25

this motion.

They would have to --1 DR. LYNCH-WALSH: 2 MR. MAYERSOHN: They would have to adjourn 3 this meeting and then they would have to 4 confer --5 I think we should just MS. CARTER-LYNCH: 6 leave it like we just had it. 7 DR. LYNCH-WALSH: In September; okay. 8 All right. And we'll try again. 9 Okay. So moved by Mayersohn, was there a 10 second for September? 11 MR. NAYLOR: Second. 12 DR. LYNCH-WALSH: Okay. Moved by Mayersohn, 13 seconded by Naylor. Any discussion about moving 14 the nominating committee meeting and elections to 15 September? 16 (No response.) 17 DR. LYNCH-WALSH: Okay. Hearing none, all in favor? 18 19 COMMITTEE MEMBERS: Aye. 20 DR. LYNCH-WALSH: Any opposed? 21 (No response.) 22 DR. LYNCH-WALSH: No opposed, so that passes 23 unanimously, so that will be on the agenda as it 24 was here, but in September.

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

Okay. Getting back to Old Business.

25

Fund Balance Policy, they passed it. Our concerns were about the superintendent being responsible versus the board, how we're going to get to 5 percent. Basically, they passed a policy that once they get to 5 percent then it has to be maintained. So who's here to speak to the Fund Balance Policy in case we have questions?

MR. RHODES: If anyone wishes?

DR. LYNCH-WALSH: Omar? Okay. Does anyone have any questions? Because I have some questions.

MS. SHAW: I do.

DR. LYNCH-WALSH: Okay. Yes, Ms. Shaw?

MS. SHAW: Good morning. So when we had the fund balance discussion one of my issues was that we were not at the allotted percentage and now that we're increasing the percentage from the recommended percentage --

DR. LYNCH-WALSH: Is your mike on?

MS. SHAW: Yeah. Good morning. Can you hear me?

DR. LYNCH-WALSH: I can, but I'm next to you.

MS. SHAW: Everyone can hear me?

MR. TURSO: Yes.

MS. SHAW: Okay. Good morning. So when we discussed the fund balance and the policy and the changes that were -- were being implemented, at the time we were not at the percentage that the state required. But as a district we want to go a little bit higher. How do we plan then -- if we cannot meet the regular percentage, how do we plan to meet higher than the recommended or the required percentage per Florida statute? And how long will it take for us to meet the recommended percentage that is being proposed? And what are the steps are we planning to do to meet those recommended percentages?

MR. SHIM: Good morning. Through the Chair, Omar Shim, Task-Assigned Chief Financial Officer. The -- just to double back a little bit. We are in compliance with the state, what the state's percentage for fund balance is. And the policy is actually above that and it's to keep the fund -- it's to achieve a 5 percent fund balance of assigned/unassigned. And we are not there yet, but that's the goal, is to get there. Once we get to that percentage, if the -- if we dip below that 5 percent, there are a number of things triggered by this policy by way of

1 notifying the board and things like that.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

So it's not a statutory requirement. It is an internal -- this policy is meant for, I guess, good financial, you know, behavior from the district.

DR. LYNCH-WALSH: Do you have a follow-up?

MS. SHAW: Yes. I'm sorry. My question was not answered. What are the plans to meet the 5 percent? Because the moment we put it in writing and it is adopted it becomes a policy, which means that every year we need to maintain 5 percent. It's not, oh, well, we're meeting the 3 percent as required by Florida statute. You are saying that we are going to set aside 5 percent. Is it through your budgetary process? When will we meet this 5 percent? I don't want -- I want to know that we're standing on what we're putting in place. We're putting our money where our We can't just put something in writing mouth is. and hope that we're going to make it, especially in the financial condition that we're in and even the planned financial condition in the next year.

MR. SHIM: Thank you. Yes, that is the directive of the board is to get to 5 percent and it's charged that to the superintendent to get

there and that is the policy. So that is our goal. The plan to get there is to look at funding to be able to put it in the fund balance and look at efficiencies and things like that that we can get to that point where we're at 5 percent.

MR. TURSO: I have a question.

DR. LYNCH-WALSH: Uh-huh.

MR. TURSO: So you're in my wheelhouse about looking at efficiencies. Who, specifically, or what department, specifically, is going to be held accountable for looking into those efficiencies and making sure that funds are being spent more efficiently?

MR. SHIM: I think all departments are accountable for their budgets and to spend funds efficiently in the district.

MR. TURSO: So all departments will be held accountable to ensure that they maintain their budget and that they are part of the solution towards 5 percent or better?

DR. LYNCH-WALSH: Well, I have my own pointed questions related to this, because I don't want to get too far into the weeds and off topic.

Ultimately, the board is supposed to hold the

superintendent accountable and the superintendent is supposed to hold staff accountable. But what I want to remember what they put into policy and the board approved on 7/23 over our repeated objections, it says the superintendent will plan to attain a general fund ending balance in assigned and unassigned, i.e., does not include restricted, committed or nonspendable fund balances of 5 percent of the total annual general fund revenues. That includes 3 percent in unassigned.

So just so you understand the budgeting process, Mr. Shim, did we not just have the first -- we had the DEFP. Since this group last met we have now had DEFP and a budget hearing?

MR. SHIM: That's correct. We have the tentative budget.

DR. LYNCH-WALSH: For both.

MR. SHIM: And tentative DEFP.

DR. LYNCH-WALSH: Okay. So -- and then the second -- the second hearings are scheduled for when?

MR. SHIM: September 4th and September 10th.

The DEFP is on September 10th -- I'm sorry,

September 4th, and the budget is on September

1 10th.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Okay. So then if -- if the DR. LYNCH-WALSH: board just passed a policy -- I don't think my mike's working. If the board just passed a policy that says the superintendent will plan to attain and you're going to approve, there's the second hearing for the budget will be on the 10th, we don't meet again until September 26th, so do you think it would be reasonable to expect that the plan would be part of -- at least part of that second budget hearing? Because if you're planning, that means you're putting it into the budget. Because you're already out of compliance, which was this group's -- one of the concerns this group had. So I think we need to request that plan for our next meeting as follow-up.

Mr. Naylor?

MR. NAYLOR: Yeah, just a point. The policy says once the fund balance reaches 5 percent it will be --

DR. LYNCH-WALSH: Maintained. But we're not even up to that.

MR. NAYLOR: Understood. But everybody's talking here about we're out of compliance

already. We're not out of compliance because we haven't reached that 5 percent level.

DR. LYNCH-WALSH: I get your point, but where we're out of compliance, if they don't have a plan, is on the plan part.

MR. NAYLOR: Right, but that's not -- is that part of our responsibility?

DR. LYNCH-WALSH: To monitor, to see what -to ask for the plan; yes. It says that the
superintendent will plan to attain. We expressed
concerns about that.

Yes. Were you first or Friedman?

MS. SHAW: Friedman.

DR. LYNCH-WALSH: Okay. Yes.

MR. FRIEDMAN: So my question is, what percentage are we at now and what was done to determine that we want to get to 5 percent? And was it just a number picked out or were analyzations done to expect efficiency? Because we can't just say, we're going to be more efficient and get to 5 percent. Were any projections done to say, okay, we're going to do this, this, and this to get to the 5 percent even? Because just to say, oh, we're going to get to 5 percent, something has to happen to get

to that projection to say, oh, we're going to get to 5 percent.

DR. LYNCH-WALSH: Well, welcome to Broward Schools and to the audit committee where dreams are dreams.

Could you answer his question about what level it is? It's 3.8-maybe-something, the current fund balance?

MR. SHIM: Yes, the current fund balance as of the May ending statements are 3.9.

MR. FRIEDMAN: And how was it determined that 5 percent was the goal? What was done to say, okay, we're going to be able to, you know, trim to get that extra 1.1 percent?

MR. SHIM: Yes, we had workshops with the board. I think we initially recommended it to be 4 percent, but the board wanted it to be 5 percent. And I believe that's in discussions with sort of what our higher ratings would be, through rating agencies, what the other entities like to see for the financial health of the district.

DR. LYNCH-WALSH: Okay. Ms. Shaw?

MS. SHAW: I feel like maybe I'm not asking the question, it could be my accent.

1 Are there any plans --

DR. LYNCH-WALSH: Aren't you guys from the same place?

MR. SHIM: We are. I understand clearly.

MS. SHAW: Are there any plans in the 2024-25 budget to incorporate the additional 1.1 percent as part of the budget? I understand this was passed after, but are there any plans between now and September 4th and September 10th to incorporate the 1.1 percent in the budget?

And the reason I'm asking that is, creating efficiency or any kind of efficacy across the district or anything else is not going to put that 1.1 percent across. In order to do that is, you incorporate it as part of the budget and then we're going to have to tighten our belts. You can't -- you can't tighten your belt -- you can't do it after. You have to put the budget in place for the fund balance, which, as we know, especially if we're going out for bonds in the next few years or any time in the next few years, that will give us a better bond rating, you know, which is or credit rating.

So my question is, is this going to be incorporated in the 24-25 budget? Because that

would be a plan for me. Because I'm not hearing a plan.

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

Well, as you mentioned, this MR. SHIM: policy was just passed and the budget has been in planning all year long. And so we certainly will include it in the 20 -- in the next budget go-around and in our discussions of the budget. And so the plan is being developed as we go through this fiscal year. So it's to enact and find those within this budget. You know, I don't know that we have to do -- we are in a position to be able to do that. And if you were at the last budget workshop the board also asked the superintendent to look for additional dollars, for 1 percent. So there was some ask from the last -- or amendments actually to the budget that we're already going back and looking at efficiencies to find for other reasons other than fund balance. So it will take time to incorporate those plans into the budget and certainly would be something that's a part -those plans will be incorporated in the next budget cycle.

weren't here, let me just let you in on a piece

And I just, since you

DR. LYNCH-WALSH:

of missing information here. How much is in the committed fund balance currently?

MR. SHIM: We have Mervin here, our accounting director.

MR. SWABY: Good morning. Mervin Swaby,
Accounting & Financial Reporting Director. To
answer your question on committed fund balance,
it's approximately 54.3.

DR. LYNCH-WALSH: Okay. So is part of the plan to move any of that committed fund balance into, say, assigned or unassigned?

MR. SWABY: As of right now, no.

DR. LYNCH-WALSH: I'm just asking, because, I
-- to your point, I don't know where we're
getting the money from.

Mr. Friedman?

MR. FRIEDMAN: Well, part of my concern with what Mr. Shim just said was, in order to achieve the 5 percent, part of the plan might be asking for more money. So, to me, that's not creating efficiencies, that's just asking for more money to offset to get to the percentage that we're looking at. So that completely undoes everything that we're trying to be more efficient. You know, just getting more money isn't efficiency.

MR. TURSO: But if you recall he already said that we were going to obtain those efficiencies from, quote, all of the departments. So we're not going to, allegedly, that's why it's great to have somebody transcribing here, allegedly they're not going to get it by just taking more money from the taxpayer and that's now forever documented forever and ever, amen. But I would love to hear -- I still would love to hear who's accountable ultimately. Because this is going to end up just like the intercom thing, and that's why I was trying to get departments and names. Because in three years when we look back at this everybody will be gone, it won't be my fault, and we'll be sitting here perseverating over something that happened three years ago.

DR. LYNCH-WALSH: Well, ultimately, remember, all the employees report to the superintendent and the superintendent reports to the board. So you would have to have a completely rogue insubordinate employee refusing to cut their budget, and that shouldn't happen because they report to the superintendent.

MR. TURSO: Right.

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

DR. LYNCH-WALSH: Mr. Shim?

MR. SHIM: Thank you. Through the Chair, yeah, I just want to clarify, again, I am simply saying that we're developing a plan. The policy was just passed and the superintendent and staff will have to develop a plan based upon the policy. Now, that means any available funding that can go into the fund balance based upon changes or whatever we need to do to get to that. So I don't want to -- I just wanted to clarify. Thank you.

MR. MAYERSOHN: So, again, from a -- I hear what you're saying, I appreciate it. From a timeline perspective, because we always hear we're working on it, give us some solid, hard dates, by September 1st we're going to have a plan in place and by, you know, our next audit committee meeting we'll be able to roll out that information to explain it. Is that a possibility? I mean, I'm not holding you to September 1st, but will we have something that you can deliver to us by our next committee meeting, which is on the 26th?

DR. LYNCH-WALSH: Given that you're going to have the second public hearing for the budget, which then goes to the state, and maybe I'm

misremembering how budgeting works, but a budget is a plan, and the policy requires the superintendent to have a plan. So even if it's not a fully fleshed out 5 percent plan it should be the beginnings of the road map to get there.

MR. SHIM: I don't have a timeline for the development of this. But what I will tell you is that I will continue to keep the audit committee updated and give you an update at the next meeting where we're at. And our final statements are coming out the same day that the budget and stuff, so that will certainly be an update as well as to the direction that the fund balance is going in.

DR. LYNCH-WALSH: All right. Anymore questions or comments? I'm going to ask Mr. Rhodes for a follow-up.

MS. CARTER-LYNCH: I would like to make a comment.

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

MS. CARTER-LYNCH: I hear what we all are saying, but we all in here know, and maybe I missed something, but we really don't have a lot of money. Do we? I mean, I understand what people are trying to make people find money from

1

2

3

4 5

6

7

8

9

10

11

1213

14

15

16

17 18

19

2021

22

23

24

25

somewhere, but it's going to be hard to find money that you don't have. Am I making sense?

DR. LYNCH-WALSH: Right. Well, the thing is, we all know that and we expressed our concerns even at our last meeting and I relayed them in a matrix to the board, spoke to them, to the board, and they went ahead and approved the policy as it was for 5 percent, which says, the superintendent will plan. So while they are now tasking the superintendent to plan for something we basically know can't happen, it's in their policy. And so the follow-up would be, given that the final budget that goes to the state is going to get -go before the board for approval on September 10th, we're looking for a draft plan, at a minimum, that shows how the superintendent will comply with that policy provision. Because that's been the gist of our concern.

MS. CARTER-LYNCH: Okay. And under the situation that we have now, and I've missed a couple meetings, sorry about that, shouldn't we give them an opportunity to get there and see what they come out with?

DR. LYNCH-WALSH: If we don't ask for a draft --

1

MS. CARTER-LYNCH: Uh-huh.

2

3

DR. LYNCH-WALSH: -- we will be having this precise same conversation a year from now.

4

MS. CARTER-LYNCH: Okay. That's -- those are my comments.

5

DR. LYNCH-WALSH: Mr. De Meo?

death, I think the policy says that if the

7

MR. DE MEO: At the risk of beating this to

8

superintendent projects that the 5 percent won't

9

be made it must notify the board. I don't think

10

11

there's anything for to us do until that happens.

12

I do think Mr. Turso makes a good point, and that

13

is, if it's simply raising revenue, that's not in the spirit of what the -- I don't think that's in

1415

the spirit of what was intended.

without a lesson plan.

16

DR. LYNCH-WALSH: So I'm going to go back to

17

18

the idea of "will plan". It's sort of like

19

saying, let's see how this class turns out

20

MS. CARTER-LYNCH: He had -- you had your

21

hand up. Yeah, I wanted to see what he has to

22

say.

DR. LYNCH-WALSH: So that's all I'm asking

24

for, what's the lesson plan? You might not have

25

all the assignments filled in, but what's the

lesson plan?

MR. RHODES: I've been advised that it would be helpful if everybody speaks more directly into their microphone because some are loud enough and some are not.

MR. SHIM: Madam Chair?

DR. LYNCH-WALSH: Yes, Mr. Shim.

MR. SHIM: Yes, I just wanted to say that, you know, I'm hearing the discussion and I agree and I'll take this back and we'll come back at the next audit committee meeting and discuss what -- what those plans would look like and where we're at with the fund balance.

I also wanted to say, and I know that it probably won't be satisfactory to say this, but at the last meeting where we discussed the fund balance I was given a document, we went back and we did have very serious discussions about merits and what to implement and the document did change and it was influenced by the input of the audit committee and I appreciate that input. And going forward, also, that we will certainly take the input of the audit committee and utilize that information to help the district go in the right direction.

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

DR. LYNCH-WALSH: Okay. Thank you.

Remember, we had concerns about the board versus the superintendent's responsibility, that wording wasn't incorporated either. I don't know, maybe they thought they did. But remember when I marked it up the first time, I can do that again and send it to you guys.

But Mr. Rhodes, if you can press them for a draft that speaks to the superintendent will plan, because, to me, you're doing a budget, a budget is a plan, and sometimes when you do a budget you know that you need to spend around a million for something, so you divide it by the number of departments or whatever, or months, and it's a quick and dirty estimate. There has to be some idea because staff brought the 5 percent to the board. There had to be some idea beyond what Mr. Turso has pointed out for how you were going to get to 5 percent. And it may be the next year, the next couple of years, three years. don't know. But there has to be the beginnings of a plan. It's sort of like when you talk about 100 percent proficiency and the plan is to hope and pray. That's not good enough. So if we could have a follow-up for our next meeting?

MR. RHODES: What I'll do is I'll communicate with Mr. Shim between now and the next meeting to see what has come out of the next budget hearing as well as any information that may be subsequent to that based on any board input.

MS. SHAW: Madam chair?

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

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

MS. SHAW: I think that might be a bit unreasonable based on where we are right now. Here are my thoughts. First of all, if there is not any discussion or planning or calculations or thought process that's included in this 1 percent right now, trying to get that done and put forth a budget in the next six weeks, actually, less than that, might be a little bit more difficult. I would rather someone say to me, listen, the budget will go through, but in the next couple of months we'll put together a plan and maybe come back to the district, to the board, with a budget amendment. I would rather hear that than you saying you're going to come back to us in September. Because coming back to us on September 26th, I'll be the first one to tell you, I just did my budget. You're not going to have that plan. You're going to be too busy

trying to make sure that you meet all the requirements and publish and deadlines, et cetera. I wouldn't commit to September 26th and I wouldn't ask you to commit to September 26th, but would rather -- I would rather have a date in the very near future that allows you enough time to look at where you are, look at the numbers, look at how things are coming, tighten if you need to tighten, adjust, and come back with a budget amendment to say that we're moving forward even if it is a half percent at a time.

DR. LYNCH-WALSH: And -- well, the update might be, we don't have a plan yet. But I expect that there was a board member that pushed for the 5 percent and I anticipate on September 10th them asking what is the plan to get to 5 percent.

MS. SHAW: But it doesn't matter. Asking and we're not there, I just want to know the plan as to how we're going to get there. And I expect that, you know, since the budget has already passed someone to say, well, we're working on putting together something in place, we may have to come back to the board with a budget amendment, et cetera, et cetera. Because we can ask as much as we want and we force Mr. Shim, who

is, I guess, in a new appointed position.

DR. LYNCH-WALSH: Task assigned.

MS. SHAW: Task-assigned position, whatever that means, to come up with something. He doesn't know where all the bones are buried.

He's not going to be able to find --

DR. LYNCH-WALSH: No, no one's saying that.

MS. SHAW: I would rather us be reasonable and say, allow you some time, not September 26th, maybe it's October, maybe it's November, allow you some time to get your foot wet, get your bearings together, and come back to us with something versus September 26th.

DR. LYNCH-WALSH: Well, September 26th is predicated on the fact that they passed the budget. So, basically, are you confirming that as of right now there was nothing in the budget that would move you towards 5 percent?

MR. SHIM: What I would say is that we are putting together our financial -- our end-of-the-year financials and we will have a budget amendment, our final budget amendment, which will indicate, you know, where we're at at that point, if we're going in the right direction, and the things that we have done

throughout the end of the year that's gotten us closer.

As far as going forward and the plan to -you know, we still need to work on that and a
number of things financially, some of the goals
that the board has asked staff to work on. So
we're -- we are working on those and the
superintendent has said that we are going to
achieve efficiencies.

DR. LYNCH-WALSH: Okay. I think as you and I have been doing this dance for like 12-plus years, I think I hear you.

So for follow-up, can we get a detailed calculation, fund balance calculation of the changes that have occurred in fund balance?

Because I did notice the last time I looked there was an uptick and I don't know where the uptick is coming from. So if we suddenly see another uptick in the next one, then we need to start asking, how is that occurring? Like what's moving around; what changed? Because we're not getting more money, we have more liabilities, so how would the fund balance be going up?

So if we could see that analysis, I think that would satisfy everybody. Instead of a plan,

let's see a detailed analysis of what's coming in and out of fund balance.

Yes, Mr. Naylor.

MR. NAYLOR: Yes, as a relatively new member,
I just want to confirm, will we have a better
idea on what the revenues will be after the first
FTE count?

MS. SHAW: Probably.

MR. NAYLOR: Which will be when? When is the first FTE count?

DR. LYNCH-WALSH: October? Oh, well, there's the 10-day count, but I don't know that that's an FTE.

MS. SHAW: But it's not for us to debate how the district put this together. All we're asking for them is to show us how we're going to get there. And whether it is closing out fiscal year 2024 and provide -- and whatever is left over maybe able to roll it into as part of this or looking at how, once the budget is approved, now go back and take a look at where you are with the budget, what are some of the areas you may be able to cut and then maybe come back with a budget amendment. But I don't want to tell them how to do that. I just want to hear a plan.

No, no, I'm with DR. LYNCH-WALSH: Yeah. I just want to understand how the fund balance is being calculated. And since we're the audit committee and we're supposed to be, you know, accounting centered here, I would like to understand. We have been using the term fund balance, but I want to have a better understanding of what comprises the fund balance. For me -- as one audit committee member, I would like to understand what makes up the -- how we're getting the numbers and -- we know what committed I don't know what's in restricted and is. assigned and unassigned. What's been changing? Okay. Are we good on this?

(No response.)

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

DR. LYNCH-WALSH: All right. Because that was follow-up number 1.

And then our other one, Booster Club Revenues and Expenditures, so for those of us, just to recall, we had passed a motion. We passed a couple of motions. One was we asked for the revenues and expenditures, which, per the booster club guidelines, are to be provided to the principal on May. So we asked for them for this year. We could have asked for last year but I'm

not sure we would have gotten anything. We asked for this year and, Mr. Rhodes, what did we get in response to that request?

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

We got -- I sent some late items MR. RHODES: that we received to everybody and that was items B1 through B4. But before we go into that, what we received was a list of all reported in response to, I believe they called it a survey, which schools had booster clubs and which booster clubs those were. We didn't get any information on what the official names of them were, just which functions they supported. And then when we waited for, I think it was about another six weeks for the revenues and expenditures to come back, we received information from nine schools. And of those nine schools the links that were on there, they were not active. I've requested the links be activated so that we can see that information, but I was unable to see that information. So it wasn't all as helpful as I think this committee was asking for.

DR. LYNCH-WALSH: Okay. So that was one thing. And then one of the other things we asked for was that a booster club policy be created with an audit provision. What was the response

1 to that?

MR. RHODES: The response when it went to the board as one of the items was that it was not sponsored by a board member and picked up for --

DR. LYNCH-WALSH: That isn't even a thing that it has to be sponsored. People keep making up processes around here. Basically, they haven't answered yet.

MR. RHODES: They haven't answer and they haven't created one.

DR. LYNCH-WALSH: Right. But was there a memo? There was a staff response, I believe.

MR. RHODES: We received -- I'm getting things --

DR. LYNCH-WALSH: Yeah, I'm going to, I think it went to June 18th and there was -- I think there was a legal memo or there was a staff response referring us to the memo, that because of what's written in the memo we don't advise doing a policy at this time.

MR. RHODES: Right. And what happened was, in the interim, during the time -- the same date that the proposed audit plan was discussed on May 29, general counsel coincidentally brought together or brought forward an item that looked

25

general's office, at which point there were questions about a list of exclusions that included SAG groups and booster clubs. And there was questions from the board that required a follow-up on my part to bring some answers to the questions that are -- for example, what would happen if fraud did occur within those groups, what would we -- what coverage would we have or what coverage would IG have? I went through and did an analysis and sent that off earlier this week, received response from general counsel. Also in the process as you saw, there was a question asked by a board member as to whether or not the school board has any authority over these booster clubs and the response was, no, and that it was better to stay out of that business to eliminate or avoid unwanted liabilities. done some additional follow-up research since that came out and I'm going to be meeting with general counsel to discuss the differences in our approach and differences in the criteria that our respective opinions are relying on to see if we can find what the actual recommendation to the board is going to end up being.

DR. LYNCH-WALSH: Okay. So --

MS. FERTIG: Dr. Lynch-Walsh?

DR. LYNCH-WALSH: Yes.

MS. FERTIG: I have my hand up when you have time.

DR. LYNCH-WALSH: Who's manning the Teams so they can see the hands up?

MS. FERTIG: I understand. That's why I broke in. Sorry.

DR. LYNCH-WALSH: Yeah, because it's not me.

Okay. Mary, yes, you had a question or a comment.

MS. FERTIG: I have been looking back over the last -- I know there are several of us on this -- on the audit committee who were here in 2016 with the Nova audit of the booster club, the funds they used. There have been several other instances over the years that we could bring forward with pay to play and various examples of where this is happening. I know you, Nathalie, brought up the most recent thing with the Western debate club.

If we don't have a relationship with them how are these things happening and what are we doing to prevent them from happening? And,

specifically, a pay to play, a requirement for the student to raise a certain amount of money or make a financial contribution?

MR. RHODES: If I may?

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

DR. LYNCH-WALSH: Yes.

MR. RHODES: In the analysis that I have prepared for the board in response to their questions my approach was to take a look at where the control weaknesses were with regard to various documents stating prohibitions of school staff handling funds or having the authority to sign on behalf of these outside clubs. And when looking at that, I told you I received the following day a response to the analysis that I put together for the board from general counsel that identified that the -- the booster club quidelines and standard practice bulletin I-101 were flawed and it caused great concern to legal. So they're now reviewing that to the point that they've even made a request that I-101 standard practice bulletin, the use of it be discontinued until they figure this problem out as well as the wholesale rewriting of the booster club guidelines are underway right now with a redline and stricken and new language in it because they

described that it was too much of the vary liability that they were trying to avoid going forward that already exists. So I think in some ways their analysis -- their follow-up analysis agrees with what it is that I had found and that's why I say that there's going to have to be some further discussions on this to determine exactly where that's going to go.

DR. LYNCH-WALSH: Ms. Shaw?

I'm sorry, Mary, were you done?

MS. FERTIG: I'm sorry, Nathalie, I only got part of that. I don't want to hold up the group. I just wanted to get my question on the record. I think it's a continuing concern and one that I hope we address.

DR. LYNCH-WALSH: Okay. Yes, we will be following up.

Ms. Shaw?

MS. SHAW: Hi. And I think that's the point I was going to make, this is a continuing -first of all, our teachers shouldn't -- doesn't
the school board have a policy that teachers
should not be handling the money? Because I know
-- I'm the PTA president, so I know that -please don't clap. So I know that our teachers,

they have enough to do. So handling money and losing their job over handling money should not be -- should never ever be the case. And so in writing this, what I would recommend, and I'm not recommending that we need to use the PTO model, but a similar model that takes the money out of the school, out of the teachers' hand, put it back into the parents' hand or whoever, and let them be responsible. Because now you're asking your school, your principal, your teachers, everyone to be responsible for this money. It should never be. They have enough jobs to do and I think that's where -- first of all, that's a huge liability on those individuals, individually and collectively for the schools.

MR. RHODES: And if I may respond to that?

The -- the various documents that I've looked at, they were more standard practice bulletins and the booster club guidelines that were giving those instructions than board policies. In fact, I think that's the justification why we would need a board policy. But I say that to say that the folks that were identified in these various forms of criteria, showing who the district employees would be that would interact with these

booster clubs were more like athletic directors, assistant athletic directors. It specifically did not focus on teachers. It could have even been facilities service persons that would assist them in the work in the school. And also I want to say, there's two different models, one that is based on our internal funds that we look at, that all of those funds are supposed to be handled strictly by staff from that school, and then we have this other model where district staff can be part of a booster club, but they're not supposed to handle any of those funds. So there's like -there's supposed to be a wall between the folks that are doing it internally and the way that it's being done externally. The rules that were listed in the booster club guidelines, that is the part that I think opened the eyes to general counsel to saying we cannot be giving these employees this kind of instruction.

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

DR. LYNCH-WALSH: Yeah, and I just wanted to clarify something because they put in policy, there's a policy and it's in -- Mr. Rhodes is right, Policy 8020 Use of Broward County School Board Facilities Non-School Purposes. The School Allied Groups, they are now specifically saying,

have to be approved by the school board. So they are creating the liability and Mr. Rhodes is responsible for ensuring that -- evaluating the internal controls, the sufficiency of the internal controls to mitigate the liability that's inherent in this relationship.

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

And the problem with that is, Mr. MS. SHAW: Rhodes, especially having two of those and one is saying that it's okay for the principal and the schools to be involved, is that that stems over into my arena. And I'm speaking of PTA at the moment, where that principal of that school believes that they have a right and have to dictate how PTA money is spent. So I think the district needs to really take a look at that to make sure, having two separate booster club moneys to me makes no sense, because no one is going to know where to draw the line, where is it that the school should be involved and where is it that the school should not be involved? As an audit committee member, I think that's an issue and the liability will continue because someone is going to say, well, we can use that money, they're not thinking, well, this one is the one that is assigned by the district and needs to be

a part of internal funds versus this one that should be monitored outside. Not only that, but an athletic director can also be a teacher. I have seen that at the very schools my children have been to. So be mindful of that as well.

MR. RHODES: And I'm not saying that it can't be a teacher. And I would like to clarify that there is a distinction between internal funds, which are not to be handled by outside groups, as well as outside fundraising which is not to be handled by inside employees. That is the distinction. And I think that that's where the line is getting blurred and where the internal controls are lost.

MS. CARTER-LYNCH: I have a question.

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

MS. CARTER-LYNCH: Mr. Rhodes, is there a way to come up with a policy where it gives us clear distinction between the two? I now work on several boards, several boards, BEF is a DSO to the district. We have no commingling of funds in any kind of way. Is there a way that same situation can happen with these outside groups?

MR. RHODES: I believe there is and the difference between a DSO and these SAG groups

that we're talking about where they both require board approval in order to operate, the difference is that in order for us to first create a policy that creates and lays out some form of internal controls, prohibitions and things that allow activities, we would then have to have the ability to audit that to ensure that they're actually following the rules that are within that policy. Currently, there is an understanding, perceived or real, that there is no authority whatsoever to look at those funds. But more than anything in my analysis, it wasn't as much about the funds as it was about the folks who had access to the funds and the lack of internal controls where that was concerned between inside school board employees and their roles and responsibilities within a booster club.

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

DR. LYNCH-WALSH: Mr. Mayersohn?

MR. MAYERSOHN: So, currently, as it stands, we don't have the ability to audit, based upon the general counsel's memo, to audit booster clubs; correct? Or they're recommending that --

MR. RHODES: They've recommended against it; yes.

MR. MAYERSOHN: Okay. So, I guess with that

being said, what the board needs -- again, booster clubs I don't think are going away. mean, I don't think we can force them to go away because, again, they're independent organizations, as Ms. Shaw said. PTA is not going away, but we don't audit their books. We don't audit local PTAs. We don't have the ability to create bylaws, and controls, and whatever they may be, and there are some -- you know, let's say a majority of booster clubs are doing it correctly, there are others that get into, as Mary mentioned, the pay for play, you know, other things where it becomes problematic. So is there some way contractually to create an agreement between a booster club and a school or the school district to govern that if they're going to use school facilities and they're going to do whatever it is, to create a contractual agreement with an audit provision in there for examining their internal controls provisions so that this way we have the ability to check on them? Similar to if you contract out with a vendor.

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

MR. RHODES: I think there's a couple ways that that could be done. One would be through

that contract mechanism that you're talking about, the other one could be at the time that the school board approved and authorized the SAGs to do business, there could be an audit provision in that authorization process. But in the course of reviewing the information that came back to me from general counsel after my analysis was sent out, I went out and did a little bit more search and found a Florida statute that is 1001.43, Supplemental powers and duties of district school board identifies in Section 2 - Fiscal Management, the district school board may adopt policies providing for fiscal management of the school district with respect to school purchasing, facilities, nonstate revenue sources, budgeting, fundraising, and other activities relating to physical management of district resources, including, but not limited to, the policies governing. And now I'm going to shift over to (b) booster clubs, sales by booster clubs, marathon fundraisers and student sales of candy, paper products and other goods as authorized by the school board. So the idea is that there is a link back to the statute that I think legal implied that there wasn't.

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

not sure if that's because this may be a new updated version of the statute that they weren't aware of or if it was something that just -- it seems like it had to have been considered because when 8020 was updated from the old, what was called Policy 1341, that one did not include that the board would have to approve these SAGs before they were authorized to do work within the district. So I'm not -- that's why I have to go back and check that. I didn't have the time to double check that yet.

MR. MAYERSOHN: What's the statute number?

MR. RHODES: 1001.43. And specifically I

just cited Section 2(b). And to close that, the

conversations and discussions that I had in the

beginning before the analysis was even issued to

the board, I think the general counsel understood

that there was a little bit of additional

information that she needed to get her head

around, as well, because I think things had

changed a lot from the period of time that the

booster guidelines and some of these other

standard practice bulletins were originally

issued.

DR. LYNCH-WALSH: Oh, you're good? Okay.

1 Mr. De Meo?

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MR. DE MEO: So I'd like to continue on this line. So we don't have any authority to audit the bank records? It's not part of internal audit?

MR. RHODES: The internal record of the booster clubs?

MR. DE MEO: Yeah.

MR. RHODES: I don't believe that we do.

MR. DE MEO: We can't tell them what to do.

We can't have school employees involved; right?

MR. RHODES: No, we can, there's just prohibitions to certain activities.

MR. DE MEO: They can't be officers or director; right?

MR. RHODES: And people who sign off on things financially or contracts; that kind of thing.

MR. DE MEO: And the principal can accept funds and determine how those funds are used.

MR. RHODES: I would amend that to say the principals can accept funds but generally the booster club would identify how those funds are to be used.

MR. DE MEO: Okay. So they're designated

funds. And that is under your purview. You can check that it was properly spent; right?

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

MR. RHODES: Currently, the -- as I said before, the perception is that we can't and there's a lot of pushback when we even ask for -when the committee asked for on April 11th for me to gather information about revenues and expenditures, in that booster club guideline there were two bullets in particular that showed that there were two separate times when the booster clubs shall provide revenue and expenditure information to the principals of the schools that they work with. And that was once a year after their group's internal financial audit and then also at different times during the year where they would have committee meetings where they would discuss these financials, they were supposed to be, and the word "shall" was used in the each of those bullets.

MR. DE MEO: Yeah, I was thinking of something much more simple, like for each contribution to a school would be accompanied by a letter saying use these funds in this way.

Very simple. And then you would simply have to look at that and see if, you know -- I don't

think that would violate anything I've read from the general counsel. But I do think, somebody mentioned a contract, I do think, based on what you just read, we could set up some criteria. For example, PTA is governed by a national organization that requires certain organization, certain way they spend their funds. I think it even requires some kind of oversight or auditing.

Is it within -- if we -- if the school board passed a policy that said, here's the criteria for these outside organizations, they must follow -- first, could we do that based on what you see?

MR. RHODES: Currently, based on the responses that I received from the ask that the audit committee gave me as the liaison, those public records that I just described that come to them in the way of yearly and routine reports that go to the principal, we were provided none of those and I was told that we were not going to receive those. So those are something that I would think that any citizen could do a public records request and would be able to get and yet even though we have Policy 1700 to give us access to those records that they have received, we're

not asking for records from the booster club, we're not asking for records that are not public records, but we still have not received those and there's a perception that those are not available to us.

MR. DE MEO: Yeah, I can see though that we don't want to be too involved, but does -- I know you're not general counsel, but it sounds like, to me, school board could pass some policy that said outside organizations will comply with the following, they will reconcile their banks, they'll have the accountings, they'll have duly elected officials, they'll have board elected so on and so forth, they'll have bylaws that meet the following criteria, and then we would then be able to ask for that information if it's a requirement. Whether we can or not, I think it's worthwhile for the school board to consider establishing some policies governing these outfits.

Second, another member mentioned something pay to play or something, I thought that was back in the '50s with the record companies, but --

DR. LYNCH-WALSH: Still alive.

MR. DE MEO: So do you think it's a risk that

there is fraud or inappropriate activities that can or do exist, inappropriate relationships between these clubs and various programs? First, just do you think that may exist?

MR. RHODES: Let me answer that by saying this. Most of the things that you just mentioned regarding bylaws and how their officials are elected and who does what within their board of directors was listed out in the booster club guidelines. However, those booster club guidelines, as I mentioned a few moments ago, are completely being overhauled after they came to the attention of general counsel, and many of those things are either being modified, revised or stricken altogether. And so I don't know how that will look by the time it's done.

But getting back to the heart of your question, I do believe that there is a way that policies could be put together that would give us the ability to look at the types of prohibitions that would result in fraud. And here's where I have examples. I simply went out and took a look and compared some information that was available on Sunbiz.org and I found six different situations, just in a very quick review, where

current or past school board employees were on the board of directors and in at least two of those examples they were the treasurer. that that would stand to show that that is in complete violation of the spirit and intent of who is supposed to touch the money that is a district employee at the same time that they're working with these clubs. And also there's -there was one thing that was said a little while ago and I want to make sure that this is clear for the record. I in no way support the idea of abolishing or getting rid of booster clubs. I want to do is make sure that the appropriate internal controls are there for when our folks interact with them.

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

MR. DE MEO: So this last comment, I think, both a question and a statement, I think you could come up with an effective audit program which might include, for example, having the office staff sign an acknowledgment that they conducted the -- or their relationship with the booster club is appropriate and so on and so forth, maybe the athletic director, that type of thing, and that you could look for inappropriate signs, signs of inappropriate activities. For

example, you might find some documentation that -- about how funds are raised and their purpose. But I think you could come up with something that doesn't violate any of these rules that the general counsel is concerned about. I do think the school district could come up with criteria that would help. And, lastly, I think that -- I don't think it's inappropriate as a member of the general public, for example, a principal to ask if PTA has complied with all of its -- all of its internal and external rules and obligations and have them acknowledge that under, you know, penalty of -- you know, an oath, so to speak. The two or three, the treasurer, the president, I don't see that as -- that that would create any additional liability for us. sounds like it would insulate us and protect us.

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

MR. RHODES: I agree with that. And to your point about putting together an audit program, I would think that prior to being able to put together an appropriate audit program we would need to first have a policy that identifies clearly what are the allowances and the prohibitions of stuff so that when we went in to load this program we would be able to test those

things to see if they're complying. And that would be the simplest way to do it. And it wouldn't even have to be a situation where we would necessarily have to dig into the books and records and the habits of the fundraising of the boosters. That's not the point. The point is compliance of the staff.

MR. DE MEO: Thank you.

DR. LYNCH-WALSH: Thank you. I've Mayersohn, Friedman -- oh, hold on. I've got Mayersohn, Friedman and it sounds like Fertig.

All right. Mr. Mayersohn, then we've got to wrap this up.

MS. CARTER-LYNCH: I will go after Mayersohn.

DR. LYNCH-WALSH: Was Friedman before you?

MS. CARTER-LYNCH: Yes.

DR. LYNCH-WALSH: Okay. So Mayersohn, Friedman, I'm not sure where Mary is in the thing.

MR. MAYERSOHN: So, again, not to beat a dead

MS. FERTIG: Just put me in wherever.

DR. LYNCH-WALSH: Okay.

MR. MAYERSOHN: So not to beat a dead horse, but if you take a look at Miami-Dade's policy for

fundraising booster clubs, there is an audit provision that provides all records must be maintained for purposes of having an audit. So I would suggest, you know, sharing that with the general counsel to have her take a look at what they do and contact her colleagues there. It might be helpful.

DR. LYNCH-WALSH: I think Pinellas County also does one. Yeah, Pinellas.

All right. So that was Mayersohn. Friedman? Mr. Friedman?

MR. FRIEDMAN: Yeah, to build off of what Mr. De Meo was saying at the beginning, once the funds from the booster club reach the school, couldn't we, technically, say those are considered school funds and if the booster club says, okay, we want it to be spent on this, this, and this, by us having the ability to see those as school funds we would be reviewing to make sure they are accurately spent and at the same time holding the integrity of the booster club. So we're reviewing it for the booster club to make sure, as well, that it is being spent how they intended to be spending and that's the money that actually hits the school campus.

DR. LYNCH-WALSH: So let me clarify because this got lost I think at the beginning of discussion. So with direct support organizations, to Ruth's point about Broward Education Foundation, if you are a separate entity incorporated, you're nonprofit, like the booster club, most booster clubs are, their money is their money and never the twain shall meet. If they're not a nonprofit then it has to go through internal funds. So case in point, Western High School Debate Club was supposed to be a booster club but it wasn't functioning the way it was supposed to. Now, when they fundraise for the debate club it's going through internal funds because there is no longer a nonprofit booster club. So if it's going through internal funds, what you just described does happen or should, right, because he does have purview over internal funds.

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

MR. FRIEDMAN: Okay. Perfect.

DR. LYNCH-WALSH: And then Mary and then Ruth. Mary?

MS. FERTIG: Thank you, Nathalie. Yes, I like what Mr. De Meo said and I just want to just say I think we should just remember some of the

lessons we've learned over the past 10 years where we've seen clubs and booster clubs, the school-based clubs and the booster clubs potentially commingling funds or requiring students to raise money or parents to write checks. So I think that there's a liability in that, too, and it's wise to have some good protocols in place so that does not happen. So -- yes, thank you.

DR. LYNCH-WALSH: Okay. And then Ruth and then --

MS. FERTIG: And, specifically, in that Nova audit you see that.

DR. LYNCH-WALSH: Right. I think maybe that Nova audit needs to be given to the school board because I don't think it's us. We already passed a motion requesting they develop a policy. And this is sort of them fighting back, this debate going with Mr. Rhodes from general counsel.

Because Mr. Rhodes is trying to implement the internal controls to offset an inherent risk.

Because unless you're going to abolish booster clubs, the risk already exists. But it's irresponsible to say we want all of the benefits of a booster club but none of the oversight.

Ruth?

MS. FERTIG: Nathalie, my one other comment would be that maybe somebody from the general counsel's office could come and respond to some of these questions, you know, instead of just sending the other folks.

DR. LYNCH-WALSH: I don't think there's anyone from general counsel's office here; right?

MR. RHODES: No.

DR. LYNCH-WALSH: Okay.

MR. RHODES: No. And, in fact, I had -- it was on a separate issue but the answer was generic when I invited general counsel to another meeting where we thought that they may be able to provide us some help, the answer was that office generally found it inappropriate to be here and to get involved in these matters from the general counsel's perspective. And I can talk more with her about that and make sure I understood that correctly and we can find out if at some point in the future if her or one of the representatives from that department could visit.

DR. LYNCH-WALSH: Okay. Thank you. Ms. Carter-Lynch and then Mr. De Meo.

MS. CARTER-LYNCH: We had a perfect storm,

and I'm not going to call out the school name or 1 2 the principal, but we were at the school and we 3 had a booster club and our sole purpose was to provide a mentorship program for the students. 4 5 And since we were a group of business people we all decided to raise money and we raised a 6 7 significant, significant amount of money and we 8 were working within the school. Well, it got 9 ugly because the principal decided that she was 10 going to do whatever they wanted to do with that 11 money. So what we did was we decided to start 12 our own nonprofit that directly takes care of 13 that particular program. And we, in the 14 nonprofit, as business people, we dealt directly 15 with the vendors and we provide checks from our 16 organization to the vendors for that. 17 even though we're funding the program, we're 18 taking care of the business side of it so the 19 school don't have anything to do with the money 20 part. So we have a 501(c)(3) now and we have now 21 made it so anybody can come and ask for -- to see 22 our books and we have to let them do that. we sit down with administration and let them know 23 24 what we're doing exactly with the funds. 25 that way they are no longer liable for anything

1 that happens with the program.

MR. RHODES: So, for clarification, are you saying the funds are raised, the different things are purchased in accordance with what the original intent was and then a donation would be made directly to the group?

MS. CARTER-LYNCH: Absolutely.

DR. LYNCH-WALSH: Mr. Naylor?

MR. NAYLOR: Yes. Mr. Rhodes, when you speak with general counsel can you ask why school advisory councils are considered a SAG, such as parent teacher, student associations, parent teacher organizations, school advisory forum, they're using state -- they're state legislative and they're using district funds for their purposes. So if you can just ask for clarity on why the SAC is included in there?

MR. RHODES: I will.

MR. NAYLOR: Thank you.

DR. LYNCH-WALSH: Yeah, because they have SAF and SAC in here.

COURT REPORTER: I can't hear you, Bob. I'm not getting any of this.

DR. LYNCH-WALSH: Everybody talk into your microphone, please when you talk.

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

saying, Lew, is why are they listed under School

United Reporting, Inc. (954) 525-2221

DR. LYNCH-WALSH: Yeah, I think there needs

Mr. Mayersohn, did you have another comment?

MR. STRAUSS: No, there still is an account

MR. MAYERSOHN: Well, no, but they're not

getting -- every year they used to get \$5 per

includes allocating the use of the school

student or \$10; now they don't get anything from

recognition funds. So those activities should be

that exist in the school's budget that the SAC

but they're not getting any reoccurring funds is

Right.

to be School Allied -- I think what you're

correct me, Mr. Strauss, does not get any state

funding? It used to be \$10, then it went to 5

and now the last couple of years nothing.

No, my only comment was SAC,

Right. But their responsibility

There are accountability funds

Right, that's left in there,

MR. MAYERSOHN:

within the school's budget.

MR. NAYLOR:

MR. STRAUSS:

MR. MAYERSOHN:

MR. STRAUSS:

the state?

considered.

does have --

what I'm saying.

Allied Groups?

MR. NAYLOR: Right. And, specifically, why are they -- I'm looking at the analysis of the ILA, why are they excluded from the office of --

MR. RHODES: Of the inspector general?

MR. NAYLOR: Of the inspector general. So --

DR. LYNCH-WALSH: Well, that was something that got written in. It can be changed through amending the ILA with the county.

MR. NAYLOR: Would the ILA include the SACs?

DR. LYNCH-WALSH: This was -- these were all written as exclusions. The problem is that there are employees on SAC, as you know.

MR. NAYLOR: And all the decisions are using school dollars.

DR. LYNCH-WALSH: Yeah. No, I get it. So they thought -- someone thought they were being clever by excluding these groups, but they forgot that --

Well, there's that too, because it was an effort between our people, the county's people and OIG.

MR. NAYLOR: Right.

DR. LYNCH-WALSH: But the -- I was told that -- when I saw this I went ballistic. But it can

be changed. They can amend the ILA.

MR. NAYLOR: I'm just asking for clarification from general counsel.

DR. LYNCH-WALSH: Yeah, no, no, I agree. I'd love to see the clarification. I'm just explaining what happened and how it's got here.

MR. RHODES: Madam Chair, we are still on Item 6.

DR. LYNCH-WALSH: I know. I was giving everyone a chance to speak. So I think we've spoken.

All right. So we're good with this?

Everybody, please read the items attached to the agenda. And I guess I'll be doing a public records request for the things that should have been provided on May since people want to do things the hard way.

All right. I have C, Self-Insured and

Hurricane Funds - Risk Management. I think when

we were discussing general funds we asked about

what happened if there's a catastrophic hurricane

and we were talking about self-insurance versus

is there another type of insurance?

Mr. Rhodes, did you get anything on that?

MR. RHODES: So I -- I spoke with Mr. Henry

United Reporting, Inc. (954) 525-2221

in the risk management area. One of the questions was, as I understood it was, is there a deductible associated with these? He said being self-insured that they routinely use the word deductible, but it's interchangeable with what is called self-insured retention. And he said that in the case of Broward there is a \$75 million self retention -- self-insured retention amount, which was benchmarked against Miami-Dade County, which is 100 million, and also there was a benchmark against Broward County government which has two of these funds and they are funded for the retention -- the self-insured retention amount was \$75,000 each because they covered different areas that could be impacted.

What he was saying, though, is that both his group and -- which would be risk, which would look at liability and workers' comp, and then there's another group that looks at benefits in particular that, to answer another question I think that Mr. De Meo asked was that there are annual actuarial studies that are done, the studies are done specifically to look at what amounts might be spent out so they can know how to right-size whatever this deductible is going

to be. And so, he -- he was talking about some things that were outside of my wheelhouse. I answered the questions that I thought were the most pressing that were asked, but I had told him, when I provide this information to the committee, if there were additional questions, I would invite him if it was the will of the committee so that there could be some additional layers of that onion peeled. If you guys would like me to do that, let he know.

DR. LYNCH-WALSH: I want to first get back to the 75 million, because we know what the 53 million is, the committed fund balance. Is that -- you said there's 75 million that's in the event of a catastrophic event?

MR. RHODES: That is how it was described, whether it's a hurricane or any other kind of catastrophic event.

DR. LYNCH-WALSH: Okay. And this -- did he know, or, Mr. Shim, can you explain, where is that? Do we keep that in a reserve? Is that part of fund balance currently?

MR. SHIM: I apologize. I stepped away. Can you repeat that?

DR. LYNCH-WALSH: The 75 million that is the

deductible, the self-insured retention amount that in the event of a catastrophic event I presume the district would have to pay up to 75 million before the insurance would kick in?

MR. RHODES: The way he described it was not to exceed the 75 million.

DR. LYNCH-WALSH: Okay. So that's -- I would think we would have that on hand.

MR. SHIM: I'll have to double check. Aston is not here. But it's not a part of the fund balance. It would be set aside in the different reserve funds.

DR. LYNCH-WALSH: Which would be like what?

MR. SHIM: Or it would be committed. I'd have to double check.

DR. LYNCH-WALSH: Well, we know it's not in committed.

MR. SHIM: Right. So let me double check and I'll get back to you. Thank you.

DR. LYNCH-WALSH: Okay. So which -- where is it?

MR. RHODES: One other thing. He mentioned that there were a couple of different presentations at workshops. The most recent of them, if I can find it in my notes, happened as

recently as maybe the end of April where they were talking about the self-insurance and the amount of money that the risk management group was able to negotiate and save the district some money in doing that. I only remembered that because I recall at that time Ms. Marte was still here and she was sitting next to him and she often answered questions that were aimed at him. So I wasn't certain exactly -- I was having some trouble following the responses to the questions at that time.

DR. LYNCH-WALSH: Okay. So for our next meeting, though, as follow-up, where do we keep the 75 million is the question.

Okay. So that takes us to Item 7, which is the HCT Performance Audit Report on Bid 19-123E - Intercom Enhancement and Maintenance, and they also included the ITB FY24-075.

So we talked a lot about the original RFP. What we haven't talked about were the intercom specifications. So the current specifications for 2024 are built from the Palm Beach design specifications. And the reason there is one for 2020 and 2023 is, much like what happened where in our district, just in review, in 2018-19 when

they developed the RFP for the intercom, the intercom RFP, the specifications in place were from 2008. And they were not updated until after the contract was awarded to Rauland-Borg, at which point Rauland-Borg became the basis for design for intercoms, which seems to be counterintuitive. You would want to know what your specifications are and agree to those before you put out a bid. But we didn't with Rauland-Borg and the initial contract.

So this ITB FY24 was put out last year, I believe, and now we're doing specifications?

MR. RHODES: Yeah, I believe it was last June that it was put out. Because the knowledge of it happened after the audit that we're looking at here had commenced.

DR. LYNCH-WALSH: Okay. And the awardee on the ITB was? And I'm not trying to ask you trick questions, I just don't know off the top of my head.

MR. RHODES: It's not a trick question but I don't know the answer to that off the top of my head, but I do know that there is an item going to the board on the 21st where there are some -- there's an additional spend authority request

that's in excess of \$19 million for that ITB number.

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

DR. LYNCH-WALSH: Additional spending.

MR. RHODES: Additional spending.

DR. LYNCH-WALSH: Okay. And I'll go look, but I'm going to go out on a limb and say that the awarding was primarily audio enhancement, Mr. Castaneda; no; for this ITB?

Thank you, Madam Chair. MR. CASTANEDA: Thank you, Madam Chair. Manny Castaneda, Executive Director IT Operations. particular bid, which I believe was managed by our partners in PPO, if what I recall is accurate, that one deals mostly with Rauland, NDR, which is Dukane. It also includes, I believe, AE on the services side. What we are attempting to do, because you are absolutely correct about the specifications and the fact that they were outdated, and now, as of a few months ago, we have new specifications that address modern systems. We are proceeding to work a procurement on establishing a new RFP that combines all of the existing bids and addresses the new specifications directly. The spend authority that's being requested on that bid is

basically to continue the work that we've already started with the vendors because we do have budgets. We have capital budgets that have been assigned. But we are unable to continue to work specifically on some projects that Rauland is working on at schools and we don't want the work to stop because we're making significant progress now on the intercom installations that we were not doing in the last two years.

DR. LYNCH-WALSH: Okay. So, yes, you've jogged my memory. So Rauland-Borg was the primary awardee on the ITB initially and who -- the additional spend authority would be now with audio?

MR. CASTANEDA: No, the spending authority now, because the audio enhancement system and projects were already significantly underway and the equipment has already been purchased for the most part, the request for the, I think it's 19 million, is so that we can continue to work now on approximately 40 schools that are Rauland assigned where they're going to need major enhancements to their system. So the work can continue unabated we're requesting that spend authority. Again, the budget's already been

assigned.

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

Again, our final goal though is to have a unified RFP that goes out to ensure that we have more vendors that can come to the table to address our new modern specifications. Because these modern specifications, I can't emphasize enough, they're a game changer into how our intercoms can be designed because they will allow us to deploy better systems at less cost than the outdated specs called for.

DR. LYNCH-WALSH: Okay. So the outdated specs from 2008 went away in 2018-19 -- in 2019 when the specs were rewritten to make Rauland-Borg the basis for design. And now what we have are specs where the specs in 2020 in Palm Beach listed Rauland-Borg and Dukane and another vendor as the basis -- as acceptable manufacturers, which is the basis for design. And in the 2023 Palm Beach version now only Audio Enhancement, that company which has the EPIC system is listed as an acceptable manufacturer which is what we picked up around here. And what I have on the screen, this is from the backup from the board meeting, it shows Audio Enhancement, Inc. as the awarded vendor and the

spend is 6.4 million.

So the specs were updated in 2019 after we got Rauland-Borg as the vendor. And now after we have Audio Enhancement, which, yes, if I go and pull the thing from last year they would have had to have already been here because they're listed as an awarded vendor; right?

MR. CASTANEDA: And, if I may, Madam Chair, when I refer to specifications I was referring to the specifications contained by our building department, which were the governing specifications for all of the intercom systems.

DR. LYNCH-WALSH: There's no other set of specifications.

MR. CASTANEDA: And so my understanding is that those specifications were changed.

DR. LYNCH-WALSH: In 2019; yes.

MR. CASTANEDA: No, much later than that, in the last six months.

DR. LYNCH-WALSH: No, I'm not disagreeing with you. What I said was, the 2008 ones were in place when we put out the RFP that got us Rauland-Borg. Then the specifications -- and we all went through these, the timeline. Then the specifications were changed to make Rauland-Borg

the basis of design.

What I'm then saying is that this year, in May, we then changed the specifications again listing only Audio Enhancement, which is the company that does the EPIC system which provides the visual enhancement that they're using in deaf and hard of hearing. The Penton device was only audio. The EPIC system does both. And the only vendor listed under acceptable manufacturers in the BCPS design specifications, currently, since I think they were updated May 2024 is Audio Enhancement. There is no longer Rauland-Borg listed. So I just wanted to point that out.

And then in the specifications from Palm Beach, which we have picked up the same thing, there is verbiage about what happens when the fire alarm goes off. And we kind of touched on this when the Fire Chief was here one time in the Teams meeting. Obviously, the fire alarm takes precedent. What we don't know is what people will be able to hear when the fire alarm -- because the intercom system is not an emergency communication system. The Rauland-Borg systems are not emergency communication systems. The chief, himself, confirmed that. And I think you

confirmed that as well. Which means that they cannot be the ones delivering emergency messages. The fire alarm system has to. So the question is, what happens if the fire alarm gets tripped or there's smoke in a hallway? The fire alarm system has to deliver the message but is there a centralized way of letting people know what's actually happening through the fire alarm system?

MR. CASTANEDA: And I can address this from knowledge of a memo that went out, I believe, from Mr. Sade from Safety & Security on July 25th regarding standard operating procedures for how fire alarms need to be configured in relation to intercom. The fire alarm, from what I recall, is not going to override the basic announcement, the voice capability of an intercom system. The intercom is designed as a backup.

You are absolutely correct, though, that especially with newer fire alarms that are currently being installed, the fire alarm, itself, has voice capability, and any emergency notification needs to happen through that system. But in the event that for some reason the fire alarm either does not have voice capability or it fails, the intercom will be able to provide that

1 voice capability as a backup system.

What will be overridden, and this is where I would need more and I can follow up with Chief Alberti on, is what is being muted. I believe the bells are being muted and other subsystems that are connected to the intercom and master clock are being muted, but not the voice capability, which would be used as a backup in case there is a need.

DR. LYNCH-WALSH: The fire alarm systems have speakers in each classroom?

MR. CASTANEDA: I can't address that. I'd have to follow it up. But I believe the fire alarms do not have it in the classrooms, but they do have voice capability, the new ones have voice capability that are used for any type of emergency notification.

DR. LYNCH-WALSH: And they're in hallways?

MR. CASTANEDA: Mm-hmm.

DR. LYNCH-WALSH: But not in the classroom?

Therein, I think, lies the problem. If you're in a classroom you may -- can you hear the fire alarm instruction? And this is why you're saying that they wouldn't mute the voice, because now the fire alarm is going off and your intercom

would then also be delivering messages, which may or may not be heard over the fire alarm. Instead of one system delivering a message; this is what we built.

to transmit?

Okay. That clarifies that for me. Does anyone have any questions or comments?

MS. FERTIG: Are we ready to -- yes, may I?

DR. LYNCH-WALSH: Well, hold on. So E -before we try to transmit this, I had Mr. Rhodes
pull something on the different types of audit
engagements. Because this was done as a
performance audit and it has never smelled right
as a performance audit for me. So I just wanted
to throw that out there, Mary, before you -- if
you're trying to get ready to transmit. Or did
you have questions or comments or are you trying

MS. FERTIG: Yeah, I have a comment kind of to all of the above. I really feel like we've done three meetings on this, we've had motions that we've been holding now for two meetings until we were in a meeting and it's getting late in the day. So I'm worried the board's moving ahead taking action on intercoms, they're never going to see the benefit of what we're talking

about because we haven't passed those motion and moved them along. So I'm hoping today we can get those moved along and transmit this report.

DR. LYNCH-WALSH: Oh, but we did. The motions we passed went to the board.

MS. FERTIG: Okay. What about our last two Teams meetings?

DR. LYNCH-WALSH: No, no. Obviously, that, no, but that's not the issue. But our previous motions that were passed on this audit have --

MS. FERTIG: I understand. I would just like to -- we've talked about this at two Teams meetings since then. Whatever we're going to take from that conversation and move to the board, I just think it's important that we get it done.

DR. LYNCH-WALSH: Yes. And I would like Mr. Rhodes to explain whether this is truly a performance audit if we want to have a recommendation about the title of the audit, as well. And then I'll go to you.

MR. RHODES: So in -- in respect to the fact that it looked at the terms and conditions of the contract and to identify whether or not there were efficiencies built into how this project was

unveiled and whether or not budgets were complied with, whether or not the project was delivered properly, there are aspects of this that are performance related, but I would say that it looks to me, and this happened before I got here and I had to kind of look it over after I got here, it looks kind of like it's somewhere between a performance audit and agreed upon procedures.

DR. LYNCH-WALSH: Okay. I just wanted to get that on record, because, yeah, I agree, it seems more like agreed upon procedures and not an actual performance audit. Okay. We talked about that.

We're on Motions to Date.

Legal Memo, we talked about that at one of our meetings.

I think we've covered, the additional spend, can we get sort of clarification for follow-up, unless this is in a motion, from the -- from the first approval by the board on the RFP, what they set aside I think it was 15 or 17 million, and then there's money currently, the DEFP, about 10 million per year plus this additional spend, I'm not clear on what the money is for. It sounds as

though we are now bringing intercoms up to -- up to today's standards, but we still -- we missed the boat to get an emergency communication system at the front end of this back in 2018. But I'm not clear on what we're doing instead. And I believe there are schools that have -- do not have voice capabilities because they're the old version of the fire alarm system and I'm not sure that they're all slated for upgrades.

MR. RHODES: Would you like me to respond to that?

DR. LYNCH-WALSH: Do you have --

MR. NAYLOR: Yeah, just real quick, that was one of the motions that we had asked, was getting the status for all schools.

DR. LYNCH-WALSH: Correct. And we haven't -- I don't think we've had a response.

Mr. Rhodes?

MR. RHODES: We, verbally, got that response in this committee where I think Mr. Dorsett said that they were all, across the district all of these systems were up to speed; if I understood your question.

But going back to the financial part of it, some of what I'm going to say is part of what was

audited, some of it is things that have happened since then but is unaudited. So my understanding is the original budget for this original RFP was 17 million. They pulled 2 million back and were going to use it for some other purpose. actual contract amount was somewhere just north of 15 million. What we've learned in that audit is that about 70 percent of those funds were extended for 35 percent of the work to be done. My understanding is that the initial -- and, again, this is the unaudited part going forward, that the initial part of the funding for the ITB that was subsequently issued was funded with some of the leftover funds after the RFP was terminated, and the new spend authority that is being approved on the 21st as a part of what we were talking about now is coming from various sources and that it only got linked up as a live agenda item yesterday. So I took the executive summary, I made printouts of it in the event that everybody wanted it, but I wasn't going to send it out. I had already sent out too much stuff last minute notice because things were popping in very quickly.

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

DR. LYNCH-WALSH: You just prompted a

follow-up. Just to clarify, the Rauland-Borg, the additional spending, understand that Rauland-Borg was touted as something that could sit on top of the legacy system, meaning it's a digital overlay, there's no reason -- there's no -- you don't have to do anything else with this Rauland-Borg product. The software would sit on top.

So, Mr. Castaneda, what's your understanding of what this additional spend is doing? Because either -- either Rauland-Borg sits on top or it doesn't.

MR. CASTANEDA: Yes, and I'm prepared to give a status report as to what we've been doing with the schools and what our plans are if it's okay with you, Madam Chair. But I can also answer that question, specifically.

DR. LYNCH-WALSH: Well, yeah, more specific. Can we get a written update? Because we need to move on to our next topic and probably need to wrap this one up.

MR. CASTANEDA: Not a problem. You are correct, the Rauland-Borg system, which is an overlay, can be installed over existing Rauland systems and it provides a digital layer.

DR. LYNCH-WALSH: Not just Rauland systems, any -- any legacy system was the claim. Because there are different options for how --

MS. SHAW: Chair, allow him to finish.

DR. LYNCH-WALSH: I just want to clarify. He said Rauland-Borg.

MS. SHAW: Allow him to finish.

MR. CASTANEDA: And you may be correct, Madam Chair. We're only doing this for the Rauland systems that are currently installed at schools that do not require a complete rip and replace. The systems are functioning, but they need the additional functionality that having a digital system provides. So a cost effective solution is to use these overlays, which will now allow us to do a lot of things that -- for example, you mentioned AE, that the AE systems can provide that the current Rauland systems cannot because they do not have digital capabilities.

DR. LYNCH-WALSH: So then what are we doing
-- since Dukane was the majority of the systems,
you're not -- you don't need to do that -- the
Rauland-Borg overlays for the Dukane systems, you
don't need to do this additional work to?

MR. CASTANEDA: Well, right now we're

concentrating our efforts on the AE schools that are having those systems installed, which as you mentioned --

DR. LYNCH-WALSH: You mean Audio Enhancement?

MR. CASTANEDA: Audio Enhancement, I'm sorry.

And the Rauland systems. Dukane is another

vendor that we're working with.

As I mentioned earlier, one of our goals to try to get all of these different specs straight is to go to an RFP to ask these three vendors and any others for their best offers on fully digital systems and overlay-type systems and their ability to repair the older analog systems all combined in one bid instrument. That way we'll be able to leverage, hopefully, more vendors, have more competition and leverage more savings that way as well.

DR. LYNCH-WALSH: But is that RFP going to be for an emergency communications system or have we gotten so far away from what we would need to put in place that we could never have that?

MR. CASTANEDA: From my understanding the RFP will simply be for intercom systems.

DR. LYNCH-WALSH: Okay. All right. I'm good. I think we got additional clarity there.

1 Mary? Mary? Uh-oh.

MS. FERTIG: Could we just bring the motions that we didn't really, that were suggested but not voted on at the last two Teams meetings?

DR. LYNCH-WALSH: Do you mean Mr. De Meo's comments? Because we were in Teams meetings I don't remember us making motions because we wouldn't have been able to.

MS. FERTIG: Well, I think what we said was we couldn't vote on it but we were kind of in consensus with what Mr. De Meo suggested, so I'm just wondering if you could just read that to us and we could get this going.

DR. LYNCH-WALSH: Hang on, I've got to go to -- I've got to go to that meeting. It was either one of the July meetings. So let me backtrack, because I know his comments were attached. I just don't remember which meeting.

I, personally, would like to see this turned over to the state, while I'm looking for this, because the way this was handled from the beginning has been completely backwards. And I think had staff been given the ability to analyze the next steps they would have come up with a recommendation for an emergency communications

system instead of the piecemeal bits-and-pieces approach that we're taking which is very much like how the SMART Bond has turned out.

Let's see, Mr. De Meo's comments.

MR. RHODES: I think it was either June 6th or June 20th.

DR. LYNCH-WALSH: That his comments were attached?

MR. RHODES: As a part of the ongoing motions.

DR. LYNCH-WALSH: Oh, no, no, it wasn't a motion, it was his comments. We put them forward. So hold on a minute.

Prior meeting follow-up. Hold on.

Found it. Okay.

MR. DE MEO: I put them in chat.

DR. LYNCH-WALSH: Yeah, and they're here verbatim.

Audit Committee Follow-Up Requests. Number 1, engage an expert to evaluate the capability of the system in its current state and whether or not the system acquired meets generally accepted features of such a system. A, status of the original 53 schools. B, status of the remaining schools. 2, the scope does not seem to address

the also to be determined as whether Purchasing followed technology selection guidelines and the original intent of the BCPS's elected officials. Number 3, has the additional funding been approved and what exactly is included in the appropriation? Number 4, did Rauland-Borg overbill the district or underperform according to its contractual obligations? Number 5, it appears that the Penton addition provided the additional component to give the district the state of the art system originally contemplated.

MR. MAYERSOHN: That's it?

DR. LYNCH-WALSH: That's it.

MR. MAYERSOHN: So, I guess, make a motion to approve incorporating Mr. De Meo's comments.

MS. CARTER-LYNCH: I second.

DR. LYNCH-WALSH: Okay. Any further discussion? These comments will be incorporated and included with this audit report.

MR. MAYERSOHN: Yes, and motion to transmit.

DR. LYNCH-WALSH: Along with our previously passed motions.

MR. DE MEO: Yeah, it looks like general counsel has determined that we, the school district, didn't take the steps necessary to

notify about a violation, and, therefore, they don't think any funds could be recovered. They don't address whether or not there were any violations or lack of performance by the vendor, but they said it was problematic, litigation would be, you know, challenging.

DR. LYNCH-WALSH: Yeah. Mr. Rhodes, is the response from legal on this included in today's meeting backup; do you know?

MR. RHODES: Not for that particular item.

DR. LYNCH-WALSH: Yeah, because we discussed -- what we also discussed at a previous meeting was our questions from April. They reworded our questions and answered questions we didn't actually ask. So I think actually we discussed that at the July 18th Teams meeting, as well. Let's see. I'm not sure where her response is, because that's Mr. De Meo's questions. Well, that would be in -- and we were -- so we went through each of those responses. So, basically, we want to resubmit those, as well?

MR. MAYERSOHN: Yeah.

DR. LYNCH-WALSH: Okay. All right. So basically we're going to transmit with Mr. De

Meo's	comments	from	July	and	all	of	our
previo	ously pass	sed mo	otions	s on	this	s to	opic
includ	ding the d	ones -					

- MS. FERTIG: Could we just incorporate Mr. De Meo's comments as part of the motion we're moving on?
- DR. LYNCH-WALSH: Yes. That was the first part of it.
- MS. FERTIG: Because I just want it to be clear that the audit committee supports that.
- DR. LYNCH-WALSH: He's the first part of the motion and then the rest of it is --
 - MS. FERTIG: Anyway, go ahead.
- DR. LYNCH-WALSH: Okay. All right. Any newer discussion?
- MR. NAYLOR: Just real quick, the Item 28 in the motion review, we had asked if there had been any discussion in closed door meetings about direction and that there was no -- according to this matrix it says there was no response as of 6/10. I don't know if there has been an update.
 - MR. RHODES: May I respond to that?
- DR. LYNCH-WALSH: Yes.
- MR. RHODES: We had gotten verbal responses, initially. And then when we received the written

responses where the initial questions were reworded, when I spoke with general counsel about that, I was informed that because of the nature of the question as well as the information that could not be shared because of the confidentiality of the closed-door session, they took it upon themselves to slightly reword that. And I let her know that the audit committee's position was that the response that the board does not approve contracts in closed-door sessions did not address the original intent of the question and she agreed that that question could be readdressed in a way that would not breach the confidentiality of the closed-door meeting. I'll follow up with her on that and see if I can get that in writing.

MR. NAYLOR: Thank you.

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

DR. LYNCH-WALSH: Well, to that point, closed-door security sessions are for security issues. Our question had to do with operations basically on a procurement issue. Right.

Nothing to do with something that might compromise the security of students or staff. So I hope that they recorded the meeting because I think that February 7th, 2023 is when the idea of

this audit was born and they used the closed-door to cloak it so that we could never go back to see what discussion prompted this audit. Because this is an audit not of the security but of how, you know, basically claiming that staff went rogue. So I'm following up on that. I have to ask for the documents from that closed-door.

All right. So if there's no further discussion, all in favor?

COMMITTEE MEMBERS: Aye.

DR. LYNCH-WALSH: Any opposed?

(No response.)

DR. LYNCH-WALSH: Hold up. We're going to have to revote. We have seven?

MR. MAYERSOHN: One, two, three, four, five, six, seven.

DR. LYNCH-WALSH: Without Turso?

MR. MAYERSOHN: Yeah, we have eight.

DR. LYNCH-WALSH: Okay. Motion passes unanimously.

New Business, these are not as bad as they may look. The Behavioral Threat Assessment, it's just monitoring plans; right; not all of the attributes?

Okay. What do you guys want to do? Do you

have questions or do you want them to give a summary while I go pull this up?

Audit committee?

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

MR. MAYERSOHN: For this?

DR. LYNCH-WALSH: Yes, for this item.

MS. CARTER-LYNCH: Did everybody get an opportunity to read them? And maybe we just want Mr. Rhodes to give us an overview.

DR. LYNCH-WALSH: Yeah, I would say give us an overview. I had some comments, but they can wait until the end.

MR. RHODES: I'm asking staff to come up here who managed this process.

(Whereupon, a brief recess was taken.)

DR. LYNCH-WALSH: Okay. All right. So Behavioral Threat Assessment looking just at monitoring plans for the school year 23-24 quarter 3. Mr. Rhodes?

MR. RHODES: I have Elena Prtiykina here to discuss it.

DR. LYNCH-WALSH: Oh, she's over here.

MS. PRITYKINA: Okay. So -- hello?

DR. LYNCH-WALSH: I think you need to get the mike closer.

MS. PRITYKINA: Okay. So my name is Elena

Pritykina. I'm manager of operational audits, OCA, Office of the Chief Auditor. The report was prepared on the audit of plans and BTA team monthly meetings as well as transition to the Florida model as of June 1st of 2024. the attributes covered in this report. So we did review the management plans for the assessments that were created during the period of November through January 2024 and we traced all the monitoring documentation through the end of March 2024 in this audit. So we did continue reviewing the same way we did review the monitoring plans in the first audit of quarters 1 and 2 and in addition we added the transition because the requirement per the state law included the evaluation of the monitoring plans for assessment created under the old model to the new model beginning of January 1st. So that was all included in this report. And we did note some of the improvements. We did review, for example, in the documentation of the monitoring plans from first audit it was 20 percent, now it's 13 percent and we did note the improvement specifically per the documentation type. still continue -- the issue still continues with

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

the discrepancies within attendance in the -- and the check logs but all other activities that we selected in the monitoring plan were documented properly. If there are any questions?

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

DR. LYNCH-WALSH: Do you guys have any -- Mr. Mayersohn? Yes.

So normally when we get MR. MAYERSOHN: audits on whatever they may be, property and inventory, internal funds, we identify what the school is and the school principal writes a letter of, I'll call it I've identified what it is, I'm sorry, we'll never do it again, we'll get training, et cetera, et cetera. I don't see these that are in the report. So my concern is that, let's say there's a behavioral threat assessment team in the school and there's missing documentation, we have no paper trail to determine if that person were to get transferred to another school or any progressive discipline or anything else. So there's no trail to that, it's just more of a global district perspective.

So as one board member I'd like to see it drill down, if there's documentation missing or something, does that individual who's responsible for that behavioral threat assessment team in the

school respond -- you know, we're getting additional training, you know, whatever answers are provided, so --

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

MS. PRITYKINA: So we did, historically, with the management -- I'm sorry, with the behavioral threat assessment audit, we did historically do it district wide. So we did not -- because it's done on a sample basis, we do not do every single school, and especially because we did actually concentrate on a high-level, so not every -- necessarily every school will have a high-level infraction.

MR. MAYERSOHN: I get it. I get it. But at least if there's -- again, we're trying to get it to 100 percent. So identifying somebody -again, people make mistakes. I understand that. But this is, you know, something a little bit more in the serious level of -- it's not like I lost \$3 or I happened to lose a laptop out of a \$6 billion budget. This is more of this affects lives. And for me, as one board member, I would like to know that that discipline or teaching or learning is being provided in that setting to that -- those individual members who may have not followed the models that are necessary to do

that. And as we know people -- I'll get to you, people transfer. So you may go from one school to another school. And I just want to make sure that we're -- we're, I'll call it, holding people accountable for, again, affecting lives. This is not a monetary situation where we lost a few dollars. You know, being from, I'll call it, City of Parkland, I don't want to see somebody coming home with the response of, oh, I'm sorry, but your child isn't making it home today. So that's --

MS. PRITYKINA: Well, we did as a part of our process for the last couple of years coming from RSM and rolling into our process as well, we did request the responses. We had the final meetings with the schools to discuss the findings with them and we did have them respond. The principals responded, the directors and the area superintendents, we just kept those --

MS. CARTER-LYNCH: Excuse me, I don't want to pretty much interrupt you, but, Kim, were you going to add to that?

MR. MAYERSOHN: Also, Mr. Strauss has some comments, too. So you guys can choose.

MS. PUNZI-ELABIARY: Okay. I'll go first.

Can you hear me?

DR. LYNCH-WALSH: No. I mean, yes and no.

MS. PUNZI-ELABIARY: Can you hear me now?

DR. LYNCH-WALSH: Yes.

MS. PUNZI-ELABIARY: Okay. So I'm Kim
Punzi-Elabiary. The behavioral threat
assessment, Elena did collect those responses and
to speak to the point of retraining, the schools
that were identified in attribute 2, the BTA
department which at the time included Mr. Lozano
and myself and two other teammates identified per
the zone did go out to the schools to assist them
with process. As far as a discipline component,
that would be what I believe Mr. Strauss will
speak to because that is outside my realm.

MR. MAYERSOHN: And if the documentation was done I would like it as part of the audit report. Very similar to what we do when we do internal controls and other things, we've included it. This is absent, though. So that's -- I know you guys do training and follow-ups and I can see it in the documents, but there's no response from the school itself that's included in here.

DR. LYNCH-WALSH: Well, yes, Mr. Strauss?

MR. STRAUSS: Just to that point, Mr.

Mayersohn, because I looked at the report, too.

So, as Kim said, the schools did respond and then the region offices did respond on behalf and you see the region responses in the report. And to your point with internal accounting and property and inventory you see both, the principal and the -- so I can't speak to why that wasn't included, but I do want to assure you and the committee that the principal did respond to our offices in regards to -- the four schools that were identified did respond to each regional office.

MR. MAYERSOHN: So as a follow-up, can we get a copy of that to include in these reports moving forward?

MR. RHODES: We will follow up with you with that information.

MR. MAYERSOHN: Okay.

DR. LYNCH-WALSH: You mean -- can you clarify what you're asking?

MR. MAYERSOHN: So the response of -- normally, when we see --

DR. LYNCH-WALSH: Oh, no, no, I get what you're saying, but what I'm not understanding, basically what he's saying, and I don't think the

group is going to disagree, is to treat these BTA audits the same as internal funds and property and inventory and when an individual school has an exception and there have been, even just testing one attribute, which I'm taking, I have a comment about that, that the individual schools are identified and that the same, all of the things you've collected are included as exhibits. They're culled out for internal funds and property and inventory when we're talking about, you know, a computer from the 1970s that went missing, and this is people's lives, this is even more -- you can't even compare the two. So why would that not be in here? But that's not a decision this time on management. It was a decision made in the Office of the Chief Auditor.

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

MR. RHODES: Well, I think it's a -- it's a process that is growing as we've taken over the responsibility to do this in-house. And I think that this is just an idea that we need to add that. It should have been added in it before. We'll make sure that this information is added going forward and we'll provide you the information for the stuff that's missing here.

DR. LYNCH-WALSH:

United Reporting, Inc.

(954) 525-2221

All right. Does anyone

else have any questions, comments? Because I have a couple.

Yes, Mr. Naylor.

MR. NAYLOR: From a student standpoint, when you're closing a monitoring plan is that part of the attribute 2 that is included in the audit, meaning, the documentation for closing out the plan so that the student is removed from the SSMP?

MS. PRITYKINA: I hope I understand the question correctly. So what we look at is the monitoring plan that is -- that was created, the existing monitoring plan was reviewed every month and updated according to the student's needs.

Then also that the -- all the documentation, even if it was updated, is in there. And we also reviewed the requirement by the state that the teams meet monthly and that they made the meetings as well. So if the monitoring plan was closed during any of those periods, then we look at that documentation to confirm it.

MR. NAYLOR: Thank you.

DR. LYNCH-WALSH: Okay. So just to take us back to review, because this is now being done in-house, you may recall, as a group, we were in

favor of keeping it with RSM. And from my perspective we're seeing why. Did all of the other attributes go away when the process, when the state rules changed or are there still all of those other attributes in play?

MS. PRITYKINA: No, all of the attributes did not go away. We did as part of crosswalk between the two different guidelines. Because before it was the district based policy and procedures and district had it's own manual. Since the state deadlines came out the district adopted the state manual. So we did the crosswalk between the attributes we had before in the process and they did change. So --

DR. LYNCH-WALSH: But this is just one, so we don't even have that crosswalk. So can we get that crosswalk? Because my point is, when RSM did these they did all the attributes.

MS. PRITYKINA: Yes, those attributes were provided to RSM by our office, so we did prepare them internally. So RSM was auditing based on our attributes.

DR. LYNCH-WALSH: Right, but this boiled down to cost and we had a whole big debate over how much it would cost to continue with RSM versus

bringing it in-house. This is how the former chief auditor got approval to get an additional staff person who was supposed to be dedicated to doing these audits. So, now, when I got this my first question is, well, why is it just monitoring plans? I agree that monitoring plans are important, but I seem to remember dozens of other attributes that I don't see here. So in addition to the crosswalk, I think it's a fair question to ask what is the cost of doing this audit versus what RSM was providing? Because they did all of the attributes in their audits.

MS. ARCESE: Can I address that? This is Ali.

DR. LYNCH-WALSH: Where is she?

MS. ARCESE: Sorry, I'm on-line. I'm not able to be there. I apologize. But I do want to be able to talk about what your questions are. So, yes, originally the audit committee requested to outsource or continue to use RSM as the vendor. As we know, there was a substantial amount of funds that were being requested for an audit that consisted of 100 sample sizes. So what we have done is, due to several different components that have kind of plagued us this

year, right, so we started our new program, we had to hire the auditor, and then there was training involved in that process. So we felt that this year, based on the information we had and during the training of our new staff member we were trying to produce quarterly reports as requested by the board so that we could provide assurance in the most critical areas; right? the monitoring plans are the most critical at this point. And I apologize, my voice is a little off because I'm a little sick. But I just want to make sure and I want to ensure that we are doing all of the attributes. We are not skipping anything. Ms. Pritykina and her team are working as hard and as fast as possible to produce these reports. We do have another report that hopefully should be delivered within the next couple of months with all of the information that you are requesting. And we're able to provide that in the future as a large component. But there are things that are affecting the reporting. So as all of you know there's a new Florida model that was implemented in January, so we had to transition into that. All at the same time as a new system being implemented, which was

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

not released by PCG until December 22nd, which meant that in January most staff members were being trained at the same time as having to learn the system and having to report on that new In addition to that we're also now transitioning right now from the old TERMS and now they've transitioned into Focus. And so all of these transitions are causing delays. are training delays. There are things that, you know, have affected us from being able to provide a full report because of the information, the training and the amount of time that it's taken us to transition from one to the other. think that RSM has dealt with any of these issues and we're dealing with them all within one school So I think that going forward, we hear what the audit committee has requested and we will work towards that goal, which is to provide a full report of all attributes, if that's the audit committee's wish and that's also the board's wish. But I think as of right now, in order to give assurance to the board and to the audit committee that the most critical area, which is the monitoring plans, we needed to make sure that those were being addressed as best as

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

possible and providing that information to the committee and to the board.

DR. LYNCH-WALSH: Okay. Thank you for your response. So this is a sample size of 30. And this is through March 31st of 2024. And the whole thing was the cost difference, it was for comparable audits, not we trade all these attributes and we go in-house and get one attribute and a sample size of 30.

And is the person that was hired just to do BTA now up to speed?

MS. PRITYKINA: This person has now left.

DR. LYNCH-WALSH: I'm sorry?

MS. PRITYKINA: He left the district.

DR. LYNCH-WALSH: The person that was hired

MS. PRITYKINA: Yeah, he's no longer with the district.

DR. LYNCH-WALSH: -- is no longer with the district. So now you're having to train a different person?

MS. PRITYKINA: Yes, I am -- well, I am training another auditor that I have on my team right now, but we are in process of, I think the position is going to be advertised and then we'll

1 be hiring another person.

DR. LYNCH-WALSH: So you have somebody that's been working in the district for a while that's more familiar with the district, but they won't be the permanent person?

MS. PRITYKINA: No, I have two employees, one of them was BTA auditor who was performing BTAs only.

DR. LYNCH-WALSH: Uh-huh.

MS. PRITYKINA: Since now this person left, I am authorized to use this other person who was doing other audits, we put him into the BTA in the meantime while we are looking for another person.

DR. LYNCH-WALSH: And is this person not able to do BTA audits permanently? Because now you're going to advertise -- because BTA's are a new thing, so you could be bringing in somebody brand new from the outside who doesn't know the district or BTAs and you already have a person in place that's semi familiar.

MS. PRITYKINA: This person was also new and this person was trained in other things other than BTA. So he's been training in BTA right now.

DR. LYNCH-WALSH: Right. But if you put it out there and hire somebody they're even further behind. Given all the challenges you have, you already have -- do you get what I'm saying?

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

MR. RHODES: Yeah. And you're absolutely I mean, we have turnover all the time in this district that we have to try to overcome. This is one of them. And the other thing is, going back to the form of this report and the items that would normally be expected and getting past the -- the hurdles that Ali was just describing, we're going to take all the comments and recommendations into account and the reports will look different going forward with the information, including the response from all the principals, as well as the crosswalks, as well as either adding to the attributes that are being looked at or continuing to look at the attributes and better describe them because we're now looking at that new model that comes from the state.

DR. LYNCH-WALSH: And to Ali's point about the transition to Focus, is everything in Focus that's supposed to be?

MS. PUNZI-ELABIARY: To my knowledge the

documents from EdPlan have migrated to Focus.

DR. LYNCH-WALSH: Okay. Because I was with an ESE parent and they -- do you mean like IEPs are supposed to be in there?

MS. PUNZI-ELABIARY: I don't know about the IEP component but my finalized BTAs from the 23-24 school year, to my knowledge, have been in Focus as of August 2nd. Have I checked every individual student? I have not. But the students that I have spot-checked that I remember having a BTA or multiple BTAs, those documents are in Focus.

DR. LYNCH-WALSH: Okay. Thank you. Anybody else, any questions, or are we good? I know.

MR. DE MEO: Madam Chair?

DR. LYNCH-WALSH: Yes, sir.

MR. DE MEO: Yeah, I'm not clear. Are we going to get the quarterly reports that we had discussed and this is a temporary delay because of the things Ms. Arcese told us?

MR. RHODES: In short, the second part, yes, because of the delays. But the quarterly reports, for example, I'll let Ali expand on this a little bit more after I say this, one of the areas that we look at is the training of the

teams. Once we've identified that the teams are trained it doesn't make as much sense or timing, the amount of time and resources that we would put into that, unless there is a clear change in team members along the way, it doesn't make sense to continuously go back and do the review of the training portion of it. When it's applicable, yes. If not, the most important thing is to take a look at the highest level as has been identified by the program and look at the sample size that we can look at to provide that information to you. And that information to you quarterly.

Ali, if you have any additional?

MR. DE MEO: Well, before -- I'm not sure if I understand. So the question is, we described what we wanted, what we thought was necessary, and we had come to agreement I believe with the external firm, and now you're taking that over, right, or your predecessor began that process. So are we going to get those reports in the format that we were accustomed to and that we had requested changes to?

MR. RHODES: We are working toward getting

the same information to you quarterly. difference is is that, as Elena was saying a little while ago, a lot of the work that was happening with RSM behind the scenes was being done by our staff. The difference in the way that it's being formatted and reported at the moment is partially due to some of the information that we were having trouble getting as well as the time that it took us to be able to transfer from the prior model to the new model that we are looking at. So what we're looking at right now is kind of that in-between looking report that I agree with the comments that are being made, there are some items in there that are missing that need to be brought in for a better and more thorough review rather than more at that summary kind of level where we pull out -- again, going back to the similarity where it exists to property and inventory and internal funds where we really kind of focus on the places where there are problems, everybody else is just, nothing to see here.

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

This is going to be a little bit different because you guys have asked for a little bit more detail in that. We'll make sure we get that

detail worked in as we continue to put this audit program together. I mean, specifically, the reporting component of it.

DR. LYNCH-WALSH: All right. I guess we'll see the next one. I need a motion -- I need a motion to transmit, somebody.

MR. MAYERSOHN: Motion to transmit.

MS. SHAW: Second, Phyllis Shaw.

DR. LYNCH-WALSH: All right. Any further comments; questions?

(No response.)

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

COMMITTEE MEMBERS: Aye.

DR. LYNCH-WALSH: Any opposed?

(No response.)

DR. LYNCH-WALSH: Motion to transmit the Behavioral Threat Assessment Monitoring Plans for the School Year 23-24, Quarter 3 passes unanimously. We've also asked for, moving forward, individual schools to be identified with the backup similar to internal funds and property and inventory; the crosswalk of the attributes from the old state system to the new; and then for all of the attributes and basically all that

was being done under RSM to sort of be replicated or at least have that as a goal.

All right. Next up Internal Funds Audit.

MR. MAYERSOHN: Motion to transmit.

DR. LYNCH-WALSH: Okay. Because there's no exceptions. Right.

MS. SHAW: Second, Phyllis Shaw.

DR. LYNCH-WALSH: Okay. We do have -- I did appreciate the report. There was something in color that I think got emailed to us. Is it this? There were charts and stuff. Yeah. So I forget where they are. Oh, here they are. So I appreciated the charts. I got excited.

Lew?

MR. NAYLOR: Yeah, I just, in looking at the last three years I see that 2023 showed 32 exceptions which is a 300 percent increase from the prior year.

DR. LYNCH-WALSH: Which -- which document are you in?

MR. NAYLOR: It's the Internal Funds Audit Report for the year that shows this (indicating).

DR. LYNCH-WALSH: Oh, at the end?

MR. NAYLOR: Yeah. So just an observation and a question on what -- is there a rationale

1 for the increase in the exceptions?

DR. LYNCH-WALSH: Is there? Is there someone that can answer that?

MR. RHODES: We're going to bring Nakia up here.

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

MR. NAYLOR: It's the summary page. It starts with 8.1, I think, or B.1, is the table.

DR. LYNCH-WALSH: Oh, okay. I'm on B.5. Hold on. Almost there.

MS. GOULDBOURNE: Nakia Gouldbourne, Internal Funds Manager. I couldn't give a rationale to what the change was, because I was not the manager in prior years when the reports were created, but I know that in this year we kind of took a look at everything and looked at the requirements of Chapter 8 as to what needed to be reported to the board and when we did our reports that's kind of how we formulated the report.

MR. NAYLOR: In the last three years there were nine exceptions reported in '21; eight exceptions reported in '22; and then 32 in '23. So I don't know if there's a turnover issue or a training issue; just -- just a question.

MS. GOULDBOURNE: I'm not sure. You'd have

to ask, I guess, the team that runs that department.

MR. NAYLOR: Thank you.

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

MR. RHODES: Can I also respond for just a moment?

DR. LYNCH-WALSH: Yeah. Uh-huh.

MR. RHODES: I was notified by Ms. Andreu, she's looking at the way that this documentation is presented slightly different than we are. for example, where we're talking about where this information we're looking at shows 22 for BSC in this item and 13 non-BSC schools. She wanted us to know, and I'm going to have to look at this, but I'm going to report because she asked me to, I want to look at this to make sure that it was audited, is that 80 percent of the schools are BSC schools and in that her opinion they're doing better, and I want to make sure that we take that into consideration, because going forward that may be a way that we alternately present this information so that we can see the differences between the two. And I want to give her both the credit and appreciate her bringing that to our attention so that we can present it in the most comprehensive way possible.

MR. NAYLOR: Right. Now, in prior years they were almost even between BSC and the non-BSC.

MR. RHODES: I'll have to take your word on that.

MR. NAYLOR: Okay. Trust me.

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

I think this is the DR. LYNCH-WALSH: Yeah. current year. Okay. So the next thing on here, on the agenda that's tied to this before we transmit, I know you guys are twitching, that was the Trends, Responsibility for Updating Standard Practice Bulletins, we've asked whether -because Cherry Bekaert, there was \$50,000 authorized by the former superintendent to pay for updating the standard practice bulletins when that's an itemized bullet in the director of the business support center's job description, and when I asked there were no more invoices, so I guess this is the explanation that Cherry Bekaert is doing some rework at their expense to ensure their work aligns with my expectations.

So is Cherry Bekaert still rewriting the standard practice bulletins including the one that general counsel said is inherently flawed?

MR. RHODES: There was a brief conversation that went along with this response that we got in

writing for the purposes of making it an attachment to our agenda. And in that process the answer was, yes, they are, but they're also working to fix these other things, I think he said, first, because they have to get the other ones right first before they'll release them to go wholesale forward. But I do believe that they're going on at the same time. This was the response that he was willing to put in writing and we accepted it and attached it.

DR. LYNCH-WALSH: At some point aren't they going to invoice -- I'm not familiar with consultants doing work for free. I'm a little confused. Because it seems like at their expense now and then hopefully when NLW isn't looking they're going to throw the invoices past accounts payable or something.

MR. RHODES: I wouldn't be able to confirm that, but it does seem as though he's holding them accountable to make sure that the work that they did is done properly, without any additional payment.

DR. LYNCH-WALSH: I don't think the issue was ever whether their work was being done appropriately. I think the question was, why

wasn't he doing, working with his staff on updating the standard practice bulletins, but, okay.

MR. RHODES: And my understanding of that question also included was, were they still doing this?

DR. LYNCH-WALSH: Yes. And it says it's still in progress, they're just not charging us for it. Okay. Got it.

All right any further discussion?
(No response.)

DR. LYNCH-WALSH: Hearing none, all in favor of transmitting the Internal Funds Audit say aye.

COMMITTEE MEMBERS: Aye.

DR. LYNCH-WALSH: Any opposed?

(No response.)

DR. LYNCH-WALSH: Hearing none, motion to transmit Internal Funds Audit passes unanimously, which takes us to the Property and Inventory Audit. Anybody have any questions on this one? I think there was one exception. I was a little confused. Because I was reading about private schools and I got confused. I thought we were a public school system. And then there was an explanation because the schools with the

) E

exceptions, where they wound up, were St.

Gregory, which is a Catholic school, then there's a charter school. Why -- I'm confused. Why would the finance department be the custodian of items that were purchased, it looks like during COVID? I'm very confused.

MR. RHODES: I'm going to ask Gabriel to come up here and provide this information. At this point it's a little older than my -- than my memory serves because this has been sitting there for a while.

MS. ARCESE: Dave, I'm on-line, as well, too, if you have any questions.

MR. CARVAJAL: Good morning. My name is Gabriel Carvajal. I am the manager for property and inventory control. So the reason why finance was accountable for these items is because they were purchased during COVID for the sanitization of their equipment. So when items go to these private schools the department that purchases them is still accountable for the equipment that is located at those areas. Now, with what happened with finance and the purchasing, they purchased it using their funding but it was supposed to be transferred to PPO so they can

hold accountability of those assets at those charter schools or private schools.

DR. LYNCH-WALSH: Okay. So they were bought -- when were they bought?

MR. STRAUSS: '21.

DR. LYNCH-WALSH: '21 during COVID? When in '21?

MR. CARVAJAL: I do not have a specific date for you at this time.

DR. LYNCH-WALSH: And it's just that they didn't get -- the second they were bought should they have probably been transferred to PPO?

MR. CARVAJAL: They should have been transferred to PPO; yes.

DR. LYNCH-WALSH: Immediately?

MR. CARVAJAL: Yes.

DR. LYNCH-WALSH: Okay. On Page 10 it mentions all the different -- so Judith Marte was the CFO, and then after she was the CFO she wasn't the CFO because then she was over finance as the deputy superintendent. And then I do remember Oleg becoming the acting CFO. I don't remember him, actually, holding that position though. And then, of course, Erum is currently -- was the associate superintendent and

1 then the actual CFO.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MR. CARVAJAL: That information I got straight out of SAP. Those dates and the titles, I got it straight out of SAP.

DR. LYNCH-WALSH: Okay.

MR. STRAUSS: I just want to note, you said - so at some point Ms. Marte was not with us during that time when Oleg was CFO.

DR. LYNCH-WALSH: When he was acting.

MR. STRAUSS: Yes. So she was not with the district.

DR. LYNCH-WALSH: Okay.

MS. CARTER-LYNCH: But he's down here as the CFO from 6/15 to 6/30.

DR. LYNCH-WALSH: Unless I missed something, he was never actually the CFO, he was always acting CFO.

MR. STRAUSS: That's correct.

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

But having said all that, Mrs. Marte was the CFO when these things were purchased; correct?

MR. CARVAJAL: Yes.

DR. LYNCH-WALSH: Okay. And then we get to what his position was versus Erum's because they

were playing musical directorships. One was over budget and one was over finance and accounts payable and all of that. And Purchasing went under one of those departments. It gets very confusing.

So -- so then what's the upshot of this?

They're gone -- we can't find them?

MR. CARVAJAL: They cannot be found. So they have to be dropped from the record.

DR. LYNCH-WALSH: They're going to be written off? Okay. Because I asked because like most of the people on this list are no longer with the district.

MR. CARVAJAL: Correct.

DR. LYNCH-WALSH: Okay. All right. I just wanted some clarification because I was a little confused, but I think you cleared that up, so good.

MR. MAYERSOHN: So on page 13 where it talks about the electrostatic backpack, obviously, it fell off of a golf cart, it didn't have a seatbelt on, it says, Status, the school completed the attached Tangible Property Loss Form and provided the SIU report. It's not included in this document here.

1 MR. CARVAJAL: This is her response.

MR. MAYERSOHN: Right. But it says the school completed attached Tangible -- so there's nothing attached. There's nothing to validate the status.

DR. LYNCH-WALSH: That they completed it.

MR. MAYERSOHN: Doctor, Mr. Strauss has a --

MR. STRAUSS: Just looking at it, it looks like that was something that was cut and pasted. So "attached" would have been referring to whatever the matrix that they were attached to.

MR. MAYERSOHN: Right. But still, I mean, is there an SIU report or not?

MR. STRAUSS: Well, in this case since it was a private school, I don't anticipate there would have been an SIU. If anything there should have been a report from the private school to deem that. Because it wasn't stated as being stolen, so, therefore, a police report wouldn't exist. They would at least have to provide some type of documentation about this which should have been then included through the process that --

MR. CARVAJAL: Right. During the time of the audit I was not provide any SIU report or anything. Because I went to the school to try to

find out what happened to this piece of equipment and they just told me that it was ran over. And then when I spoke to Erum I explained to her that an SIU report would need to be written up and submitted to capital assets. But then there was a back and forth with her that she wanted the school to do it, the private school, and I told her that it has to come from you because you're the person that is accountable for this equipment, not the school. The school could provide some kind of letter explaining this is what happened, but anything else would have to come from that accountable individual, which at the time was Erum.

MR. MAYERSOHN: Right. And she's not -- and obviously --

MR. CARVAJAL: And she's gone now, so she can't.

DR. LYNCH-WALSH: Going.

MR. MAYERSOHN: I mean, I just -- like I said, the paper trail is important to me to document. Especially if somebody's no longer here, at least there's a paper trail that said -- and, again, this is only \$1,400 in the grand scheme of things, but, my -- my greater concern

is, obviously, during COVID all the laptops that switched back and forth all around, are some of them all accounted for; or are some still missing; or where are they at? So if this is indicative of it fell off the back of a golf cart and we don't have any documentation, this is one, maybe there's 100; maybe there's a thousand; maybe there's 10,000. I don't know. So that's why I said, the paper trail holds somebody accountable. Because if it's, again, fraud, theft, whatever it may be, at least there's documentation.

MR. CARVAJAL: Right.

DR. LYNCH-WALSH: Okay. All right. Motion to transmit?

MR. NAYLOR: Second. Motion.

MR. MAYERSOHN: Second.

DR. LYNCH-WALSH: Moved by Naylor, seconded by Mayersohn. Any further discussion?

(No response.)

DR. LYNCH-WALSH: Hearing none, all in favor of transmitting the Property and Inventory Audit say aye.

COMMITTEE MEMBERS: Aye.

DR. LYNCH-WALSH: Any opposed?

1 MS. FERTIG: Aye.

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

DR. LYNCH-WALSH: You're not opposing; right,

Mary?

All right. Motion passes unanimously.

Item 11 is just our proposed dates.

Anybody -- do we need to approve these?

MS. SHAW: I have three issues.

DR. LYNCH-WALSH: You have three issues? Oh, Lord.

MR. MAYERSOHN: She has issues all the time, so --

MS. SHAW: I have a work-related conference in October, November and April.

DR. LYNCH-WALSH: October, November, and April?

MS. SHAW: And April.

DR. LYNCH-WALSH: And he worked so hard to align these dates to the meetings. I don't think it works that way. But if you can -- what -- so what date would not be a conflict for you, just out of curiosity, in October, November and April? You're not sure.

MS. SHAW: No, I'm looking at my calendar.

MR. MAYERSOHN: I say we leave them as is.

Because, again, we're going to put out a date, I

United Reporting, Inc. (954) 525-2221

mean, there are dates that I might have a
conflict with, but --

DR. LYNCH-WALSH: Right. No, I was just curious if they could be massaged, but --

MR. MAYERSOHN: I mean, even if it's something where somebody -- we can -- I'd rather rearrange the agenda that we have. So let's say Phyllis said or somebody said, hey, I can only be here from 9:30 to 10:30, that we can arrange the agenda --

DR. LYNCH-WALSH: Right, or not attend at all. But at least we know those are your three. You might need to get your appointing body to reappoint you.

MR. RHODES: Also, if I might?

DR. LYNCH-WALSH: Yes.

MR. RHODES: There are a couple of dates on here that are important because of deadlines to transmit financial reports and November happens to be one of them.

DR. LYNCH-WALSH: Yeah, I know that he went over to align it.

MS. SHAW: I might be able to get on. I'm flying on the 24th, but I might be able to get on Teams; if that's allowed.

DR. LYNCH-WALSH: You mean on October -- in October?

MS. SHAW: November.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

DR. LYNCH-WALSH: November. Oh, but it's the 14th.

MR. RHODES: Yeah, November's the 14th.

MS. SHAW: Yeah, I'll be able to get on Teams, but I won't be in person.

DR. LYNCH-WALSH: Okay. Well, that works possibly.

MR. MAYERSOHN: We have confidence in you, Phyllis.

MR. RHODES: So we have October, November and April. Are we just going to go ahead and stay with all of those or --

DR. LYNCH-WALSH: We're going to stick with the dates. I mean, I think I have to be in Audit and FTF, which makes for a very long day, but I guess I'm just going to have to manage. Same problem for you sometimes. So we'll stick with the dates.

Do we normally approve these as a group?

MR. MAYERSOHN: Yeah, we can.

DR. LYNCH-WALSH: All right. All in favor of keeping the dates say aye.

1 COMMITTEE MEMBERS: Aye.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

DR. LYNCH-WALSH: Any opposed?

(No response.)

DR. LYNCH-WALSH: All right. It passes unanimously.

Any audit committee comments?

MR. MAYERSOHN: Yeah, I have -- I guess --

MS. CARTER-LYNCH: Yeah, good meeting, and we almost got out on time.

DR. LYNCH-WALSH: It's 12:25.

MR. MAYERSOHN: I have, I guess, a comment.

I -- I don't know if we audit or plan to audit referendum dollar expenditures.

DR. LYNCH-WALSH: We did before.

MR. MAYERSOHN: No, I'm just -- the only reason why I bring it up is that if the school board decides that they want to go out for another referendum, I think it would behoove the auditors to audit and ensure that everything that was sent to or paid for through those referendum dollars are actually going to where they need to be.

DR. LYNCH-WALSH: And, actually, remember, we asked for an audit on the first one, which -- was that 2018? I was never happy with the audit

because it wasn't really an audit, but we haven't even attempted an audit of the second referendum.

And I think before they try for another one we should get that second one audited.

MR. MAYERSOHN: Right. And I'm just saying you've got two years before it happens depending upon if they go out again in August or November. But I think it would behoove the district in this climate to ensure that they're appropriating the dollars where they need to be, plus, if there's any surplus of dollars.

MS. SHAW: It would be prudent, not behoove.

DR. LYNCH-WALSH: Prudent; yeah. And speaking of a related topic, the OIG, I believe there's now going to be a public awareness campaign. If we could be included on that, that would be great. Actually, all the advisories should be, so I guess I'll take that up with Mr. Sullivan, too.

All right. Okay. So if there is nothing -MR. RHODES: Would you like me to wait until
after you talk to Mr. Sullivan or would you like
me to reach out to him as well?

DR. LYNCH-WALSH: I think it doesn't hurt to have it coming from different angles.

United Reporting, Inc. (954) 525-2221

21

22

23

24

25

A
a.m 1:15 3:6
ability 44:7,20 45:8
45:21 52:20 56:18
84:13 85:23
able 13:3 17:13 19:12
22:17 30:6 32:19,23
50:23 51:16 54:20
54:25 59:14 68:4
74:21 75:25 84:15
85:8 102:17,18
103:19 104:10
106:15 110:9
116:18 126:23,24
127:7
abolish 58:22
abolishing 53:12
absent 97:20
absolutely 61:7 70:17
75:18 107:5
accent 17:25
accept 48:19,22
acceptable 72:17,21
74:9
accepted 86:22
116:10
accepting 5:5
access 44:14 50:24
accompanied 49:22
account 62:6 107:13
accountability 62:16
119:1
accountable 13:12,16
13:19 14:1,2 21:10
96:5 116:20 118:17
118:21 123:9,13
124:10
accounted 124:3
accounting 2:17 20:4
20:6 33:5 98:5
accountings 51:12 accounts 2:9 116:16
121:2
accurate 70:14
accurately 56:20
accustomed 109:23
achieve 11:20 20:18
31:9
acknowledge 54:12
acknowledgment
53:20

acquired 86:22
acting 2:9 119:22
120:9,17
action 77:24
activated 34:18
active 34:17
activities 44:6 46:16
48:13 52:1 53:25
62:14 94:2
actual 36:24 79:13
81:6 120:1
actuarial 65:22
add 96:22 99:20
added 93:14 99:21,22
adding 107:17
addition 87:9 93:14
102:9 104:5
additional 18:6 19:14
36:19 47:18 54:16
66:6,8 69:25 70:3,4
71:13 79:18,24 82:2
82:10 83:13,24
84:25 87:4,10 95:2
102:2 109:15
116:21
address 39:15 70:21
72:5 75:9 76:12
86:25 88:3 90:11
102:13
addressed 104:25
addresses 70:23
adjourn 9:2 130:1
adjourned 130:14
adjust 29:9
administration 60:23
adopt 46:12
adopted 12:10
101:11
advertise 106:17
advertised 105:25
advise 35:19
advised 26:2 advisories 129:17
advisories 129:17 advisory 61:11,13
AE 70:16 83:17,17 84:1
agencies 17:20 agenda 6:4,11 9:23
64:14 81:19 115:8
116:2 126:7,10
110.2 120.7,10

ago 21:16 52:11

53:10 70:20 110:3
agree 26:9 54:18 64:4
69:8 79:11 102:6
110:13
agreed 79:8,12 90:12
agreement 36:1 45:15
45:19 109:19
agrees 39:5
ahead 24:7 77:24
89:13 127:14
aimed 68:8
ALAN 2:15
alarm 74:17,19,21
75:3,4,5,8,14,20,24
76:10,23,25 77:2
80:8
alarms 75:13,19
76:14
Alberti 76:4
Ali 2:8 102:14 107:11
108:23 109:15
Ali's 107:22
align 125:18 126:22
aligns 115:20
alive 51:24
allegedly 21:4,5
Allegiance 3:7,9
Allied 41:25 62:24
63:1
allocating 62:13
allotted 10:17
allow 30:9,10 44:6
72:8 83:4,7,15
allowances 54:23
allowed 126:25
allows 29:6
alternately 114:20
altogether 52:15
amen 21:8
amend 48:21 64:1
amending 63:9
amendment 28:20
29:10,24 30:22,22
32:24
amendments 19:16
amount 38:2 60:7
65:8,14 67:1 68:3
81:6 102:22 104:12
109:3
amounts 65:24
analog 84:13
analog of.13

1 . 21 24 22 1
analysis 31:24 32:1
36:11 38:6,14 39:4
39:4 44:12 46:7
47:16 63:3
analyzations 16:19
analyze 85:23
Andreu 114:7
Andrew 4:7
Andrews 1:23
angles 129:25
announcement 75:15
annual 14:9 65:22
answer 17:6 20:7
35:9 52:5 59:12,15
65:20 69:22 82:16
113:3 116:3
answered 12:8 35:8
66:3 68:8 88:14
answers 36:6 95:2
Anthony 2:3 3:17
•
anticipate 29:15
122:15
anybody 60:21
108:13 117:20
125:6
Anymore 23:15
Anyway 89:13
Anyway 89:13 apologize 66:23
Anyway 89:13 apologize 66:23 102:17 103:10
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13 appreciate 22:12
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13 appreciate 22:12 26:21 112:9 114:23
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 approinting 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22 54:21
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22 54:21 appropriately 116:25
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22 54:21 appropriately 116:25 appropriating 129:9
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 approinting 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22 54:21 appropriately 116:25 appropriating 129:9 appropriation 87:6
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22 54:21 appropriately 116:25 appropriating 129:9 appropriation 87:6 approval 7:7 24:14
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22 54:21 appropriately 116:25 appropriating 129:9 appropriation 87:6 approval 7:7 24:14 44:2 79:21 102:2
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appropriate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22 54:21 appropriately 116:25 appropriating 129:9 appropriation 87:6 approval 7:7 24:14 44:2 79:21 102:2 approve 7:17 15:6
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 approinting 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22 54:21 appropriately 116:25 appropriating 129:9 appropriation 87:6 approval 7:7 24:14 44:2 79:21 102:2 approve 7:17 15:6 47:7 87:15 90:10
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 approinting 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22 54:21 appropriately 116:25 appropriating 129:9 appropriation 87:6 approval 7:7 24:14 44:2 79:21 102:2 approve 7:17 15:6 47:7 87:15 90:10 125:6 127:22
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 appointing 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22 54:21 appropriating 129:9 appropriation 87:6 approval 7:7 24:14 44:2 79:21 102:2 approve 7:17 15:6 47:7 87:15 90:10 125:6 127:22 approved 6:18,23
Anyway 89:13 apologize 66:23 102:17 103:10 appears 87:9 applicable 109:7 appointed 30:1 approinting 126:13 appreciate 22:12 26:21 112:9 114:23 appreciated 112:13 approach 36:22 38:8 86:2 appropriate 53:13,22 54:21 appropriately 116:25 appropriating 129:9 appropriation 87:6 approval 7:7 24:14 44:2 79:21 102:2 approve 7:17 15:6 47:7 87:15 90:10 125:6 127:22

81:16 87:5 approximately 20:8 71:21 **April** 49:6 68:1 88:13 125:13,15,16,21 127:14 **Arcese** 2:8 102:13,16 108:20 118:12 area 65:1 96:18 104:23 areas 32:22 65:15 103:8 108:25 118:22 arena 42:11 arrange 126:9 art 87:11 **ARTHUR** 1:11 **ASHE** 1:11 aside 12:14 67:11 79:22 **asked** 19:13 31:6 33:21,24,25 34:1,23 36:14 49:6 64:20 65:21 66:4 80:14 89:17 110:24 111:20 114:14 115:11,17 121:11 128:24 asking 17:24 18:11 20:13,19,21 25:23 29:16,17 31:20 32:15 34:21 40:9 51:1,2 64:2 92:12 98:20 aspects 79:3 assessment 2:19,20 91:22 92:16 93:16 94:16,25 95:6 97:7 111:18 assessments 93:7 assets 119:1 123:5 assigned 14:7 20:11 30:2 33:13 42:25 71:4,22 72:1 assigned/unassigned 11:21 assignments 25:25 assist 41:4 97:12 **assistant** 2:9 41:2 associate 119:25 associated 65:3

associations 61:12
assurance 103:8
104:22
assure 98:8
Aston 67:9
athletic 41:1,2 43:3
53:23
ATLANTIC 1:11
attached 64:13 85:17
86:8 116:10 121:23
122:3,4,10,11
attachment 116:2
attain 14:6 15:6
16:10
attempted 129:2
attempting 70:17
attempting 70.17
attendance 2:1 94:1
attention 52:13
114:24
attribute 97:9 99:5
100:6 105:9
attributes 91:24 93:6
101:3,5,6,13,18,19
101:22 102:8,12
103:13 104:19
105:8 107:17,18
111:23,25
111.23,23
audio 70:7 71:14,16 72:19,24 73:4 74:4
72:19,24 73:4 74:4
74:8,11 84:4,5
audit 1:4 2:8 3:5 7:18
8:7 17:4 22:16 23:8
26:11,20,23 33:4,9
34:25 35:23 37:15
37:16 42:21 44:7,20
44:21 45:6,7,19
46:4 48:3,5 49:14
50:16 53:18 54:19
54:21 56:1,3 58:13
58:15 68:16 69:15
77:10,12,13 78:10
78:19,20 79:8,13
81:7 86:19 87:19
89:10 90:8 91:1,3,4
92:3 93:3,11,13,22
95:6 97:17 100:6
102:11,19,23
104:17,20,23 111:1
112:3,21 117:13,18
117:20 122:24

104.00 107.17
124:22 127:17
128:6,12,12,19,24
128:25 129:1,2
audited 81:1 114:16
129:4
auditing 50:8 101:21
auditor 2:7,8 93:2
99:16 102:2 103:2 105:23 106:7
auditors 128:19
audits 2:9 93:1 94:8
99:2 102:4,12 105:7
106:12,16
August 1:14 3:5
108:8 129:7 131:10
authority 36:15
38:11 44:11 48:3
69:25 70:25 71:13
71:15,25 81:15
authorization 46:5
authorized 46:3,23
47:8 106:11 115:13
131:6
available 22:6 51:4
52:23
Avenue 1:12,23
avoid 36:18 39:2
awarded 69:4 72:25
73:7
awardee 69:17 71:12
awarding 70:7
aware 47:3
awareness 129:15
aye 7:22 8:1 9:19
91:10 111:14
117:13,14 124:23
124:24 125:1
127:25 128:1 130:9
B
b 2:13,20 46:20 86:24
LD 4.13.20 40:20 80:24

B b 2:13,20 46:20 86:24 B.1 113:8 B.5 113:9 B1 34:6 B4 34:6 back 5:22 7:16 8:15 9:25 11:16 19:17 21:13 25:16 26:10 26:10,17 28:19,21 28:22 29:9,23 30:12 32:21,23 34:15

1
37:13 40:8 46:6,24
47:10 51:22 52:17
58:18 66:11 67:19
80:4,24 81:4 91:2
100:24 107:9 109:6
110:18 123:6 124:2
124:5
backpack 121:20
backtrack 85:16
backup 72:23 75:17
76:1,8 88:9 111:22
backwards 85:22
bad 91:21
balance 6:17,22 7:2
10:1,7,16 11:2,18
11:20 13:3 14:6
15:20 17:8,9 18:19
19:19 20:2,7,10
22:7 23:13 26:13,17
31:14,15,23 32:2
33:3,7,8 66:13,22
67:11
balances 14:9
ballistic 63:25
bank 48:4
banks 51:11
BARTLEY 2:22
based 22:5,7 28:5,9
41:7 44:20 50:3,12
50:14 101:9,21
·
103:4
basic 75:15
basically 6:25 10:4
24:10 30:16 35:7
71:1 88:21,25 90:21
91:5 98:25 111:25
basis 69:5 72:14,17
72:18 74:1 95:8
Bass 1:22,23 2:24
131:4,14
Bass's 8:11
bathroom 4:20
BCPS 74:10
BCPS's 87:3
Beach 68:22 72:16,19
74:15
bearings 30:12
beat 55:20,24
beating 25:7
becoming 119:22
BECON 2:25

BEF 43:20 began 109:21 **beginning** 6:15 47:16 56:13 57:2 85:22 93:18 beginnings 23:5 27:21 **behalf** 38:12 98:3 behavior 12:4 behavioral 2:19 91:22 92:16 94:15 94:25 95:5 97:6 111:18 Behavorial 2:20 **behoove** 128:18 129:8.12 **Bekaert** 115:12,18,21 **believe** 3:7 6:18 8:6 17:18 34:8 35:12 43:24 48:9 52:18 69:12,13 70:12,16 75:10 76:4,13 80:6 97:14 109:19 116:7 129:14 believes 42:13 **bells** 76:5 **belt** 18:17 **belts** 18:16 benchmark 65:11 benchmarked 65:9 **benefit** 77:25 benefits 58:24 65:19 **best** 84:11 104:25 better 13:21 18:22 32:5 33:7 36:17 72:9 107:19 110:16 114:18 **beyond** 27:17 **bid** 68:16 69:9 70:12 70:25 84:14 **bids** 70:23 **big** 6:22 101:24 **billion** 95:20 **bit** 11:6,16 28:8,15 46:8 47:18 95:17 108:24 110:23,24 bits-and-pieces 86:1 **blurred** 43:13 **board** 1:3 6:23 10:3 12:1,24 13:25 14:4 15:3,4 17:16,17

19:13 21:19 24:6,6 24:14 25:10 27:2,17 28:5,19 29:14,23 31:6 35:3,4 36:5,14 36:15,25 38:7,15 39:22 40:20,22 41:24 42:1 44:2,16 45:1 46:3,11,12,23 47:7,17 50:9 51:9 51:13,18 52:8 53:1 53:2 58:15 69:24 72:24 78:5,15 79:21 90:9 94:22 95:21 103:7 104:22 105:2 113:18 128:17 **board's** 77:23 104:21 boards 43:20,20 **boat** 80:3 **Bob** 61:22 **body** 126:13 **boiled** 101:23 **BOLDEN** 2:20 **bond** 18:22 86:3 **bonds** 18:20 **bones** 30:5 books 45:6 55:4 60:22 **booster** 33:18,22 34:9 34:9,24 36:4,16 37:16 38:16,23 40:19 41:1,11,16 42:16 44:17,21 45:2 45:10,15 46:20,20 47:22 48:7,23 49:8 49:11 51:1 52:9,10 53:12,22 56:1,14,16 56:21,22 57:7,7,12 57:16 58:2,3,22,25 60:3 boosters 55:6 **born** 91:1 **bought** 119:3,4,11 **brand** 106:18 breach 90:14 brief 92:14 115:24 **bring** 36:6 37:18 85:2 113:4 128:16 **bringing** 80:1 102:1 106:18 114:23 **Broadcast** 2:25

broke 37:9

brought 27:16 35:24	calculated 33:3	certainly 19:5,21	claiming 91:5	combined 84:14
35:25 37:21 110:15	calculation 31:14,14	23:12 26:22	clap 39:25	combines 70:23
Broward 1:3 17:3	calculations 28:11	CERTIFICATE	clarification 61:2	come 24:23 26:10
41:23 57:4 65:7,11	calendar 125:23	131:1	64:3,5 79:19 121:16	28:3,18,21 29:9,23
131:3,11	call 3:4,11 7:14,15	certify 131:6	clarifies 77:5	30:4,12 32:23 34:14
BRYAN 2:11	60:1 94:11 96:4,7	cetera 29:3,24,24	clarify 22:2,9 41:21	43:18 50:17 53:18
BSC 114:11,17 115:2	called 34:8 47:6 65:6	94:13,13	43:7 57:1 82:1 83:5	54:3,6 59:4 60:21
BTA 93:3 97:9 99:1	72:10	CFO 119:19,19,20,22	98:19	72:4 85:24 92:12
105:11 106:7,12,16	campaign 129:16	120:1,8,14,16,17,22	clarity 61:16 84:25	109:19 118:7 123:8
106:24,24 108:11	campus 1:11 56:25	chair 2:2,2 6:6 7:4	class 25:18	123:13
BTA's 106:17	candy 46:22	8:6,21 11:14 22:1	classroom 76:11,20	comes 107:20
BTAs 106:7,20 108:6	capabilities 80:7	26:6 28:6 64:7 70:9	76:22	coming 23:11 28:22
108:11	83:19	70:10 73:8 82:16	classrooms 76:14	29:8 31:18 32:1
budget 2:18 13:20	capability 75:16,21	83:4,9 108:15	clear 43:18 53:10	81:17 96:9,13
14:15,17,25 15:7,11	75:24 76:1,8,15,16	Chair-Pro-Tem 6:10	79:25 80:5 89:10	109:13 129:25
15:13 18:6,7,10,15	86:20	challenges 107:3	108:17 109:4	commenced 69:16
18:18,25 19:4,6,7	capital 2:18 71:3	challenging 88:6	cleared 121:17	comment 23:19 37:12
19:10,13,16,20,23	123:5	chance 64:10	clearly 18:4 54:23	53:16 59:2 62:1,2
21:22 22:24 23:1,11	care 60:12,18	change 26:19 101:14	Clerk 2:12,13	77:18 99:6 128:11
24:13 27:10,11,12	cart 121:21 124:5	109:4 113:13	clever 63:18	comments 4:21,22
28:3,14,17,19,24	Carter-Lynch 2:3	changed 31:21 47:21	climate 129:9	23:16 25:5 77:6,16
29:10,20,23 30:16	3:13,14 4:25 5:10	63:8 64:1 73:16,25	cloak 91:2	85:6,17 86:4,7,12
30:17,22,22 32:20	5:16,19 9:5 23:18	74:3 101:4	clock 76:7	87:15,18 89:1,5
32:22,24 62:7,17	23:21 24:19 25:1,4	changer 72:7	close 47:14	92:10 96:24 100:1
81:3 95:20 121:2	25:20 43:15,17	changes 8:24 11:3	closed 89:18 100:20	107:12 110:13
budget's 71:25	55:14,16 59:24,25	22:8 31:15 109:24	closed-door 90:6,10	111:10 128:6
budgetary 12:15	61:7 87:16 92:6	changing 33:13	90:14,19 91:1,7	commingling 43:21
budgeting 14:12 23:1	96:20 120:13 128:8	Chapter 113:17	closer 31:2 92:24	58:4
46:16	Carvajal 2:10 118:14	charged 12:25	closing 32:17 100:5,7	commit 29:3,4
budgets 13:16 71:3,3	118:15 119:8,13,16	charging 117:8	club 33:18,23 34:24	committed 14:8 20:2
79:1	120:2,23 121:8,14	charter 118:3 119:2	37:16,22 38:16,23	20:7,10 33:11 66:13
build 56:12	122:1,23 123:17	charts 112:11,13	40:19 41:11,16	67:14,17
building 1:11 73:10	124:13	chat 86:16	42:16 44:17 45:15	committee 1:4 2:1 3:5
built 68:22 77:4	case 5:11 10:7 40:3	check 45:21 47:10,11	48:23 49:8 51:1	4:24 5:9,15 6:2 7:19
78:25	57:10 65:7 76:9	49:2 67:9,15,18	52:9,10 53:22 56:14	7:22 8:1,8,18 9:14
bullet 115:15	122:14	94:2	56:16,21,22 57:7,11	9:19 17:4 22:17,21
bulletin 38:17,21	Castaneda 2:16 70:8	checked 108:8 checks 58:6 60:15	57:12,14,16 58:25 60:3	23:8 26:11,21,23
bulletins 40:18 47:23 115:11,14,22 117:2	70:9,10 71:15 73:8 73:15,18 75:9 76:12	Cherry 115:12,18,21	clubs 34:9,10 36:4,16	33:4,9 34:21 37:15 42:21 49:6,16 50:16
bullets 49:9,19	76:19 82:9,13,22	chief 2:7,8 11:15	38:12 41:1 44:22	66:6,8 80:20 86:19
buried 30:5	83:8,25 84:5,22	74:18,25 76:3 93:2	45:2,10 46:20,21	89:10 91:10 92:3
business 3:6,11 6:12	catastrophic 64:21	99:16 102:2	48:7 49:11 52:3	98:9 102:19 104:17
6:13,14,15 9:25	66:15,18 67:2	child 96:10	53:8,12 56:1 57:7	104:23 105:2
36:17 46:4 60:5,14	Catholic 118:2	Childhood 2:21,22	58:2,2,3,3,23	111:14 117:14
60:18 91:21 115:16	caused 38:18	children 43:4	coincidentally 35:24	124:24 128:1,6
busy 28:25	causing 104:8	choose 96:24	colleagues 56:6	130:9
bylaws 45:8 51:14	center's 115:16	CHRIS 2:20	collect 97:7	committee's 90:8
52:7	centered 33:5	cited 47:14	collected 99:8	104:20
	centralized 75:7	citizen 50:22	collectively 40:15	communicate 28:1
	certain 38:2 48:13	City 96:8	COLLEGE 1:11	communication 74:23
		,		
C 2:12 64:18	50:6,7 68:9	claim 83:2	color 112:10	74:24 80:3

communications
84:19 85:25
comp 65:18
companies 51:23
company 72:20 74:5
comparable 105:7
compare 99:13
compared 52:23
competition 84:16
complete 53:5 83:11
_
131:8
completed 121:23
122:3,6
completely 20:23
21:20 52:12 85:22
compliance 11:17
15:14,25 16:1,4
55:7
complied 54:10 79:1
complex 3 1.10 73.11 comply 24:17 51:10
complying 55:1
2 0
component 87:10
97:13 103:20 108:6
111:3
components 102:25
comprehensive
114:25
comprises 33:8
compromise 90:23
computer 99:11
concentrate 95:10
concentrating 84:1
concern 20:17 24:18
38:18 39:14 94:14
123:25
concerned 44:15 54:5
concerns 10:2 15:15
16:11 24:4 27:2
concluded 130:15
condition 12:21,22
conditions 78:23
conducted 53:21
confer 9:4
conference 125:12
confidence 127:11
confidentiality 90:6
90:14
configured 75:13
confirm 4:15 32:5
100:21 116:18
confirmed 74:25 75:1

6
confirming 30:16
conflict 125:20 126:2
confused 116:14
117:22,23 118:3,6
121:17
confusing 121:5 connected 76:6
connected 76:6 consensus 85:11
consider 51:18
consideration 114:19
considered 47:4
56:16 61:11 62:15
consisted 102:23
consultants 116:13
contact 56:6
contained 73:10
contemplated 87:11
continue 23:8 42:22
48:2 71:1,4,20,24
93:11,25 101:25
102:20 111:1
continues 93:25
continues 93.23
107:18
continuously 109:6
contract 45:22 46:1
50:3 69:4,10 78:24
81:6
contracts 48:17 90:10
contractual 45:18
87:8
contractually 45:14
contribution 38:3
49:22
control 2:11 38:9
118:16
controls 42:4,5 43:14
44:5,15 45:8,20
53:14 58:21 97:19
conversation 25:3
78:14 115:24
conversations 47:15
copy 98:14
correct 14:16 44:22
62:3 70:18 75:18
80:16 82:23 83:8
120:18,22 121:14
correctly 45:11 59:20
100:11
cost 72:9 83:14
101 01 05 100 10

101:24,25 102:10

105.6
105:6
councils 61:11
counsel 35:24 36:12
36:21 38:15 41:18
46:7 47:17 50:2
51:8 52:13 54:5
56:5 58:19 59:13
61:10 64:3 87:24
90:2 115:23
counsel's 44:21 59:4
59:8,18
count 32:7,10,12
counterintuitive 69:7
county 1:3 41:23 56:8
63:9 65:9,11 131:3
131:11
county's 63:21
couple 24:21 27:20
28:17 33:21 45:24
62:5 67:23 96:13
100:2 103:18
126:17
course 46:5 119:24
Court 1:22 2:24
61:22 131:4,14
coverage 36:9,10
covered 65:14 79:18
93:6
COVID 118:6,18
119:6 124:1
create 44:4 45:8,14
45:18 54:16
created 34:24 35:10
93:8,17 100:12
113:15
creates 44:4
creating 18:11 20:20
42:2
credit 18:23 114:23
criteria 36:22 40:24
50:4,10 51:15 54:7
critical 103:8,9
104:23
crosswalk 101:7,12
101:16,17 102:9
111:23
crosswalks 107:16
culled 99:9
curiosity 125:21
curious 126:4
current 17:8,9 53:1
Current 17.0,7 33.1

68:21 83:18 86:21 115:7 **currently** 20:2 44:9 44:19 49:3 50:14 66:22 74:10 75:20 79:23 83:10 119:25 custodian 118:4 cut 21:21 32:23 122:9 **cycle** 19:23 D **Dahl** 3:15 dance 31:11 date 29:5 35:22 79:15 119:8 125:20,25 **Dated** 131:10 dates 22:15 120:3 125:5,18 126:1,17 127:17,21,25 **Dave** 2:8 118:12 **dawned** 6:12 day 23:11 38:14 77:23 127:18 131:10 **De** 2:3 3:17 5:2 8:23 25:6,7 48:1,2,8,10 48:14,19,25 49:20 51:6,25 53:16 55:8 56:13 57:24 59:24 65:21 85:5,11 86:4 86:16 87:15,23 88:18,25 89:4 108:15,17 109:16 dead 55:20.24 deadlines 29:2 101:11 126:18 deaf 74:6 **dealing** 104:15 deals 70:14 dealt 60:14 104:14 **death** 25:8 **debate** 32:14 37:22 57:11,14 58:18 101:24 December 104:1 decided 60:6,9,11 **decides** 128:17

decision 99:15,16

decisions 63:14

dedicated 102:3

deductible 65:3,5,25

67:1 deem 122:17 defined 4:16 **DEFP** 14:14,15,19,24 79:23 delay 5:10 108:19 **delays** 104:8,9 108:22 deliver 22:21 75:6 **delivered** 79:2 103:17 **delivering** 75:2 77:1 77:3 department 13:11 59:22 73:11 97:10 114:2 118:4,20 departments 13:15 13:18 21:3,12 27:14 121:4 depending 129:6 **deploy** 72:9 deputy 119:21 **DEREK** 2:12 describe 107:19 **described** 39:1 50:17 57:17 66:16 67:5 109:17 describing 107:12 description 115:16 design 68:22 69:6 72:14,18 74:1,10 designated 48:25 **designed** 72:8 75:17 detail 110:25 111:1 detailed 31:13 32:1 **determine** 16:17 39:7 48:20 94:18 determined 17:11 87:1,24 **develop** 22:5 58:17 **developed** 19:8 69:1 developing 22:3 development 23:7 device 74:7 **dictate** 42:14 **difference** 43:25 44:3 105:6 110:2,5 **differences** 36:21,22 114:21 **different** 41:6 49:15 52:24 61:3 65:15 67:11,23 77:10 83:3 84:9 101:8 102:24

105:21 107:14
110:23 114:9
119:18 129:25
difficult 28:15
dig 55:4
digital 82:5,25 83:13
83:19 84:11
dip 11:23
diplomacy 6:24
direct 57:3
direction 23:13 26:25
30:25 89:19
directive 12:24
directly 26:3 60:12
60:14 61:6 70:24
director 2:8,9,16,17
2:18,18,19 20:4,6
43:3 48:15 53:23
70:11 115:15
directors 41:1,2 52:9
53:2 96:18
directorships 121:1
dirty 27:15
disagree 99:1
disagreeing 73:20
discipline 94:19
95:22 97:13
discontinued 38:21
discrepancies 94:1
discuss 26:11 36:21
49:17 92:20 96:16
discussed 11:2 26:16
35:23 88:12,12,16
108:19
discussing 64:20
discussion 7:23 9:13
10:16 26:9 28:11
57:3 87:18 89:15,18
91:3,9 117:10
124:19 130:6
discussions 17:18
19:7 26:18 39:7
47:15
distinction 43:8,12,19
district 2:14 11:5
12:5 13:17 17:22
18:13 26:24 28:19
32:15 40:24 41:10
42:15,25 43:21
45:16 46:10,12,14
46:17 47:9 53:7

54:6 61:15 67:3 68:4,25 80:21 87:7 87:10,25 94:21 95:7 101:9,10,11 105:14 105:18,20 106:3,4 106:20 107:7 120:11 121:13 129:8 divided 6:11 Doctor 122:7 document 26:17,19 112:19 121:25 123:22 documentation 54:1
93:10,21,24 94:17 94:23 97:16 100:7
100:15,21 114:8
122:21 124:6,12 documented 21:8
94:3
documents 38:10
40:17 91:7 97:22
108:1,11
doing 27:10 31:11 35:20 37:24 41:14 45:11 60:24 64:14 68:5 69:12 71:9 80:5 82:10,14 83:9 83:20 102:4,10 103:13 106:12 114:17 115:19 116:13 117:1,5
dollar 128:13
dollars 19:14 63:15
96:7 128:21 129:10
129:11
donation 61:5
door 4:20 89:18
Dorsett 80:20
double 7:16 11:16
47:11 67:9,15,18
dozens 102:7
Dr 2:2 3:3,10 4:1,2,15
4:18,23 5:1,7,12,21
6:8 7:5,8,13,21,23
7:25 8:2,4,9,23 9:1
9:7,12,17,20,22
10:10,14,20,23 12:6
13:8,22 14:18,20

15:2,22 16:3,8,14

```
17:3,23 18:2 19:24
20:9,13 21:17,25
22:23 23:15,20 24:3
24:24 25:2,6,16,23
26:7 27:1 28:7
29:12 30:2,7,14
31:10 32:11 33:1,16
34:22 35:5,11,15
37:1,2,3,6,10 38:5
39:9,16 41:20 43:16
44:18 47:25 51:24
55:9,15,17,23 56:8
57:1,21 58:10,14
59:7,10,23 61:8,20
61:24 62:23 63:7,11
63:16,24 64:4,9
66:11,19,25 67:7,13
67:16,20 68:12
69:17 70:3,5 71:10
72:11 73:13,17,20
76:10,18,20 77:8
78:4,8,17 79:10
80:12,16 81:25
82:18 83:1,5,20
84:4,18,24 85:5,14
86:7,11,17 87:13,17
87:21 88:7,11,24
89:7,11,14,23 90:18
91:11,13,17,19 92:5
92:9,15,21,23 94:5
97:2,4,24 98:19,23
99:25 100:23
101:15,23 102:15
105:3,13,15,19
106:2,9,15 107:1,22
108:2,13,16 111:4,9
111:12,15,17 112:5
112:8,19,23 113:2,6
113:9 114:6 115:6
116:11,23 117:7,12
117:15,17 119:3,6
119:10,15,17 120:5
120:9,12,15,19,24
121:10,15 122:6
123:19 124:14,18
124:21,25 125:2,8
125:14,17 126:3,11
126:16,21 127:1,4,9
127:16,24 128:2,4
128:10,14,23
129:13,24 130:2,4,8
```

130:10,13 draft 24:15.25 27:9 draw 42:18 dreams 17:4,5 **drill** 94:23 **dropped** 121:9 **DSO** 43:20,25 due 102:24 110:7 **Dukane** 70:15 72:16 83:21,23 84:6 **duly** 51:12 **duties** 46:10 \mathbf{E} E 77:8 **earlier** 36:11 84:8 Early 2:21,22

EdPlan 108:1 **Education** 2:21,22 57:5 **effective** 53:18 83:14 efficacy 18:12 efficiencies 13:4,10 13:13 19:18 20:21 21:2 31:9 78:25 efficiency 16:19 18:12 20:25 **efficient** 16:21 20:24 **efficiently** 13:14,17 **effort** 63:21 efforts 84:1 **eight** 91:18 113:21 either 27:4 52:14 75:24 82:11.11 85:15 86:5 107:17 **elected** 51:13,13 52:8 87:3 election 8:7 **elections** 6:3 8:18 9:14 electrostatic 121:20 **Elena** 2:10 92:19,25 97:7 110:2 eliminate 36:18 **emailed** 112:10 **emergency** 74:22,24 75:2,21 76:17 80:3 84:19 85:25 emphasize 72:6 **employee** 21:21 53:7 employees 21:18

40:25 41:19 43:11 44:16 48:11 53:1 63:13 106:6 **enact** 19:9 end-of-the-year 30:21 **engage** 86:20 engagements 77:11 enhancement 68:17 70:7 71:16 72:20,25 73:4 74:4,6,12 84:4 84:5 enhancements 71:23 **ensure** 13:19 44:7 72:3 103:12 115:19 128:19 129:9 ensuring 42:3 entities 17:20 entity 57:6 **EPIC** 72:20 74:5,8 equipment 71:18 118:19,21 123:1,10 **ERHARD** 2:11 **ERROL** 2:22 **Erum** 119:24 123:3 123:14 Erum's 120:25 **ESE** 108:3 especially 12:20 18:20 42:8 75:19 95:9 123:22 establishing 51:19 70:22 estimate 27:15 et 29:2,24,24 94:13 94:13 evaluate 86:20 evaluating 42:3 evaluation 93:16 **event** 8:24 66:15,15 66:18 67:2,2 75:23 81:20 everybody 21:14 26:3 31:25 34:5 61:24 64:13 81:21 92:6 110:21 everybody's 15:24 exactly 39:8 60:24 68:9 87:5 examining 45:20

example 36:7 50:5

53:19 54:1,9 83:16 93:20 108:23 114:10 examples 37:19 52:22 53:3 exceed 67:6 exception 99:4 117:21 **exceptions** 112:6,17 113:1,21,22 118:1 excess 70:1 **excited** 112:13 excluded 63:4 excluding 63:18 **exclusions** 36:3 63:12 **Excuse** 96:20 **executive** 2:12,16 70:11 81:19 exhibits 99:8 exist 52:2,4 62:17 122:19 existing 70:23 82:24 100:13 exists 39:3 58:23 110:19 **expand** 108:23 **expect** 15:9 16:19 29:13.19 expectations 115:20 **expected** 107:10 expenditure 49:12 expenditures 33:19 33:22 34:14 49:8 128:13 **expense** 115:19 116:14 **expert** 86:20 **explain** 22:18 66:20 78:18 explained 123:3 explaining 64:6 123:11 explanation 115:18 117:25 **expressed** 16:10 24:4 extended 81:9 external 54:11 109:20 externally 41:15 extra 17:14 eyes 41:17

F facilities 41:4,24 45:17 46:15 **fact** 30:15 40:20 59:11 70:18 78:22 fails 75:25 fair 102:9 familiar 106:4,21 116:12 **far** 7:15 13:24 31:3 84:20 97:13 fast 103:15 fault 21:14 **favor** 7:21.25 9:18 91:9 101:1 111:13 117:12 124:21 127:24 130:8 features 86:23 February 90:25 feel 17:24 77:19 fell 121:21 124:5 **felt** 103:3 **Fertig** 2:4 3:19,23,23 37:2,4,8,13 39:11 55:11,22 57:23 58:12 59:2 77:7,18 78:6,11 85:2,9 89:4 89:9,13 125:1 fighting 58:18 **figure** 38:22 **filled** 25:25 **final** 23:10 24:12 30:22 72:2 96:15 finalized 108:6 **finally** 6:12 **finance** 118:4,16,23 119:20 121:2 financial 2:17 11:15 12:4.21.22 17:21 20:6 30:20 38:3 49:14 80:24 126:19 **financially** 31:5 48:17 financials 30:21 49:17 **find** 19:10,18 23:25 24:1 30:6 36:24 54:1 59:20 67:25 121:7 123:1 **findings** 96:16

finish 83:4,7

fire 74:17,18,19,21

75:3,4,5,8,13,14,19 75:20,23 76:10,13 76:22,25 77:2 80:8 firm 109:20 first 3:6 6:17 14:14 16:12 27:6 28:10.23 32:6,10 39:21 40:13 44:3 50:12 52:3 54:22 66:11 79:21 89:7,11 93:13,22 96:25 102:5 116:5,6 128:24 fiscal 19:9 32:17 46:11,13 **five** 6:22 91:15 **fix** 116:4 **FL** 1:12.24 **flag** 3:7 **flawed** 38:18 115:23 fleshed 23:4 **Florida** 11:9 12:13 46:9 93:5 103:23 131:2,5,11 flying 126:24 focus 41:3 104:7 107:23,23 108:1,8 108:12 110:20 folks 40:23 41:13 44:13 53:14 59:6 **follow** 50:12 76:3,13 90:15 98:16 **follow-up** 6:16 12:6 15:17 23:17 24:12 27:25 31:13 33:17 36:6,19 39:4 68:13 79:19 82:1 86:14,19 98:13 **follow-ups** 97:21 **followed** 87:2 95:25 **following** 3:1 38:14 39:17 44:8 51:11,15 68:10 91:6 foot 30:11 **force** 29:25 45:3 foregoing 131:7 **forever** 21:7,8 forget 112:12 **forgot** 63:18 form 44:5 107:9 109:13 121:24 **format** 109:23

formatted 110:6 former 102:1 115:13 forms 40:24 formulated 113:19 Fort 1:12,24 131:10 forth 28:13 51:14 53:23 123:6 124:2 **forum** 61:13 **forward** 26:22 29:10 31:3 35:25 37:19 39:3 81:11 86:13 98:15 99:23 104:16 107:14 111:21 114:19 116:7 found 39:5 46:9 52:24 59:16 86:15 121:8 Foundation 57:5 four 91:15 98:10 **fraud** 36:8 52:1.21 124:10 **free** 116:13 Friedman 2:4 3:21,22 16:12,13,15 17:11 20:16,17 55:10,11 55:15,18 56:10,11 56:12 57:20 front 80:4 **FTE** 32:7,10,13 **FTF** 127:18 **full** 104:11,19 fully 23:4 84:11 **functionality** 83:13 functioning 57:12 83:12 functions 34:12 **fund** 6:17,21 7:2 10:1 10:7,16 11:2,18,20 11:20 13:3 14:6,8 14:10 15:20 17:8,9 18:19 19:19 20:2,7 20:10 22:7 23:13 26:13,16 31:14,15 31:23 32:2 33:2,6,8 66:13,22 67:10 **funded** 65:12 81:13 **funding** 13:3 22:6 60:17 62:4 81:12 87:4 118:24 fundraise 57:13 fundraisers 46:21

fundraising 43:10 46:16 55:5 56:1 **funds** 13:13,16 37:17 38:11 41:7,8,12 43:1,8,21 44:11,13 44:14 48:20,20,22 48:23 49:1,23 50:7 54:2 56:14,16,19 57:10,15,17,19 58:4 60:24 61:3,15 62:14 62:16,20 64:19,20 65:12 67:12 81:8,14 88:2 94:9 99:2,9 102:22 110:20 111:22 112:3,21 113:12 117:13,18 **further** 39:7 87:17 91:8 107:2 111:9 117:10 124:19 130:6 **future** 29:6 59:21 103:20 **FY24** 69:11 FY24-075 68:18

 \mathbf{G} **Gabriel** 2:10 118:7 118:15 game 72:7 gather 49:7 **general** 14:6,9 35:24 36:12,21 38:15 41:17 44:21 46:7 47:17 50:2 51:8 52:13 54:5,9 56:5 58:19 59:3,8,13,17 61:10 63:5,6 64:3 64:20 87:23 90:2 115:23 general's 36:2 generally 48:22 59:16 86:22

generic 59:13 getting 9:25 20:15,25 31:22 33:11 35:13 43:13 52:17 53:12 61:23 62:9,20 77:22 80:14 95:1 107:10 109:25 110:8 130:10 gist 24:18 give 8:10 18:22 22:14 23:9 24:22 50:24 52:19 82:13 87:10 92:1,8,9 104:22 113:12 114:22 given 22:23 24:12 26:17 58:15 85:23 107:3 gives 43:18 giving 40:19 41:18 64:9 **global** 94:21 **go** 4:19 5:2 11:5 19:8 22:7 24:14 25:16 26:24 28:17 32:21 34:6 39:8 45:3 47:9 50:19 55:14 57:9 70:5,6 73:4 78:21 84:10 85:14,15 89:13 91:2 92:2 96:2,25 97:12 101:3 101:7 105:8 109:6 116:7 118:19 127:14 128:17 129:7 **go-around** 19:7 **goal** 11:22 13:2 17:12 72:2 104:18 112:2 **goals** 31:5 84:8 **goes** 22:25 24:13 72:3 74:17 going 8:15 10:3 12:14 12:20 13:11 15:6 16:20,22,24 17:1,13 18:13,16,20,24 19:17 21:2,4,6,10 22:15,23 23:14,16 24:1,13 25:16 26:21 27:18 28:21,24,25 29:19 30:6,24 31:3 31:8,23 32:16 35:15 36:20,25 39:2,6,8 39:20 42:18,23 45:2 45:6,17,17 46:19 50:20 57:14,16 58:19,22 60:1,10 65:25 69:23 70:6 71:22 75:15 76:25 77:25 78:13 80:24 80:25 81:5.11.21 84:18 85:13 88:25

91:13 96:22 99:1,23 104:16 105:25 106:17 107:9.12.14 108:18 109:22 110:18,23 113:4 114:13,14,19 116:8 116:12,16 118:7 121:10 123:19 125:25 127:14,16 127:19 128:21 129:15 **golf** 121:21 124:5 good 3:3 10:15,21 11:1,14 12:4 20:5 25:12 27:24 33:14 47:25 58:7 64:12 84:25 108:14 118:14 121:18 128:8 goods 46:22 Gorokhovsky 4:3 gotten 31:1 34:1 84:20 89:24 Gouldbourne 2:9 113:11,11,25 govern 45:16 governed 50:5 governing 46:19 51:19 73:11 government 65:11 grand 123:24 great 21:4 38:18 129:17 **greater** 123:25 Gregory 118:2 group 14:14 15:15 39:12 60:5 61:6 65:17,19 68:3 99:1 100:25 127:22 group's 15:14 49:14 groups 36:4,8 41:25 43:9,23,25 63:1,18 **growing** 99:18 guess 4:25 5:8 12:3 30:1 44:25 64:14 87:14 111:4 114:1 115:18 127:19 128:7,11 129:18 **GUESTS 2:23** guideline 49:8

guidelines 33:23

38:17,24 40:19 41:16 47:22 52:10 52:11 87:2 101:8 guys 18:2 27:7 66:9 91:25 94:5 96:24 97:21 110:24 115:9 H habits 55:5 half 4:20 29:11 hallway 75:5

habits 55:5 half 4:20 29:11 hallway 75:5 hallways 76:18 hand 25:21 37:4 40:7 40:8 67:8 **handle** 41:12 handled 41:8 43:9,11 85:21 handling 38:11 39:23 40:1,2 **hands** 37:7 Hang 85:14 happen 16:25 21:22 24:11 36:8 43:23 57:17 58:8 75:22 happened 21:16 35:21 64:6,21 67:25 68:24 69:15 79:5 81:1 95:19 118:23 123:1,12 **happening** 37:20,24 37:25 75:8 110:4 happens 25:11 61:1 74:16 75:4 126:19 129:6 **happy** 128:25 hard 22:14 24:1 64:17 74:7 103:15 125:17 **HARPALANI** 2:9 HCT 68:16 **head** 47:19 69:20,23 **health** 17:21 hear 10:21,24 21:9,9 22:11,13 23:21 28:20 31:12 32:25 61:22 74:21 76:22 97:1,3 104:16 heard 5:2,4 77:2

111:12 117:12,17 124:21 130:8 hearings 14:21 heart 52:17 held 13:12.18 hello 92:22 **help** 26:24 54:7 59:15 helpful 26:3 34:20 56:7 Henry 64:25 hey 126:8 Hi 39:19 High 57:11 **high-level** 95:10,11 **higher** 11:6,8 17:19 highest 109:9 hire 103:2 107:2 hired 105:10,15 **hiring** 106:1 historically 95:4,6 hits 56:25 hold 13:25 14:2 39:12 55:10 77:8 86:13,14 91:13 113:10 119:1 holding 22:19 56:21 77:21 96:4 116:19 119:23 holds 124:9 home 96:9,10 hope 12:20 27:23 39:15 90:24 100:10 hopefully 84:15 103:17 116:15 **hoping** 78:2 horse 55:24 huge 40:14 **hurdles** 107:11 **hurricane** 64:19,21 66:17 hurt 129:24

I-101 38:17,20 i.e 14:7 idea 25:17 27:16,17 32:6 46:23 53:11 90:25 99:20 identified 38:16 40:23 94:11 97:9,11 98:11 99:7 109:1,10 111:21

Ι

identifies 46:11 54:22 identify 48:23 78:24 94:9 identifying 95:15 **IEP** 108:6 **IEPs** 108:3 **IG** 36:10 II 2:11,21 **ILA** 63:4,9,10 64:1 immediately 5:22 119:15 impacted 65:15 implement 26:19 58:20 implemented 11:3 103:23,25 **implied** 46:25 important 78:15 102:7 109:8 123:21 126:18 improvement 93:23 improvements 93:20 **in-between** 110:12 in-house 99:19 100:25 102:1 105:8 inappropriate 52:1,2 53:24,25 54:8 59:16 **include** 14:7 19:6 47:6 53:19 63:10 98:14 included 28:12 36:4 61:17 68:18 87:5,19 88:8 93:15.19 97:10 97:19,23 98:8 99:8 100:6 117:5 121:25 122:22 129:16 includes 14:10 62:13 70:15 **including** 46:18 89:3 107:15 115:22 incorporate 18:6,10 18:15 19:20 89:4 incorporated 7:1 18:25 19:22 27:4 57:6 87:18 incorporating 87:15 increase 112:17 113:1 increasing 10:18

independent 45:4

indicate 30:23

hearing 9:17 14:15

26:9 28:3 74:7

15:7,11 19:1 22:24

indicating 112:22 indicative 124:5 individual 94:24 95:24 99:3,6 108:9 111:21 123:13 individually 40:14 individuals 40:14 influenced 26:20 information 20:1 22:18 26:24 28:4 34:10,15,19,20 46:6 47:19 49:7,12 51:16 52:23 66:5 90:4 98:17 99:22,24 103:4,18 104:11 105:1 107:15 109:12,12 110:1,8
114:11,21 118:8
120:2
informed 90:3
infraction 95:12
inherent 42:6 58:21
inherently 115:23
initial 69:10 81:10,12
90:1
initially 17:16 71:12
89:25
input 26:20,21,23 28:5
inside 43:11 44:16
inspector 36:1 63:5,6
installations 71:8
installed 75:20 82:24
83:10 84:2
instances 37:18
instruction 41:19
76:23
instructions 40:20
instrument 84:14
insubordinate 21:21
insulate 54:17
insurance 64:23 67:4
integrity 56:21
intended 25:15 56:24
intent 53:5 61:5 87:3
90:11
interact 40:25 53:15
interchangeable 65:5
intercom 21:11 68:17
68:20 69:1,2 71:8
73:12 74:22 75:14

75:16,17,25 76:6,25
84:23
intercoms 69:6 72:8
77:24 80:1
interim 35:22
interlocal 36:1
internal 2:9 12:3 41:7 42:4,5 43:1,8,13
42:4,5 43:1,8,13 44:5,15 45:20 48:4
48:6 49:14 53:14
54:11 57:10,14,16
57:19 58:21 94:9
97:18 98:5 99:2,9
110:19 111:22
112:3,21 113:11
117:13,18
internally 41:14
101:21
interrupt 96:21
inventory 2:10 94:9 98:6 99:3,10 110:19
111:23 117:19
111.23 117.19
invite 5:5 66:7
invited 2:23 59:13
invoice 116:12
invoices 115:17
116:16
involved 42:10,19,20
48:11 51:7 59:17
103:3
irresponsible 58:24
issue 42:21 59:12
78:9 90:21 93:25 113:23,24 116:23
issued 47:16,24 81:13
issues 10:16 90:20
104:14 125:7,8,10
it'll 5:21
ITB 68:18 69:11,18
70:1,8 71:12 81:12
item 35:25 64:8 68:15
69:23 81:19 88:10
89:16 92:5 114:12
125:5
itemized 115:15
items 34:4,5 35:3
64:13 107:10

110:14 118:5,17,19

J

January 93:9,18 103:23 104:2 **JENNIFER** 2:9 **job** 40:2 115:16 **jobs** 40:12 jogged 71:11 **JR** 1:11 **Judith** 119:18 **July** 7:18,18 8:12,12 75:11 85:16 88:16 89:1 **June** 7:17,18 8:5,5,12 35:16 69:13 86:5,6 93:5 justification 40:21 K KATRINA 2:21 KCW 5:23 66:21 68:13 **kept** 7:15 96:19 kick 67:4 kidding 4:20 98:2 **kind** 18:12 41:19 110:12,17,20 18:22 19:10,11 20:14,25 22:16

keep 11:19 23:8 35:6 keeping 101:1 127:25 **Kim** 2:19 96:21 97:5 43:22 48:17 50:8 66:17 74:17 77:18 79:6,7 85:10 102:25 113:15,19 123:11 know 5:1 6:24 12:4 12:17 17:13 18:19 23:22 24:4,11 26:9 26:14 27:4,12,21 29:18,20 30:5,23 31:4,17 32:12 33:5 33:11,12 37:14,20 39:23,24,25 42:18 45:10,13 49:25 51:7 52:15 54:13.13 56:4 59:5 60:23 63:13 64:9 65:24 66:10,12 66:20 67:16 69:7,19 69:22,23 74:20 75:7 85:17 88:6,9 89:21 90:8 91:5 95:1,2,17

95:22 96:1,7 97:20 99:11 102:21 103:22 104:10 106:19 108:5,14 113:15,23 114:13 115:9 124:8 126:12 126:21 128:12 knowledge 69:14 75:10 107:25 108:7

 \mathbf{L} lack 44:14 88:4 language 38:25 **laptop** 95:19 laptops 124:1 large 103:20 131:5 lastly 54:7 **late** 34:4 77:22 Lauderdale 1:12,24 131:11 **LAURA** 2:12 law 93:15 laver 82:25 **layers** 66:9 lays 44:4 learn 104:3 learned 58:1 81:7 **learning** 2:15 95:23 leave 4:19 9:6 125:24 **left** 32:18 62:19 105:12.14 106:10 leftover 81:14 legacy 82:4 83:2 **legal** 35:17 38:18 46:25 79:16 88:8 legislative 61:14 **lesson** 25:19,24 26:1 lessons 58:1 let's 7:16 25:18 32:1 45:10 86:4 88:17 94:15 126:7 letter 49:23 94:11 123:11 letting 75:7 level 16:2 17:7 95:18 109:9 110:17 **leverage** 84:15,16 Lew 2:5 4:9 62:25 112:14 113:6 **liabilities** 31:22 36:18

liability 39:2 40:14

42:2,5,22 54:16 58:6 65:18 **liable** 60:25 **liaison** 50:16 lies 76:21 limb 70:6 **limited** 46:18 **line** 42:18 43:13 48:3 link 46:24 **linked** 81:18 links 34:16.18 **list** 34:7 36:3 121:12 **listed** 41:16 52:9 62:25 72:16,21 73:6 74:9,13 **listen** 28:16 listing 74:4 litigation 88:5 little 11:6,16 28:15 46:8 47:18 53:9 95:17 103:11,11 108:24 110:3.23.24 116:13 117:21 118:9 121:16 **live** 81:18 lives 95:21 96:5 99:12 load 54:25 **local** 45:7 **located** 118:22 Lock 4:20 logs 94:2 **long** 11:10 19:5 127:18 longer 57:15 60:25 74:12 105:17,19 121:12 123:22 **look** 13:2,4 19:14 21:13 26:12 29:7,7 29:8 32:21 38:8 41:7 42:15 44:11 49:25 52:16,20,22 53:24 55:25 56:5 65:18,23 70:5 79:6 91:22 100:11,20 107:14,18 108:25 109:9,10,11 113:16 114:13,15 **looked** 31:16 35:25 40:17 78:23 98:1 107:18 113:16 **looking** 7:9 13:10,12

19:17 20:23 24:15 32:20 37:13 38:13 63:3 69:15 85:20 92:16 106:13 107:20 110:11,11 110:12 112:15 114:8,11 116:15 122:8 125:23 looks 65:19 79:5,7 87:23 118:5 122:8 **Lord** 125:9 lose 95:19 **losing** 40:2 **Loss** 121:23 **lost** 43:14 57:2 95:19 96:6 lot 23:23 47:21 49:5 68:19 83:16 110:3 loud 26:4 love 21:9,9 64:5 **Lozano** 97:10 Lynch-Walsh 2:2 3:3 3:10 4:1,2,15,18,23 5:1,7,12,21 6:8 7:5 7:8,13,21,23,25 8:2 8:4,9,23 9:1,7,12,17 9:20,22 10:10,14,20 10:23 12:6 13:8,22 14:18,20 15:2,22 16:3,8,14 17:3,23 18:2 19:24 20:9,13 21:17,25 22:23 23:15,20 24:3,24 25:2,6,16,23 26:7 27:1 28:7 29:12 30:2,7,14 31:10 32:11 33:1,16 34:22 35:5,11,15 37:1,2,3 37:6,10 38:5 39:9 39:16 41:20 43:16 44:18 47:25 51:24 55:9,15,17,23 56:8 57:1,21 58:10,14 59:7,10,23 61:8,20 61:24 62:23 63:7,11 63:16,24 64:4,9 66:11,19,25 67:7,13 67:16,20 68:12 69:17 70:3,5 71:10 72:11 73:13,17,20 76:10,18,20 77:8

78:4,8,17 79:10 80:12,16 81:25 82:18 83:1.5.20 84:4,18,24 85:5,14 86:7,11,17 87:13,17 87:21 88:7,11,24 89:7,11,14,23 90:18 91:11,13,17,19 92:5 92:9,15,21,23 94:5 97:2,4,24 98:19,23 99:25 100:23 101:15,23 102:15 105:3,13,15,19 106:2,9,15 107:1,22 108:2,13,16 111:4,9 111:12,15,17 112:5 112:8,19,23 113:2,6 113:9 114:6 115:6 116:11,23 117:7,12 117:15,17 119:3,6 119:10,15,17 120:5 120:9,12,15,19,24 121:10,15 122:6 123:19 124:14,18 124:21,25 125:2,8 125:14,17 126:3,11 126:16,21 127:1,4,9 127:16,24 128:2,4 128:10,14,23 129:13,24 130:2,4,8 130:10,13

\mathbf{M} ma'am 23:20 28:7 43:16 Madam 7:4 8:6,21 26:6 28:6 64:7 70:9 70:10 73:8 82:16 83:8 108:15 maintain 12:11 13:19 maintained 10:6 15:22 56:3 Maintenance 68:17 major 71:22 majority 45:10 83:21 making 13:13 24:2 35:6 71:7 85:7 96:10 116:1 manage 127:19 managed 70:12 92:13

management 46:12

46:13,17 64:19 65:1 68:3 93:7 95:5 99:15 manager 2:9,10,10 2:20 93:1 113:12,14 118:15 manning 37:6 Manny 70:10 manual 101:10,12 **MANUEL** 2:16 manufacturer 72:21 manufacturers 72:18 74:9 map 23:5 marathon 46:21 March 93:10 105:5 **MARISA** 2:18 marked 27:6 Marte 68:6 119:18 120:7,21 Mary 2:4 3:19,23 37:11 39:10 45:12 55:18 57:21,22 77:14 85:1,1 125:3 massaged 126:4 master 76:6 matrix 24:6 89:20 122:11 **matter** 29:17 matters 59:17 Matthew 2:4 3:21 **Mayersohn** 2:2 4:5,6 5:13,17 7:10,17 8:17 9:2,9,12 22:11 44:18,19,25 47:12 55:9,10,12,14,17,20 55:24 56:10 62:1,2 62:8,19 87:12,14,20 88:23 91:15,18 92:4 94:6,7 95:13 96:23 97:16 98:1,13,18,21 111:7 112:4 121:19 122:2,7,12 123:15 123:20 124:17,19 125:10,24 126:5 127:11,23 128:7,11 128:15 129:5 130:3 130:5 mean 5:13 22:19 23:24 45:3 84:4 85:5 97:2 98:19

107:6 108:3 111:2 122:12 123:20 126:1,5 127:1,17 meaning 82:4 100:7 means 12:11 15:12 22:6 30:4 75:1 meant 12:3 104:2 mechanism 46:1 Medvin 4:7 5:1 meet 11:7,8,10,12 12:8,16 15:8 29:1 51:14 57:8 100:18 meeting 1:4 3:4 5:6 5:12,15,22 6:16 7:19 8:19,20 9:3,14 12:12 15:16 22:17 22:22 23:10 24:5 26:11,16 27:25 28:2 36:20 59:14 68:13 72:24 74:19 77:22 85:15,18 86:14 88:9 88:13,16 90:15,24 128:8 130:13,15 meetings 24:21 49:16 77:20,21 78:7,13 79:17 85:4,6,16 89:18 93:4 96:15 100:19 125:18 meets 86:22 member 29:14 32:4 33:9 35:4 36:14 42:21 51:21 54:9 94:22 95:21 103:5 members 2:1 7:22 8:1 9:19 91:10 95:24 104:2 109:5 111:14 117:14 124:24 128:1 130:9 memo 35:12,17,18,19 44:21 75:10 79:16 memory 71:11 118:10 mention 8:22 mentioned 19:3 45:12 50:3 51:21 52:6,11 67:22 83:17 84:3,8 **mentions** 119:18 mentorship 60:4 **Meo** 2:3 3:17 5:3 8:23 25:6,7 48:1,2,8,10 48:14,19,25 49:20

51:6,25 53:16 55:8 56:13 57:24 59:24 65:21 85:11 86:16 87:23 108:15,17 109:16 Meo's 85:5 86:4 87:15 88:18 89:1,5 **merits** 26:18 **Mervin** 2:17 20:3,5 message 75:6 77:3 messages 75:2 77:1 met 14:15 Miami-Dade 65:9 Miami-Dade's 55:25 microphone 26:4 61:25 migrated 108:1 mike 10:20 92:24 mike's 15:4 **million** 27:13 65:7,10 66:12,13,14,25 67:4 67:6 68:14 70:1 71:20 73:1 79:22,24 81:4,4,7 **mindful** 43:5 minimum 4:18 24:16 minute 81:23 86:13 minutes 7:7,19 8:5,11 8:11 misremembering 23:1 missed 23:23 24:20 80:2 120:15 missing 20:1 94:16,23 99:12,24 110:15 124:4 mistakes 95:16 mitigate 42:5 **Mm-hmm** 76:19 **model** 40:5,6 41:10 93:5,17,17 103:23 107:20 110:10.10 models 41:6 95:25 modern 70:21 72:5,6 modified 52:14 moment 12:9 42:12 110:7 114:5 moments 52:11 monetary 96:6 money 12:18 20:15 20:20,21,25 21:7

23:24,25 24:2 31:22	name 60:1 92:25	107:20 110:10	occur 36:8	120:19,24 121:11
38:2 39:23 40:1,2,6	118:14	111:24	occurred 31:15	121:15 124:14
40:11 42:14,23 53:6	names 21:12 34:11	newer 75:19 89:15	occurring 31:20	127:9 129:20 130:2
56:24 57:7,8 58:5	Nathalie 2:2 4:1 7:21	nine 34:15,16 113:21	October 30:10 32:11	130:4
60:6,7,11,19 68:3,5	37:20 39:11 57:23	NLW 116:15	125:13,14,21 127:1	old 6:11,13,15 9:25
79:23,25	59:2	nominating 4:23 5:9	127:2,13	47:5 80:7 93:17
moneys 42:17	national 50:5	5:14 6:2 8:16,18	offers 84:11	104:6 111:24
monitor 16:8	nature 90:3	9:14	office 2:7 36:2 53:20	older 84:13 118:9
monitored 43:2	Naylor 2:5 4:9,10 7:4	non-BSC 114:12	59:4,8,15 63:4 93:2	Oleg 4:3 119:22
monitoring 91:23	7:6,12 9:11,13	115:2	98:12 99:16 101:20	120:8
92:17 93:10,12,16	15:18,19,24 16:6	Non-School 41:24	Officer 11:15	Omar 2:18 10:10
93:21 94:3 100:5,12	32:3,4,9 61:8,9,19	nonprofit 57:6,9,15	officers 48:14	11:15
100:13,19 102:6,6	62:12 63:2,6,10,14	60:12,14	offices 98:3,10	on-line 102:16 118:12
103:9 104:24	63:23 64:2 80:13	nonspendable 14:8	official 34:11	once 10:5 11:22
111:18	89:16 90:17 100:3,4	nonstate 46:15	officially 5:18	15:20 32:20 49:13
month 100:13	100:22 112:15,21	normally 94:7 98:22	officials 51:13 52:7	56:13 109:1
	· ·	107:10 127:22	87:3	one's 30:7
monthly 93:4 100:18 months 27:14 28:18	112:24 113:7,20 114:3 115:1,5	north 81:6	offset 20:22 58:21	one's 30:7 ones 73:21 75:2 76:15
70:20 73:19 103:18	•	NORTHWEST 1:12		ones /3:21 /5:2 /6:15 89:3 116:6
	124:16,18		oh 7:8,8,13 12:12	
morning 3:3 10:15,21	NDR 70:15	Notary 131:4 note 93:19,23 120:6	16:24 17:1 32:11	ongoing 86:9 onion 66:9
11:1,14 20:5 118:14	near 29:6	*	47:25 55:10 78:4	
motion 6:16 7:17 8:7	necessarily 55:4	notes 67:25 131:9	86:11 92:21 96:9	opened 41:17
8:15,17,25 33:20	95:11	notice 31:16 81:23	98:23 112:12,23	operate 44:2
58:17 78:1 79:20	necessary 87:25	notification 75:22	113:9 125:8 127:4	operating 75:12
86:12 87:14,20 89:5	95:25 109:18	76:17	OIG 63:22 129:14	operational 93:1
89:12,17 91:19	need 6:9 8:6,15 12:11	notified 114:7	okay 3:3,12 4:15,18	operations 2:10,16
111:5,6,7,17 112:4	15:15 22:8 27:12	notify 25:10 88:1	4:19 5:7,16,19,21	2:16 70:11 90:20
117:17 124:14,16	29:9 31:4,19 40:5	notifying 12:1	5:24 7:13,16 8:15	opinion 114:17
125:4 130:1	40:22 54:22 71:22	Nova 37:16 58:12,15	9:7,9,12,17,25	opinions 36:23
motions 33:21 77:20	75:13 76:3,9 82:19	November 30:10 93:8	10:10,14 11:1 14:20	opportunity 24:22
78:5,10 79:15 80:14	82:20 83:12,22,24	125:13,14,21	15:2 16:14,22 17:13	92:7
85:2,7 86:10 87:22	84:20 92:23 99:20	126:19 127:3,4,13	17:23 20:9 24:19	opposed 8:2 9:20,22
89:2	110:15 111:5,5	129:7	25:4 27:1 31:10	91:11 111:15
mouth 12:19	123:4 125:6 126:13	November's 127:6	33:14 34:22 37:1,11	117:15 124:25
move 5:14 20:10	128:21 129:10	number 6:15 7:12	39:16 42:9 44:25	128:2 130:10
30:18 78:14 82:20	needed 47:19 104:24	11:24 16:18 27:14	47:25 48:25 55:17	opposing 125:2
moved 9:9,12 78:2,3	113:17	31:5 33:17 47:12	55:23 56:17 57:20	options 83:3
124:18 130:4	needs 42:15,25 45:1	70:2 86:19 87:4,6,8	58:10 59:10,23	order 3:5,6,10 18:14
moving 5:17 7:15	58:15 62:23 75:22	numbers 29:7 33:11	66:19 67:7,20 68:12	20:18 44:2,3 104:22
9:13 29:10 31:21	100:14	0	68:15 69:17 70:5	organization 50:6,6
77:23 89:5 98:14	negotiate 68:4	oath 54:13	71:10 72:11 77:5	60:16
111:20	never 40:3,12 57:8	oath 54:13 objections 14:5	78:6 79:10,13 82:15	organizations 45:5
multiple 108:11	77:12,24 84:21 91:2	obligations 54:12	84:24 86:15 87:17	50:11 51:10 57:4
MULTIPURPOSE	94:12 120:16	- C	88:24 89:14 91:19	61:13
1:11	128:25	87:8 observation 112:24	91:25 92:15,22,25	original 61:5 68:19
musical 121:1	new 3:12 6:13 30:1	obtain 21:2	96:25 97:5 98:18	81:3,3 86:24 87:3
mute 76:24	32:4 38:25 47:1		100:23 105:3 108:2	90:11
muted 76:4,5,7	70:20,22,24 72:5	obviously 74:19 78:8	108:13 111:12	originally 5:4 47:23
N	76:15 81:15 91:21	121:20 123:16	112:5,8 113:9 115:5	87:11 102:19
	93:17 103:1,5,22,25	124:1 OCA 03:2	115:7 117:3,9 119:3	outdated 70:19 72:10
Nakia 2:9 113:4,11	104:4 106:17,19,22	OCA 93:2	119:17 120:5,12,19	72:11

outfits 51:20 outside 38:12 43:2,9 43:10,23 50:11 51:10 66:2 97:15 106:19 outsource 102:20 overbill 87:7 overcome 107:7 overhauled 52:12 overlay 82:5,24 overlay-type 84:12 overlays 83:15,23 overridden 76:2 override 75:15 oversight 50:8 58:25 overview 92:8,10 P

p.m 1:15 130:15 packet 6:18 page 113:6,7 119:17 121:19 paid 128:20 **Palm** 68:22 72:15,19 74:14 paper 46:22 94:17 123:21,23 124:9 parent 61:12,12 108:3 parents 58:5 parents' 40:8 Parkland 96:8 part 13:20 15:10,10 16:5.7 18:7.15 19:21 20:9,17,19 32:19 36:6 39:12 41:11,17 43:1 48:4 60:20 66:22 67:10 71:19 80:24,25 81:11,12,16 86:9 89:5,8,11 96:12 97:17 100:5 101:7 108:21 partially 110:7 **particular** 49:9 60:13 65:20 70:12 88:10 partners 70:13 pass 51:9 passed 10:1,4 15:3,4 18:8 19:4 22:4 29:21 30:15 33:20

33:20 50:10 58:16 78:1.5.10 87:22 89:2 passes 9:22 91:19 111:19 117:18 125:4 128:4 **pasted** 122:9 pay 37:19 38:1 45:12 51:22 67:3 115:13 **pavable** 116:17 121:3 **payment** 116:22 **PCG** 104:1 **peeled** 66:9 penalty 54:13 **Penton** 74:7 87:9 **people** 23:25,25 35:6 48:16 60:5,14 63:21 63:21 64:16 74:20 75:7 95:16 96:1,2,4 121:12 **people's** 99:12 perceived 44:10 **percent** 6:22 10:4,5 11:20,24 12:9,12,13 12:14,16,24 13:6,21 14:9,10 15:20 16:2 16:17,21,23,25 17:2 17:12,14,17,18 18:6 18:10,14 19:15 20:19 23:4 24:8 25:9 27:16,19,23 28:12 29:11,15,16 30:18 81:8.9 93:22 93:23 95:15 112:17 114:16 **percentage** 10:17,18 10:19 11:4,7,9,11 11:18,23 16:16 20:22 percentages 11:13 **perception** 49:4 51:4 **perfect** 57:20 59:25 performance 68:16 77:12,13 78:19 79:4 79:8.13 88:4 performing 106:7

period 47:21 93:8

permanent 106:5

permanently 106:16

perseverating 21:15

periods 100:20

person 94:18 102:3 105:10,12,15,21 106:1.5.10.11.14.15 106:20,22,23 123:9 127:8 personally 85:19 persons 41:4 perspective 22:13 59:18 94:21 101:2 **Peter** 2:6 4:13 **Phyllis** 2:5 4:11 7:20 111:8 112:7 126:8 127:12 physical 46:17 picked 16:18 35:4 72:22 74:15 piece 19:25 123:1 piecemeal 86:1 **Pinellas** 56:8,9 **place** 12:18 18:3,18 22:16 29:22 58:8 69:2 73:22 84:21 106:21 **places** 110:20 **plagued** 102:25 **plan** 11:6,8 13:2 14:5 15:5,10,16 16:5,5,9 16:10 19:1.2.8 20:10,19 22:3,5,16 23:2,3,4 24:9,10,15 25:17,19,24 26:1 27:10,11,22,23 28:18,25 29:13,16 29:18 31:3,25 32:25 35:23 94:3 100:5,8 100:12,13,19 128:12 **planned** 12:22 **planning** 11:12 15:12 19:5 28:11 **plans** 12:8 18:1,5,8 19:20.22 26:12 82:15 91:23 92:17 93:3,7,12,16,21 102:6,6 103:9 104:24 111:18 play 37:19 38:1 45:12 51:22 101:5 playing 121:1 please 39:25 61:25 64:13

Pledge 3:6,9 plus 79:24 129:10 **point** 6:7 13:5 15:19 16:3 20:14 25:12 30:24 36:2 38:19 39:19 54:19 55:6,6 57:4,10 59:20 69:5 74:13 90:18 97:8,25 98:5 101:17 103:10 107:22 116:11 118:9 120:7 **pointed** 13:22 27:18 **police** 122:19 **policies** 40:20 46:13 46:19 51:19 52:19 **policy** 6:17,18 7:3 10:1,5,7 11:2,18,25 12:3,10 13:1 14:3 15:3,5,19 19:4 22:3 22:6 23:2 24:7,11 24:17 25:8 34:24 35:20 39:22 40:22 41:21,22,23 43:18 44:4,9 47:6 50:10 50:24 51:9 54:22 55:25 58:17 101:9 **popping** 81:23 **portion** 109:7 **position** 19:11 30:1,3 90:9 105:25 119:23 120:25 possibility 22:19 **possible** 103:15 105:1 114:25 **possibly** 127:10 **postpone** 8:7,16,17 potentially 58:4 **powers** 46:10 **PPO** 70:13 118:25 119:12,14 **practice** 38:17,21 40:18 47:23 115:11 115:14,22 117:2 pray 27:24 precedent 74:20 precise 25:3 predecessor 109:21 predicated 30:15 **prepare** 101:20 **prepared** 38:7 82:13

present 114:20,24 presentations 67:24 presented 114:9 president 39:24 54:15 **press** 27:8 pressing 66:4 **presume** 67:3 **pretty** 96:21 **prevent** 37:25 **previous** 78:9 88:12 previously 87:21 89:2 primarily 70:7 **primary** 71:12 **principal** 33:24 40:10 42:9,12 48:19 50:19 54:10 60:2,9 94:10 98:6,9 principals 48:22 49:12 96:18 107:16 printouts 81:20 **prior** 8:19 54:20 86:14 110:10 112:18 113:14 115:1 **Pritykina** 2:10 92:22 92:25 93:1 95:4 96:12 100:10 101:6 101:19 103:14 105:12,14,17,22 106:6,10,22 **private** 117:22 118:20 119:2 122:15,17 123:7 **probably** 26:15 32:8 82:20 119:12 **problem** 38:22 42:7 63:12 76:21 82:22 127:20 problematic 45:13 88:5 **problems** 110:21 procedures 75:12 79:9,12 101:9 proceeding 70:21 proceedings 3:1 131:7 **process** 12:15 14:13 28:12 36:13 46:5 92:13 96:13.14 97:13 99:18 101:3

93:3

101:13 103:3 105:24 109:21 116:2 122:22 processes 35:7 procurement 70:22 90:21 **produce** 103:6,16 product 82:7 products 46:22 proficiency 27:23 **program** 53:18 54:19 54:21,25 60:4,13,17 61:1 103:1 109:10 111:2 programs 52:3 **progress** 71:7 117:8 progressive 94:19 prohibitions 38:10 44:5 48:13 52:20 54:24 **project** 78:25 79:2 projection 17:1 projections 16:22 **projects** 25:9 71:5,17 **prompted** 81:25 91:3 **properly** 49:2 79:3 94:4 116:21 property 2:10 94:8 98:5 99:2,10 110:19 111:22 117:19 118:15 121:23 124:22 **proposed** 6:24 11:11 35:23 125:5 **protect** 54:17 protocols 58:8 **provide** 32:18 49:11 59:15 60:4,15 66:5 75:25 83:17 99:23 103:7,20 104:10,18 109:11 118:8 122:20.24 123:11 **provided** 33:23 50:19 64:16 87:9 95:3,23 101:20 121:24 **provides** 56:2 74:5 82:25 83:14 providing 46:13 102:11 105:1 provision 24:17 34:25 45:19 46:4

56:2 provisions 45:20 Prtiykina 92:19 **prudent** 129:12,13 **PTA** 39:24 42:11,14 45:5 50:5 54:10 **PTAs** 45:7 **PTO** 40:5 **public** 4:21,22 22:24 50:17,22 51:2 54:9 64:14 117:24 129:15 131:5 publish 29:2 pull 73:5 77:10 92:2 110:17 **pulled** 81:4 Punzi-Elabiary 2:19 96:25 97:3,5,6 107:25 108:5 purchased 61:4 71:18 118:5,18,24 120:22 purchases 118:20 purchasing 46:15 87:1 118:23 121:3 **purpose** 54:3 60:3 81:5 purposes 8:11 41:24 56:3 61:16 116:1 **purview** 49:1 57:18 pushback 49:5 **pushed** 29:14 put 6:4 12:9,19 13:3 14:3 18:13.18 28:13 28:18 32:15 38:15 40:7 41:21 52:19 54:20 55:22 69:9,11 69:14 73:22 84:20 86:12,16 106:12 107:1 109:4 111:1 116:9 125:25

Q

15:12 29:22 30:20

putting 12:17,18

54:19

quarter 92:18 111:19 quarterly 103:6 108:18,22 109:14 110:1 quarters 93:13 question 7:6 12:7

13:7 16:15 17:6,25 18:24 20:7 36:14 37:11 39:13 43:15 52:18 53:17 65:20 68:14 69:21 75:3 80:23 82:17 90:4.12 90:12,20 100:11 102:5,10 109:17 112:25 113:24 116:25 117:5 questions 7:2 10:8,11 10:12 13:23 23:16 36:3,5,7 38:8 59:5 65:2 66:3,6 68:8,10 69:19 77:6,16 88:13 88:14,14,19 90:1 92:1 94:4 100:1 102:18 108:14 111:10 117:20 118:13 quick 7:6 27:15 52:25 80:13 89:16 quickly 81:24 quorum 4:16,17 5:14 **quote** 21:3

R

R 1:22 2:18 131:4,14 RADCLIFF 2:13 raise 38:2 58:5 60:6 raised 54:2 60:6 61:3 raising 25:13 ran 123:2 rating 17:20 18:22,23 ratings 17:19 rationale 112:25 113:12 **Rauland** 70:14 71:5 71:21 82:24 83:1,9 83:18 84:6 Rauland-Borg 69:4,5 69:10 71:11 72:14 72:16 73:3,23,25 74:12,23 82:1,3,7 82:11,23 83:6,23 87:6 reach 56:14 129:23 reached 16:2 reaches 15:20 read 50:1,4 64:13 85:12 92:7

readdressed 90:13 **reading** 117:22 ready 77:7,15 real 44:10 80:13 89:16 really 23:23 42:15 77:19 85:3 110:20 129:1 realm 97:15 reappoint 126:14 rearrange 126:7 reason 18:11 68:23 75:23 82:5 118:16 128:16 **reasonable** 15:9 30:8 reasons 19:18 Rebecca 3:15 recall 21:1 33:20 68:6 70:13 75:14 100:25 receive 50:21 received 34:5,7,15 35:13 36:12 38:13 50:15,25 51:3 89:25 recess 92:14 recited 3:9 recognition 62:14 recommend 40:4 recommendation 36:24 78:20 85:25 recommendations 6:21 7:1 107:13 recommended 10:19 11:8.10.13 17:16 44:23 recommending 40:5 44:22 reconcile 51:11 **record** 39:13 48:6 51:23 53:11 79:11 121:9 131:8 recorded 90:24 records 48:4 50:17 50:23,25 51:1,2,3 55:5 56:2 64:15 recovered 88:2 redline 38:24 **refer** 73:9 referendum 128:13 128:18,20 129:2

referring 35:18 73:9

122:10

refusing 21:21 regard 38:9 regarding 6:21 52:7 75:12 regards 98:10 region 98:3,4 regional 2:15 98:11 regular 3:4 11:7 related 13:23 79:4 129:14 relating 46:17 relation 75:13 relationship 37:23 42:6 53:21 relationships 52:2 relatively 32:4 relayed 24:5 release 116:6 released 104:1 relying 36:23 remain 6:6 remaining 86:24 remember 14:3 21:17 27:2,5 57:25 85:7 85:18 102:7 108:10 119:22,23 128:23 remembered 68:5 removed 100:8 reoccurring 62:20 **repair** 84:13 repeat 66:24 repeated 14:4 replace 83:11 replicated 112:1 **report** 5:9 6:2 21:18 21:23 68:16 78:3 82:14 87:19 93:2,6 93:19 94:14 97:17 98:1,4 103:16 104:4 104:11,19 107:9 110:13 112:9,22 113:19 114:14 121:24 122:13,17 122:19,24 123:4 131:7 **reported** 34:7 110:6 113:18,21,22 **Reporter** 1:22,22 2:24 61:22 131:4,14 **REPORTER'S** 131:1

reporting 1:23 2:17

2 24 20 6 102 22
2:24 20:6 103:22
111:3
reports 21:19 50:18
98:14 103:6,16
107:13 108:18,23
109:22 113:14,18
126:19
representatives 59:21
request 15:16 34:3
38:20 50:23 64:15
69:25 71:19 96:15
requested 34:17
70:25 102:19,22
103:7 104:17
109:24
requesting 58:17
71:24 103:19
Requests 86:19
require 44:1 83:11
required 11:5,9 12:13
36:5
requirement 12:2
38:1 51:17 93:15
100:17
requirements 29:2
113:17
requires 23:2 50:6,8
requiring 58:4
research 36:19
reserve 66:21 67:12
resources 46:18
109:3
respect 46:14 78:22
respective 36:23
respond 40:16 59:4
80:10 89:22 95:1
96:17 98:2,3,9,11
96:17 98:2,3,9,11
responded 5:5 96:18
response 3:16,18,20
4:4,8 7:24 8:3 9:16
9:21 33:15 34:3,8
34:25 35:2,12,18
36:12,16 38:7,14
80:17,19 88:8,18
89:20 90:9 91:12
96:9 97:22 98:21
105:4 107:15
111:11,16 115:25
116:9 117:11,16
122:1 124:20 128:3

130:7,12
responses 50:15
68:10 88:21 89:24
90:1 96:15 97:7
98:4
responsibilities 44:17
responsibility 16:7
27:3 62:12 99:19
115:10
responsible 10:3 40:9
40:11 42:3 94:24
rest 89:12
restricted 14:8 33:12
resubmit 88:21
result 52:21
retention 65:6,8,8,13
65:13 67:1
retraining 97:8
revenue 25:13 46:15
49:11
revenues 14:10 32:6
33:18,22 34:14 49:7
review 52:25 68:25
89:17 93:7,12,20
100:24 109:6
110:16
reviewed 100:13,17
reviewed 100.13,17 reviewing 38:19 46:6
56:19,22 93:11
revised 52:14
revote 91:14
reword 90:7
reworded 88:14 90:2
rework 115:19
rewriting 38:23
115:21
rewritten 72:13
RFP 68:19 69:1,2
70:22 72:3 73:22
79:21 81:3,14 84:10
84:18,22
Rhodes 2:8 3:11,12
3:15,17,19,21,25
4:3,5,7,9,11,13,17
5:4 6:5 8:21,24 10:9
23:17 26:2 27:8
28:1 34:2,4 35:2,9
35:13,21 38:4,6
40:16 41:22 42:2,8
43:6,17,24 44:23
45:24 47:13 48:6,9

48:12,16,21 49:3
50:14 52:5 54:18
58:19,20 59:9,11
61:2,9,18 63:5 64:7
64:24,25 66:16 67:5
67:22 69:13,21 70:4
77:9 78:18,22 80:10
80:18,19 86:5,9
88:7,10 89:22,24
92:8,12,18,19 98:16
99:17 107:5 108:21
109:25 113:4 114:4
114:7 115:3,24
116.10 117.4 110.7
116:18 117:4 118:7
126:15,17 127:6,13
129:21
rid 53:12
right 4:23 5:7,19 6:1
6:8,11,19 8:4 9:8
16:6 20:12 21:24
23:15 24:3 26:24
28:9,13 30:17,24
33:16 35:11,21
38:24 41:23 42:13
36.24 41.23 42.13
48:11,15 49:2 55:12
56:10 57:18 58:14
59:8 62:12,19,22
63:2,23 64:12,18
67:18 73:7 77:12
83:25 84:24 88:24
89:14 90:21 91:8,23
92:15 99:25 101:23
103:1,8 104:6,21
105:24 106:24
107:1,6 109:21
*
110:12 111:4,9
112:3,6 115:1 116:6
117:10 121:15
122:2,12,23 123:15
124:13,14 125:2,4
126:3,11 127:24
128:4 129:5,20
130:13
right-size 65:25
rip 83:11
rise 3:8
risk 25:7 51:25 58:21
58:23 64:19 65:1,17
68:3
road 23:5
Robert 2:2 4:5
-

rogue 21:20 91:6
roles 44:17
roll 3:11 7:14,15
22:17 32:19
rolling 96:14
ROOM 1:11
routine 50:18
routinely 65:4
RSM 96:14 101:1,17
101:20,21,25
102:11,20 104:14
110:4 112:1
rules 41:15 44:8 54:4
54:11 101:4
runs 114:1
Ruth 2:3 3:13 57:22
58:10 59:1
Ruth's 57:4
S
SAC 61:17,21 62:2 62:17 63:13
SAC 61:17,21 62:2
SAC 61:17,21 62:2 62:17 63:13
SAC 61:17,21 62:2 62:17 63:13 SACs 63:10
SAC 61:17,21 62:2 62:17 63:13 SACs 63:10 Sade 75:11 SAF 61:20
SAC 61:17,21 62:2 62:17 63:13 SACs 63:10 Sade 75:11 SAF 61:20 Safety 75:11
SAC 61:17,21 62:2 62:17 63:13 SACs 63:10 Sade 75:11 SAF 61:20 Safety 75:11 SAG 36:4 43:25
SAC 61:17,21 62:2 62:17 63:13 SACs 63:10 Sade 75:11 SAF 61:20 Safety 75:11 SAG 36:4 43:25 61:11
SAC 61:17,21 62:2 62:17 63:13 SACs 63:10 Sade 75:11 SAF 61:20 Safety 75:11 SAG 36:4 43:25 61:11 SAGs 46:3 47:7
SAC 61:17,21 62:2 62:17 63:13 SACs 63:10 Sade 75:11 SAF 61:20 Safety 75:11 SAG 36:4 43:25 61:11 SAGs 46:3 47:7 sales 46:20,21
SAC 61:17,21 62:2 62:17 63:13 SACs 63:10 Sade 75:11 SAF 61:20 Safety 75:11 SAG 36:4 43:25 61:11 SAGs 46:3 47:7 sales 46:20,21 sample 95:8 102:23
SAC 61:17,21 62:2 62:17 63:13 SACs 63:10 Sade 75:11 SAF 61:20 Safety 75:11 SAG 36:4 43:25 61:11 SAGs 46:3 47:7 sales 46:20,21 sample 95:8 102:23 105:4,9 109:10
SAC 61:17,21 62:2 62:17 63:13 SACs 63:10 Sade 75:11 SAF 61:20 Safety 75:11 SAG 36:4 43:25 61:11 SAGs 46:3 47:7 sales 46:20,21 sample 95:8 102:23

ROOM 1.11	71.5,7,25,27 72.1
routine 50:18	42:12,19,20 44:16
routinely 65:4	45:15,16,17 46:3,1
RSM 96:14 101:1,17	46:12,14,14,23
101:20,21,25	48:11 49:22 50:9
102:11,20 104:14	51:9,18 53:1 54:6
110:4 112:1	56:14,16,19,25
rules 41:15 44:8 54:4	57:11 58:15 60:1,2
54:11 101:4	60:8,19 61:10,13
runs 114:1	62:13,24,25 63:15 87:24 92:17 94:10
Ruth 2:3 3:13 57:22	
58:10 59:1	94:10,16,19 95:1,9
Ruth's 57:4	95:11 96:2,3 97:23
S	99:3 104:15 108:7
SAC 61:17,21 62:2	111:19 117:24
62:17 63:13	118:2,3 121:22 122:3,15,17,25
SACs 63:10	123:7,7,10,10
Sade 75:11	128:16
SAF 61:20	school's 62:7,17
Safety 75:11	school-based 58:3
SAG 36:4 43:25	schools 17:4 34:9,15
61:11	34:16 40:15 42:10
SAGs 46:3 47:7	
sales 46:20,21	43:4 49:13 71:6,21
sample 95:8 102:23	80:6,15 82:15 83:1
_	84:1 86:24,25 96:1
105:4,9 109:10	97:8,12 98:2,10
sanitization 118:18	99:6 111:21 114:12
SAP 120:3,4	114:16,17 117:23
satisfactory 26:15	117:25 118:20
satisfy 31:25	119:2,2
save 68:4	scope 86:25
savings 84:16	screen 72:23
saw 36:13 63:25	search 46:8
saying 12:14 22:3,12	seatbelt 121:22
23:22 25:18 28:21	second 7:20 8:10 9:1
30:7 41:18,25 42:9	9:11 14:21,21 15:7
43:6 49:23 52:5	15:11 22:24 51:21
56:13 61:3 62:21,25	87:16 108:21 111:8
65:16 74:2 76:23	112:7 119:11
98:24,25 107:4	124:16,17 129:2,4
110:2 129:5	130:3
says 14:5 15:5,20	seconded 9:13 124:1
16:9 24:8 25:8	130:5
56:17 89:20 117:7	Secretary 2:12
121:22 122:2	Section 46:11 47:14

scenes 110:4 scheduled 14:21 scheme 123:25 **school** 1:3 36:15 38:10 39:22 40:7,10 41:5,9,23,24 42:1 42:12,19,20 44:16 45:15,16,17 46:3,10 46:12,14,14,23 48:11 49:22 50:9 51:9,18 53:1 54:6 56:14,16,19,25 57:11 58:15 60:1,2 60:8,19 61:10,13 62:13,24,25 63:15 87:24 92:17 94:10 94:10,16,19 95:1,9 95:11 96:2,3 97:23 99:3 104:15 108:7 111:19 117:24 118:2,3 121:22 122:3,15,17,25 123:7,7,10,10 128:16 school's 62:7,17 school-based 58:3 schools 17:4 34:9,15 34:16 40:15 42:10 43:4 49:13 71:6,21 80:6,15 82:15 83:10 84:1 86:24,25 96:16 97:8,12 98:2,10 99:6 111:21 114:12 114:16,17 117:23 117:25 118:20 119:2,2 **scope** 86:25 **screen** 72:23 search 46:8 seatbelt 121:22 **second** 7:20 8:10 9:10 9:11 14:21,21 15:7 15:11 22:24 51:21 87:16 108:21 111:8 112:7 119:11 124:16,17 129:2,4 130:3 seconded 9:13 124:18 130:5

security 75:11 90:19
90:19,23 91:4
see 16:8 17:21 24:22
25:18,21 28:3 31:18
31:24 32:1 34:18,19
36:23 37:7 49:25
50:13 51:6 54:15
55:1 56:18 58:13
60:21 64:5 77:25
85:19 86:4 88:17
90:15 91:2 94:13,22
96:8 97:21 98:4,6
98:22 102:8 110:22
111:5 112:16
114:21
seeing 101:2
seen 43:4 58:2
selected 94:3
selection 87:2
self 65:8
self-insurance 64:22
68:2
self-insured 64:18
65:4,6,8,13 67:1
semi 106:21
send 27:7 81:21
sending 59:6
sense 24:2 42:17
109:2,5
sent 34:4 36:11 46:7
81:22 128:20
separate 42:16 49:10
57:5 59:12
September 5:22 6:3,4
8:8,19,19 9:7,10,15
9:24 14:23,23,24,25
14:25 15:8 18:9,9
22:15,20 24:14
28:22,23 29:3,4,15
30:9,13,14
serious 26:18 95:18
serves 118:10
service 1:23 41:4
services 2:18 70:16
session 90:6
sessions 90:11,19
set 12:14 50:4 67:11
73:13 79:22
setting 95:23
seven 4:17 91:14,16
shared 90:5

sharing 56:4
Shaw 2:5 4:11,12
7:20,20 8:6 10:13
10:14,15,21,24 11:1
12:7 16:13 17:23,24
18:5 28:6,8 29:17
30:3,8 32:8,14 39:9
39:18,19 42:7 45:5
83:4,7 111:8,8
112:7,7 125:7,12,16
125:23 126:23
127:3,7 129:12
130:1,4
shift 46:19
Shim 2:18 11:14,15
12:23 13:15 14:13
14:16,19,23 17:9,15
18:4 19:3 20:3,18
21:25 22:1 23:6
26:6,7,8 28:2 29:25
30:19 66:20,23 67:9
67:14,18
short 6:24 108:21
show 32:16 53:4
showed 49:9 112:16
showing 40:24
shows 24:16 72:24
112:22 114:11
sick 103:11
side 60:18 70:16
sign 38:12 48:16
53:20
significant 60:7,7
71:7
significantly 71:17
signs 53:25,25
similar 40:6 45:22
97:18 111:22
similarity 110:18
simple 49:21,24
simplest 55:2
simply 22:2 25:13
49:24 52:22 84:23
single 95:8
sir 7:5 108:16
sit 60:23 82:4,8
sits 82:11
sitting 21:15 68:7
118:10
situation 24:20 43:23

55:3 96:6

111.0
111:2
specifications 68:21
68:21,23 69:2,8,12
70:18,20,24 72:5,6
73:9,10,12,14,16,23
73:25 74:3,10,14
specs 72:10,12,13,15
72:15 73:2 84:9
speed 80:22 105:11
spend 13:16 27:12
50:7 69:25 70:24
71:13,24 73:1 79:18
79:24 81:15 82:10
spending 56:24 70:3
70:4 71:15 82:2
spent 13:14 42:14
49:2 56:17,20,23
65:24
spirit 25:14,15 53:5
spoke 24:6 64:25
90:2 123:3
spoken 64:11
sponsored 35:4,6
spot-checked 108:10
SSMP 100:9
St 118:1
staff 2:7,14 6:24 14:2
22:4 27:16 31:6
35:12,17 38:11 41:9
41:10 53:20 55:7
85:23 90:23 91:5
92:12 102:3 103:5
104:2 110:5 117:1
stage 3:8
stand 53:4
standard 38:17,20
40:18 47:23 75:12
115:10,14,22 117:2
standards 80:2
standing 12:17
standpoint 100:4
stands 44:19
start 3:13 31:19
60:11
started 71:2 103:1
starting 5:25
starts 113:8
state 11:5,17 22:25
24:13 61:14,14 62:3
62:11 85:20 86:21
87:11 93:15 100:17

101:4,10,11 107:21 111:24 131:2,5 state's 11:17 **stated** 122:18 statement 53:17 statements 17:10 23:10 **stating** 38:10 status 80:15 82:14 86:23,24 121:22 122:5 **statute** 11:9 12:13 46:9,24 47:2,12 statutory 12:2 stay 36:17 127:14 stems 42:10 stenographic 1:22 131:9 stenographically 131:7 **stepped** 66:23 steps 11:12 85:24 87:25 stick 127:16,20 stolen 122:18 **stop** 71:7 storm 59:25 straight 84:9 120:3,4 **Strauss** 2:15 62:3,6 62:16,22 96:23 97:14,24,25 119:5 120:6,10,18 122:7,8 122:14 **stricken** 38:25 52:15 strictly 41:9 **student** 2:18 38:2 46:21 61:12 62:10 100:4,8 108:9 **student's** 100:14 students 58:5 60:4 90:23 108:10 studies 65:22,23 stuff 23:12 54:24 81:22 99:24 112:11 submitted 123:5 subsequent 28:4 subsequently 81:13 substantial 102:21 subsystems 76:5 suddenly 31:18 sufficiency 42:4

			I	I
suggest 56:4	73:12 74:23,24	TECHNICAL 1:11	53:17 54:3,6,7,8,20	123:14 125:10
suggested 85:3,11	76:10 80:22 82:25	technically 56:15	56:8 57:2,25 58:6	128:9
Suite 1:23	83:1,10,12,17,18,21	Technician 2:21,22	58:14,16 59:7 62:23	timeline 22:13 23:6
Sullivan 129:19,22	83:23 84:2,6,12,12	technology 2:21,22	62:24 64:10,19	73:24
summarize 6:20	84:13,23	87:2	65:21 67:8 71:19	times 49:10,15
summary 81:20 92:2		tell 23:7 28:23 32:24	74:11,25 76:21	timing 109:2
110:17 113:7	T	48:10	78:15 79:18,22	Timothy 1:22 131:4
Sunbiz.org 52:24	table 72:4 113:8	temporary 108:19	80:17,20 84:25 85:9	131:14
superintendent 2:15	take 11:10 19:19	tentative 14:17,19	85:23 86:5 88:2,15	title 78:20
10:2 12:25 14:1,1,5	26:10,22 32:21 38:8	term 33:6	90:25 92:23 98:25	titles 120:3
15:5 16:10 19:14	42:15 55:25 56:5	terminated 81:15	99:17,19 102:9	today 78:2 96:10
21:18,19,23 22:4	78:14 87:25 100:23	terms 78:23 104:6	104:14,16,21	today's 80:2 88:8
23:3 24:8,10,16	107:12 109:8	test 54:25	105:24 112:10	told 38:13 50:20
25:9 27:9 31:8	114:18 115:3	testing 99:5	113:8 115:6 116:4	63:24 66:4 108:20
115:13 119:21,25	129:18	thank 3:10,25 12:23	116:23,25 117:21	123:2,7
superintendent's	taken 92:14 99:18	22:1,10 27:1 55:8,9	121:17 125:18	top 69:19,22 82:4,8
27:3	104:12	57:23 58:9 59:23	127:17 128:18	82:11
superintendents	takes 40:6 60:12	61:19 67:19 70:9,10	129:3,8,24	topic 13:24 82:20
96:19	68:15 74:19 117:19	90:17 100:22 105:3	thinking 42:24 49:20	89:2 129:14
Supplemental 46:10	talk 27:22 59:18	108:13 114:3	thorough 110:16	total 14:9
support 2:11,21,22	61:24,25 102:18	120:19	thought 27:5 28:12	touch 53:6
53:11 57:3 115:16	129:22	theft 124:11	51:22 59:14 63:17	touched 74:17
supported 34:12	talked 68:19,20 78:12	thereof 131:9	63:17 66:3 109:18	touted 82:3
supports 89:10	79:13,16	thing 6:17,25 21:11	117:23	town 5:2
supposed 13:25 14:2	talking 15:25 44:1	24:3 34:23 35:5	thoughts 28:10	traced 93:9
33:4 41:8,11,13	46:1 64:22 66:1	37:21 48:18 53:9,24	thousand 124:7	trade 105:7
49:18 53:6 57:11,13	68:2 77:25 81:17 99:10 114:10	55:19 67:22 73:5	threat 2:19,20 91:22	trail 94:17,20 123:21
102:3 107:24 108:4	talks 121:19	74:15 105:6 106:18	92:16 94:15,25 95:6	123:23 124:9
118:25	Tangible 121:23	107:8 109:8 115:7	97:6 111:18	train 105:20
sure 13:13 29:1 34:1	122:3	things 11:25 12:1 13:4 29:8 30:25	three 21:13,16 27:20 54:14 77:20 84:10	trained 104:3 106:23 109:2
42:16 47:1 53:10,13 55:18 56:20,23	Task 30:2	31:5 34:23 35:14	91:15 112:16	training 94:13 95:2
59:19 80:8 88:17	Task-Assigned 2:8,10	37:24 44:6 45:13	113:20 125:7,8	97:21 103:3,5 104:9
96:3 99:22 103:12	11:15 30:3	47:20 48:17 52:6,14	126:12	104:12 105:23
104:25 109:16	tasking 24:9	55:1 61:3 64:15,17	throw 77:14 116:16	104:12 103:23
110:25 113:25	taxpayer 21:7	66:2 81:1,23 83:16	THURSDAY 1:14	100:24 108:23
114:15,18 116:20	teacher 43:3,7 61:12	97:19 99:8 103:21	tied 115:8	transcribing 21:5
125:22	61:13	104:9 106:23	tighten 18:16,17 29:8	transcript 131:8
surplus 129:11	teachers 39:21,22,25	108:20 116:4	29:9	transfer 96:2 110:10
survey 34:8	40:10 41:3	120:22 123:25	TILLMAN 2:12	transferred 94:18
Swaby 2:17 20:5,5,12	teachers' 40:7	think 6:10 7:14 9:5	TIM 2:24	118:25 119:12,14
switched 124:2	teaching 2:15 95:22	13:15 15:3,9,15	time 11:4 18:21 19:19	transition 93:4,14
system 2:11 71:16,23	team 93:3 94:16,25	17:16 25:8,10,12,14	27:6 29:6,11 30:9	103:24 104:13
72:21 74:5,8,22,23	103:14 105:23	28:8 31:10,12,24	30:11 31:16 35:20	107:23
75:3,6,8,16,22 76:1	109:5 114:1	34:13,21 35:15,16	35:22 37:5 46:2	transitioned 104:7
77:3 80:3,8 82:4,23	teammates 97:11	39:3,14,19 40:13,21	47:10,21 52:16 53:7	transitioning 104:6
83:2,14 84:19 86:1	teams 2:4,8 3:24 37:6	41:17 42:14,21	56:21 68:6,11 74:18	transitions 104:8
86:21,22,23 87:11	74:19 78:7,12 85:4	43:12 45:2,3,24	97:10 99:15 103:25	transmit 77:9,15,17
103:25 104:4,5	85:6 88:16 100:18	46:25 47:17,20 50:1	104:3,12 107:6	78:3 87:20 88:25
111:24 117:24	109:1,1 126:25	50:2,3,7,22 51:17	109:3 110:9 116:8	111:6,7,17 112:4
systems 70:21 72:9	127:8	51:25 52:4 53:3,16	119:9 120:8 122:23	115:9 117:18

weaknesses 38:9 124:15 126:19 unanimously 8:13 72:25 73:3,7 74:9 123:6 transmitting 117:13 9:23 91:20 111:20 84:7 88:4 102:21 wasn't 27:4 34:20 weeds 13:24 124:22 117:18 125:4 128:5 vendors 60:15,16 44:12 46:25 57:12 week 36:12 treasurer 53:3 54:14 unassigned 14:7,11 71:2 72:4 84:10,15 68:9 81:21 86:11 weeks 28:14 34:14 treat 99:1 20:11 33:13 verbal 89:24 98:7 117:1 119:20 **welcome** 3:12 17:3 **Trends** 115:10 **unaudited** 81:2.11 verbally 80:19 122:18 129:1 went 24:7 26:17 35:2 verbatim 86:18 trick 69:18,21 underperform 87:7 wav 11:25 41:14 35:16 36:10 46:8 triggered 11:25 understand 14:12 verbiage 74:16 43:17,22,22 45:14 52:22 54:24 62:4 **trim** 17:13 18:4,7 23:24 33:2,6 version 7:9 47:2 45:21 49:23 50:7,18 63:25 72:12 73:24 tripped 75:4 33:10 37:8 78:11 72:19 80:8 52:18 53:11 55:2 75:10 78:5 88:20 **trouble** 68:10 110:8 82:2 95:16 100:10 versus 10:3 27:2 57:13 60:25 64:17 91:5 99:11 115:25 **true** 131:8 109:17 30:13 43:1 64:22 67:5 75:7 84:14,17 121:3 122:25 truly 78:18 understanding 6:5 101:25 102:11 85:21 90:13 93:12 126:21 **Trust** 115:5 33:8 44:10 73:15 120:25 109:5 110:5 114:8 weren't 19:25 47:2 81:2,10 82:9 84:22 **try** 9:8 77:9 84:9 **Vice** 2:2 114:20,25 125:19 Western 37:21 57:11 107:7 122:25 129:3 98:24 117:4 ways 39:4 45:24 **violate** 50:1 54:4 wet 30:11 trying 20:24 21:12 understood 15:24 violation 53:5 88:1 we'll 6:3 9:8 21:15 whatsoever 44:11 47:17 59:19 65:2 23:25 28:13 29:1 violations 88:4 22:17 26:10 28:18 **wheelhouse** 13:9 66:2 39:2 58:20 69:18 80:22 visit 59:22 84:14 94:12,12 wholesale 38:23 77:15,16 95:14 underway 38:24 **visual** 74:6 99:22.23 105:25 116:7 wide 95:7 103:6 71:17 voice 75:16,21,24 110:25 111:4 WILLIAMS 2:21 **undoes** 20:23 turned 85:19 86:3 76:1.7.15.15.24 127:20 turnover 107:6 unified 72:3 80:7 103:10 we're 5:17 10:3,18 **willing** 116:9 United 2:24 vote 8:10 85:10 12:12,17,17,18,20 wise 58:7 113:23 turns 25:18 unreasonable 28:9 **voted** 85:4 12:21 13:5 15:22,25 wish 104:20,21 unveiled 79:1 **Turso** 2:6 4:13,14 16:1,4,20,22,24 **wishes** 10:9 \mathbf{W} 10:25 13:7,9,18 unwanted 36:18 17:1,13 18:16,20 wondering 85:12 wait 92:11 129:21 21:1,24 25:12 27:18 **update** 23:9,12 29:12 19:17 20:14,22,24 word 49:18 65:4 **waited** 34:13 91:17 82:19 89:21 21:3 22:3,14,15 115:3 wall 41:13 twain 57:8 **updated** 23:9 47:2,5 23:10 24:15 26:13 wording 27:3 **WANDA** 2:13 twitching 115:9 69:3 73:2 74:11 29:10,18,19,21 work 31:4,6 41:5 want 11:5 12:16,16 two 41:6 42:8,16 100:14,16 30:23,24 31:7,21 43:19 47:8 49:13 13:23 14:3 16:17 43:19 49:9,10 53:2 **Updates/Prior** 6:16 32:15,16 33:3,4,10 70:22 71:1.4.6.20 22:2.9 29:18.25 **updating** 115:10,14 54:14 65:12 71:9 44:1 50:25 51:2 71:23 81:9 83:24 32:5,24,25 33:2,7 77:21 78:6,12 85:4 117:2 56:22 60:17,17,24 104:18 110:3 39:12 41:5 51:7 91:15 97:11 99:13 upgrades 80:9 64:12 69:12,15 71:7 115:20 116:13,20 53:10,13 56:17 101:8 106:6 114:22 **upshot** 121:6 71:24 77:25 78:13 116:24 57:24 58:24 64:16 129:6 uptick 31:17,17,19 79:15 80:5 83:9,25 work-related 125:12 66:11 69:7 71:6 **type** 53:23 64:23 use 38:21 40:5 41:23 84:7 86:2 88:25 worked 111:1 125:17 78:19 83:5 88:21 workers' 65:18 76:16 93:24 122:20 42:23 45:17 49:23 89:5 91:13 95:1,14 89:9 91:25 92:1,7 types 52:20 77:10 62:13 65:4 81:5 96:4,4 99:10 101:2 working 15:4 22:14 96:3,8,20 98:8 103:19 104:5,15 83:15 102:20 29:21 31:7 53:8 U 102:17 103:12,12 106:11 107:12,19 110:11 60:8 71:6 84:7 ugly 60:9 114:15,18,22 120:6 **utilize** 26:23 113:4 114:10,11 103:15 106:3 **Uh-huh** 13:8 25:1 128:17 125:25 127:16 109:25 116:4 117:1 \mathbf{V} 106:9 114:6 wanted 8:21 17:17 we've 55:12 58:1,2 works 23:1 125:19 **Uh-oh** 85:1 validate 122:4 22:9 25:21 26:8,14 64:10 71:1 77:19,20 127:9 ultimately 13:25 various 37:19 38:10 39:13 41:20 60:10 77:21 78:12 79:18 workshop 19:13 21:10,17 40:17,23 52:3 81:17 74:13 77:13 79:10 80:17 81:7 82:14 workshops 17:15 unabated 71:24 vary 39:1 81:21 109:18 97:19 99:18 109:1 67:24 unable 34:19 71:4 vendor 45:23 72:17 114:12 121:16 111:20 115:11 **worried** 77:23

worthwhile 51:18	zone 97:12	2018-19 68:25 72:12	17:2,12,17 20:19	
wouldn't 29:3,4 55:3		2019 72:12 73:2,17	23:4 24:8 25:9	
76:24 85:8 116:18	0	2020 68:24 72:15	27:16,19 29:15,16	
122:19		2020 66.24 72.13 2022 6:10	30:18 62:4,9 87:8	
wound 118:1	1	2023 68:24 72:19	50,000 115:12	
wrap 55:13 82:21	1 1:11 19:15 28:12	90:25 112:16	501(c)(3) 60:20	
WRIGHT 2:12 4:22	33:17 86:20 93:13	2024 1:14 32:18	50s 51:23	
write 58:5	1,400 123:24	68:22 74:11 93:5,9	53 66:12 86:24	
writes 94:10	1.1 17:14 18:6,10,14	93:11 105:5 131:10	54.3 20:8	
writing 12:9,19 40:4	10 6:9 58:1 62:4,10	2024-25 18:5	34.3 20.0	
90:16 116:1,9	79:23 119:17	20th 7:18 8:5,12 86:6	6	
written 35:19 63:8,12	10-day 32:12	21 113:21 119:5,6,7	6 6:15 64:8 95:20	
82:19 89:25 121:10	10,000 124:8	21st 69:24 81:16	6.4 73:1	
123:4	10:30 126:9	22 113:22 114:11	6/10 89:21	
123.4	100 27:23 65:10	22 113.22 114.11 22nd 104:1 131:10	6/15 120:14	
X	95:15 102:23 124:7	23 113:22	6/30 120:14	
	1001.43 46:9 47:13	23 113:22 23-24 92:17 108:7	633 1:23	
Y	1070 6:6	111:19	6th 7:18 8:5,12 86:5	
yeah 6:9 10:21 15:19	10th 14:23,24 15:1,8	23RD 1:12	011 7.10 0.3,12 00.3	
22:2 25:21 33:1	18:9 24:15 29:15	23RD 1:12 24-25 18:25	7	
35:15 37:10 41:20	11 125:5	24-25 18:25 24th 126:24	7 68:15	
48:8 49:20 51:6	11th 7:18 8:12,12	25th 75:11	7/23 14:4	
56:9,12 61:20 62:23	49:6		70 81:8	
63:16 64:4 69:13	12-plus 31:11	26th 8:19,20 15:8	75 65:7 66:12,14,25	
77:18 79:11 80:13	12:25 128:10	22:22 28:23 29:3,4	67:3,6 68:14	
82:18 86:17 87:23	12:27 1:15 130:14,15	30:9,13,14	75,000 65:14	
88:7,11,23 91:18	13 93:22 114:12	28 89:16	7th 90:25	
92:9 105:17 107:5	121:19	29 35:24	7th 70.23	
108:17 112:11,15	1341 47:6	2nd 108:8	8	
112:24 114:6 115:6	14th 127:5,6	3	8 1:14 113:17	
120:20 126:21	15 79:22 81:7	3 12:12 14:10 87:4	8.1 113:8	
127:6,7,23 128:7,8	17 79:22 81:4	92:18 95:19 111:19	80 114:16	
129:13	1700 50:24	3.8-maybe-somethi	8020 41:23 47:5	
year 3:12 12:11,22	1701 1:12	17:7	8th 3:5	
19:5,9 25:3 27:20	18th 7:18 8:13 35:16	3.9 17:10		
31:1 32:17 33:25,25	88:16	30 105:4,9	9	
34:2 49:14,15 62:9	19 70:1 71:19	300 112:17	9:30 5:24 126:9	
69:11 73:5 74:2	19-123E 68:16	31st 105:5	9:45 5:25	
79:24 92:17 103:1,4	1970s 99:11	32 112:16 113:22	9:53 1:15 3:5	
104:16 108:7	1st 22:15,20 93:5,18	33301 1:24		
111:19 112:18,22		35 81:9		
113:15 115:7	2	33 01.7		
yearly 50:18	2 7:12 46:11 81:4	4		
years 18:21,21 21:13	86:25 93:13 97:9	4 17:17 87:6		
21:16 27:20,20	100:6	40 71:21		
31:12 37:18 58:1	2(b) 47:14	4th 14:23,25 18:9		
62:5 71:9 96:13	20 19:6 93:22			
112:16 113:14,20	200 1:23	5		
115:1 129:6	2008 69:3 72:12	5 10:4,5 11:20,24		
yesterday 81:19	73:21	12:8,11,14,16,24		
	2016 37:16	13:5,21 14:9 15:20		
Z	2018 80:4 128:25	16:2,17,21,23,25		
	l	1	<u> </u>	