

SCHOOL BOARD OF BROWARD COUNTY  
BOND OVERSIGHT COMMITTEE MEETING

December 19, 2022

5:56 p.m.

## APPEARANCES:

1		
2	Victoria Miller	Facilitator
3	Ana C. Otiniano	Committee Member
4	Jose R. Cortes	Committee Member
5	Steve Hillberg	Committee Member
6	Adam Rabinowitz	Committee Member
7	Latha Krishnaiyer	Committee Member
8	Tommy Demopoulous	Committee Member
9	Judith Marte	Deputy Superintendent
10	Erum Motiwala	Chief Financial Officer
11	Jeff Whitney	Assistant Dir./Capital Budget Department
12		
13	Omar Shim	Capital Budget Director
14	Robert Nave	TaxWatch VP of Research
15	Ashley Carpenter	Atkins
16	Sam Bays	Executive Director
17	Kathleen Langan	National Construction Management Association/VP
18	Yvonne Garth	AECOM
19	Perla Tarrau-Ayala	Sr. Plans Examiner
20	Robert Ballou	Officer, Economic Development & Diversity Compliance
21		
22	Matthew Bradford	Executive Director
23	Joris Jabouin	Chief Auditor
24	Eric Seiffer	Facilities Auditor
25	David Sabra	Internal Funds Auditor

1 (Thereupon the following meeting was held.)

2 (The Pledge of Allegiance was said.)

3 MR. RABINOWITZ: Thank you to the Blanche Ely  
4 Junior ROTC Color Guard for that start. We should  
5 start every meeting like that. Now we call the  
6 meeting to order.

7 AGENDA B

8 The first order of business is the approval of  
9 a new member, and I will pronounce her name  
10 incorrectly, so forgive me. Ana Otiniano.

11 MS. OTINIANO: Otiniano.

12 MR. RABINOWITZ: Otiniano. Thank you. So do  
13 we have to have a vote on it?

14 UNKNOWN SPEAKER: Yes.

15 MR. RABINOWITZ: So we obviously have to have  
16 a vote on it. Do I hear a motion to approve the  
17 new member?

18 UNKNOWN SPEAKER: So moved.

19 UNKNOWN SPEAKER: Second.

20 MR. RABINOWITZ: All those in favor, say aye.

21 GROUP: Aye.

22 MR. RABINOWITZ: Wonderful. Welcome aboard.

23 MS. OTINIANO: Thank you.

24 MR. RABINOWITZ: You're welcome. The second  
25 order of business is an approval of the minutes

1 from the Q4 Meeting. Do I hear a motion to approve the  
2 minutes?

3 UNKNOWN SPEAKER: So moved.

4 UNKNOWN SPEAKER: Second.

5 MR. RABINOWITZ: Wonderful. All those in  
6 favor say aye.

7 GROUP: Aye.

8 MR. RABINOWITZ: Great. Now a fun thing, a  
9 discussion of the grand jury report.

10 AGENDA C

11 MR. HILLBERG: Yes, that's my issue, my item,  
12 and I have a list. Okay. In the meeting, or  
13 minutes from the last meeting, I was -- at that  
14 review of -- it looked like there was an effort in  
15 place to address, if not improve, the process of  
16 the building inspector and the roofing inspector  
17 and in multiple returns, and in last minute changes  
18 to the final inspection, something is noticed.

19 So I was glad to read that and get the second  
20 exposure to it. I'm glad that the school board is  
21 taking the steps to identify places where the scope  
22 gets added to, and try to eliminate those.

23 And then further, in some of the reports  
24 provided by Atkins and AECOM, that some of the  
25 delays, the notes were -- we have reached out to

1 higher management or district management with help for  
2 these issues.

3 So I'm in a lot better place of review of  
4 that, those items. I'm not as concerned as I was  
5 when I first read those items that those things  
6 were occurring.

7 So one thing that did remain I think we need  
8 to address is that in the grand jury report, it  
9 said that the school board does not have in place a  
10 roof maintenance plan, which is required to  
11 maintain the warranties on all the roofs. I would  
12 like to know if the school board is planning to  
13 have a roof maintenance plan.

14 UNKNOWN SPEAKER: No. It hasn't been ordered  
15 yet so --

16 MR. HILLBERG: Or does it need to be -- is it  
17 fine to be an informal program that already exists,  
18 that doesn't necessarily need to have some steps?  
19 But is there -- just is there something in the  
20 works to protect those warranties? And I'll  
21 recognize Ms. Marte.

22 MS. MARTE: Thank you, sir. The roof asset  
23 management solicitation is under the cone of  
24 silence, so we can't discuss it here tonight. But  
25 short answer to your question is, there is a plan

1 in place to move forward that we will come back and  
2 discuss with you in greater depth as soon as we're  
3 allowed to.

4 May I speak to your first comment, sir?

5 MR. HILLBERG: Yes.

6 MS. MARTE: So appreciate the acknowledgement  
7 of some of the changes that the district has made  
8 in monitoring this my program. I am Judith Marte.  
9 I'm the Deputy Superintendent of Operations.

10 At this point, we still have a vacancy for a  
11 chief facilities officer, although we are actively  
12 interviewing and very hopeful that we have found  
13 somebody, that we will bring to the board in  
14 January. If not January, then February, but I  
15 would love it to be January, because right now I am  
16 both the Deputy Superintendent of Operations and  
17 the Chief Facilities Officer.

18 We have made some significant changes since  
19 the report came out. And those changes  
20 specifically address what you just spoke of. We  
21 meet every Friday. It's a four-hour agenda. Every  
22 single program manager from AECOM, Kathleen,  
23 Ashley, Mr. Bays, myself, the Chief Building  
24 Official, the Chief Fire Official and the Capital  
25 Programs Team from Broward County Public Schools.

1           The Fire Official has made a change in his  
2 processes. If there are more than two times an  
3 inspector goes out for the same item, the third  
4 time it's a stand-up meeting. I have evidence that  
5 it was sometimes five times an inspector would go  
6 out and some of the comments weren't germane to the  
7 building code. And once they're on the sheet,  
8 they've got to be addressed, and it just slowed  
9 things down.

10           Similar with the building code. The  
11 instructions that I've given everybody is we are  
12 going to follow the building code. And I don't  
13 want anyone to get the message that we're trying to  
14 cut corners. But we also can't slow things down  
15 because we're not following a process. Those  
16 processes have been in place.

17           Ms. Langan and I are lockstep and joined at  
18 the hip, on the phone all day. I'm working through  
19 eBuilder, I'm reviewing all of the change orders.  
20 The Board has changed Board policy. Superintendent  
21 has the authority to change, to approve change  
22 orders, up to \$50,000. That didn't exist before.  
23 The grand jury report came out, it was zero. That  
24 change is now in place. And Kathleen will tell you  
25 how much quicker we can move things along.

1           So I appreciate your encouragement. I am  
2           committed to finish my career strong. I want to  
3           leave knowing I did the best I could. Kathleen is,  
4           too. I don't know if it'll finish her career, but  
5           we've been around a few minutes. But we have  
6           committed to each other to get this done and to  
7           give our students and our teachers and our staff  
8           and our taxpayers what they deserved from the  
9           beginning.

10           You have the same commitment from Dr.  
11           Cartwright. Under her leadership, she has been  
12           very gracious to allow me the space and the time I  
13           need to spend in this program.

14           So appreciate very much and I look forward to  
15           better reports every quarter as we move forward,  
16           sir. Thank you.

17           MR. HILLBERG: One last thing was the grand  
18           jury report spent a lot of time on the process of  
19           -- not a process, it's -- I don't know how to  
20           describe it. It's where the details of the roof  
21           are not provided to the contractor.

22           And the comment was made from the roofing  
23           inspector, it's like giving the answers to the  
24           quiz, if you let me. That was kind of a thing that  
25           stuck out.



1           But I would, in my history of 30 years of project  
2 design, construction management in all three  
3 counties, I've never heard of anything like that.  
4 We always provide the details. That's how we want  
5 it to be done.

6           And so, to help you, is there -- is that  
7 something that we should bring to the Board's  
8 attention, that maybe they need to have a policy  
9 that all plans have the details, so that the  
10 contractors know what to do?

11           MS. MARTE: So if I may?

12           MR. HILLBERG: Yes.

13           MS. MARTE: The individual who said that has  
14 retired. I'm going to let Ms. Langan help me, but  
15 I think all the plans have all the details. I  
16 don't think we're going into anything blind. That  
17 was never really what was happening.

18           Kathleen?

19           MS. LANGAN: Yes, thank you, Ms. Marte. The  
20 details actually have our standard details that the  
21 District has, and actually SOPREMA who has done  
22 most of the supplying of materials here in the  
23 District for the roofing. Also worked with the  
24 District in their design standards to have those  
25 details. I am not aware of anything like that,

1 where the details aren't provided.

2 Now, when they go through the roof by their  
3 process, the contractors are required then to show  
4 the details that they're going to be using. But  
5 these are standard details, you know, so I'm not  
6 sure, you know, unless she was changing things,  
7 which that certainly did happen during her tenure.  
8 But outside of that, no.

9 MR. HILLBERG: Okay. That's reassuring.

10 MS. MARTE: And if I may, there is new  
11 leadership in the building department, who is very  
12 anxious to work with us, to get the program done.  
13 We also have expanded the use of outside consulting  
14 resources led by her, to make sure that we can get  
15 at the inspections much quicker than we were.

16 MR. HILLBERG: Okay. Thank you.

17 MS. KRISHNAIYER: Ms. Marte, I have a  
18 question. Nothing to do with the grand jury  
19 report. But at the last meeting, the Board  
20 approved I think around \$2.9 million for assistant  
21 for schools including Peters Elementary, that aided  
22 the students, the deaf students and the teachers.

23 I was just curious. Is this available at all  
24 schools, or do we need to -- because it was pretty  
25 disturbing when I heard -- we heard the stories

1 about they're not, you know, knowing when a fire drill  
2 was called, or whatever.

3 So does every school now have it, or the  
4 schools that have the students and teachers that  
5 have this disability?

6 MS. MARTE: So the four schools that have  
7 classrooms where there are hard of hearing students  
8 and teachers, will have the system. That's what  
9 the Board approved. It wasn't just for Peters, it  
10 was for all four.

11 But up until that approval, they were relying  
12 on somebody coming to get them. Yes, that is  
13 correct, and the Board was very disturbed by that.  
14 And we took immediate action under the leadership  
15 of our task assigned chief fire official, who works  
16 for Chief Alberte (phonetic), with the assistance  
17 of Dr. Philips, who works with me, to expedite that  
18 procurement and get that done.

19 MS. KRISHNAIYER: So those are the only four  
20 schools with hard of hearing students?

21 MS. MARTE: Yes, ma'am.

22 MS. KRISHNAIYER: Okay.

23 MS. MARTE: Hard of hearing students and  
24 staff.

25 MS. KRISHNAIYER: Thank you.

1 MR. HILLBERG: Is that the conclusion of the  
2 report?

3 MR. RABINOWITZ: Of the grand jury, yes.

4 I have no further comment.

5 MR. HILLBERG: Anyone else have any comments  
6 about the grand jury report or anything else? No?

7 Hearing none, we'll move up to the  
8 presentations by the District staff, starting with  
9 Facilities.

10 AGENDA E

11 MS. MARTE: I'm going to turn it over to Ms.  
12 Langan.

13 MS. LANGAN: Thank you, Ms. Marte. Kathleen  
14 Langan, Road Director for the SMART Program, as  
15 well as OCP for their Capital Projects.

16 So we thought we'd start out today and talk a  
17 little bit about some of the achievements that the  
18 SMART program had during this quarter, focused on  
19 summer work.

20 So we, along within all of our buildings, we  
21 also were in another 81 buildings where we  
22 performed work on schools let out for the summer,  
23 that had to be completed for occupancy approval by  
24 the time the students and the staff came back.

25 So during the summer, seven weeks, we

1 completed 203 HVAC improvements, 300 electrical  
2 improvements, which some of those were actually  
3 here, one here at Blanche Ely was replacement of  
4 the switch gear. Thirty-three roofs were  
5 completed, seven media centers.

6 All the projects that we started for the  
7 summer were completed and ready to go for the first  
8 day of school.

9 We continued to project and schedule to be  
10 substantially complete by October 2025. Just re-  
11 noting that there is almost 200 projects under  
12 construction right now, the highest number, then,  
13 in the history of the SMART program, but in  
14 Broward. And I think if you look around to some of  
15 the other districts, much higher than some of the  
16 other districts are running in their capital  
17 programs.

18 We actually have 46 projects that we have had  
19 a schedule. And 95 percent of the projects that  
20 are left in our design phase are now at 100 percent  
21 complete. We only have about 18 projects or so  
22 left in design.

23 Turning to security status, again, focusing on  
24 the single point of entries, which have been  
25 complete and fully operational as of July 2019.

1 And then, of course, our safety status of fire alarms  
2 and fire sprinklers. And we're going to turn the  
3 page and get to the 22 schools that were noted in  
4 the TaxWatch report as, you know, that we are  
5 working on to complete and keep ahead, or on  
6 schedule.

7 So this is just a list of those 22 schools.  
8 And you'll note that on some of them, we have an  
9 asterisk where delays were encountered, and time  
10 impact analyses are being completed. Some of them  
11 have been completed and approved. Some of them are  
12 being analyzed by AECOM's claims group.

13 I don't know if you have any specific  
14 questions on those, any of those projects.

15 I'll just touch on Deerfield Beach as an  
16 example because that one we are working with the  
17 contractor on. Deerfield Beach Elementary was a  
18 school that we have a historic building, Building  
19 1, on that property, and it was empty, I guess, for  
20 ten years, I'm told. And there was a real problem  
21 with critters and fleas and all kinds of things,  
22 which took some time to get removed.

23 We did that only to find that there is severe  
24 deterioration of the building. So we actually have  
25 descoped it, the architects have been working

1 on descoping it from the contractor's scope of work.

2 And we are processing a change to the  
3 architect for them to do a facility condition  
4 assessment, so that the school board and the city  
5 can decide what they want to do with that building.  
6 So that one is kind of a unique delayed project.

7 So moving to the schedule variances. Again,  
8 just reminding folks that we have scheduled a  
9 program to be substantially complete October of  
10 2025. We mentioned the 46 projects are currently  
11 ahead of schedule. And 32 of the 41 delayed  
12 projects have completed their contract work.

13 And as Ms. Marte described, we are working  
14 with the Building Department and the fire marshal  
15 to clear some of these issues that we've had out in  
16 the field with inspectors adding scope.

17 And so maybe it would be great to turn the  
18 page, because I think the next page is the  
19 responses for the comment or the recommendation  
20 that we give a brief over -- a brief review to you  
21 all for reasons for these additional work with the  
22 32 primary.

23 What we tried to do was just categorize these,  
24 the three primary. There's -- we have attached an  
25 appendix that gives the specific details of each of

1           these projects. But we looked at them and put them  
2           into the core reasons.

3                     One was code interpretations. And as folks in  
4           our business understand that there can be a code,  
5           but there can be two, three interpretations of that  
6           code. And so sometimes that creates a conflict or  
7           a change order for the contractor.

8                     And then we have, of course, deferred  
9           maintenance issues. That's something that has been  
10          very challenging, that Ms. Marte is working with us  
11          to help. And this is where the inspectors come out  
12          and you may have some equipment that is not  
13          functioning, that was not included in SMART, that  
14          the inspectors want included in SMART. And so  
15          there's a lot of that, and again, we're working to  
16          close those items out.

17                    And then it's the design standard  
18          interpretation. And when you think about the  
19          design standards, and how those were developed for  
20          new construction, in some of our projects, you  
21          know, we are in a mostly occupied facilities, with  
22          students. It's renovation. It's very complex.  
23          It's very detailed work.

24                    And so, sometimes the inspectors who are  
25          working to enforce the design standards may not



1 quite understand that and those things we're working  
2 through as well, with the code, the chief code  
3 official, Ms. Marte and then of course our chief  
4 fire marshal.

5 So one of the other things that we've worked  
6 on over the last quarter that TaxWatch noted and we  
7 appreciate that, was the -- our team's development  
8 and resolutions to a lot of the risk levels that  
9 were on some of the projects. And we're working  
10 very hard on this to make sure that these risk  
11 levels are applied across the board at our  
12 projects.

13 So when we have, you know, a high risk, if we  
14 have developed a plan with the contractor, they're  
15 implementing the plan, we're tracking the plan.  
16 That would be moved down to a medium risk level,  
17 and so on.

18 So we have attached an appendix for every  
19 project in the program, and the risk level, and why  
20 it changed. And that's in your appendix for your  
21 information.

22 Okay. Next are the change orders approved  
23 this quarter. And you can see by the chart that  
24 we've provided, these change orders, we have a  
25 total of 43 change orders that were done, that were

1 approved this quarter. And there is varied reasons  
2 that we've noted here, and then the value of just  
3 over a little bit of a million dollars.

4 Again, we've provided a detailed breakdown in  
5 the appendix for your review and information.

6 The next item is the recommendation to, number  
7 one, talk about the reasons for so many change  
8 orders being due to consultant errors or omissions.  
9 And then the status of efforts to recover funds  
10 paid to consultants.

11 So we want to make sure that the Board  
12 understands that the District isn't -- the  
13 taxpayers aren't just paying out money, that the  
14 District is getting value and betterment for the  
15 improvements of the changes that are associated  
16 with errors or omissions.

17 And it depends on different levels that you  
18 may have with omissions or errors. For example, if  
19 you have an error and the contractor has already  
20 installed the design element, and it's an error,  
21 then he has to take that out and, you know, install  
22 the corrected one. So there's different levels of  
23 errors. So we wanted to just note that and  
24 describe just the values of the total change  
25 orders.

1           But probably more importantly, and I would just  
2 ask to go to the next slide. Is the reality of  
3 what happens with these change orders, and what is  
4 the industry standard. And I believe this was  
5 spoken to from your board to the school board not  
6 too long ago. I don't remember exactly when that  
7 was.

8           But basically, it is the concept of, you know,  
9 human error happens in design. And typically, the  
10 industry, AIA, and industry organizations will say,  
11 well, there is anywhere from five to eight percent.  
12 In renovations, you can have as many as -- as much  
13 as ten to 15 percent, depending on the work. But  
14 what we always say is seven to eight percent.

15           The SMART program cumulative value is 0.5  
16 percent. So when you look at that, it certainly is  
17 a big difference. Moreover, what we recommend, we  
18 have done a lot of research on this, so we are  
19 recommending that the Board pass a policy on errors  
20 and omissions to provide the staff with direction.  
21 I think we have it for you in the detail of our  
22 narrative.

23           But basically, what we're saying is when the  
24 Board has a policy which other districts in Florida  
25 have, that policy can establish a standard of care

1           that the District expects from their consultants, and  
2           establish a threshold, a baseline.

3                       So in in Dade County, I believe it's a two  
4           percent threshold that they look at. And it  
5           doesn't mean you have to allow two percent of  
6           errors and omissions. It means you can allow up to  
7           two percent.

8                       That you clarify -- that the Board would  
9           clarify in this policy that the Board may seek  
10          recovery whether the amount is over or under the  
11          threshold at its discretion. That policy would  
12          provide guidance to staff as its -- as to its  
13          responsibilities for errors and omissions that  
14          occurred both above and below the threshold.

15                      And then finally, clarify reporting of errors  
16          and omissions analysis to the Bond Oversight  
17          Committee and the school board.

18                      So we think that that's very important and we  
19          appreciate the support. I know Ms. Marte does.  
20          She's used to seeing that and we appreciate the  
21          Bond Oversight Committee supporting the  
22          recommendation for a policy.

23                      Okay. So Blanche Ely is the first one, and of  
24          course you're sitting in their new media center,  
25          and it's quite nice, actually. And you know, the

1 entire scope of work, obviously, was I think we were  
2 at about \$22 million for the DOB portion of the  
3 work.

4 We did note that in this update, that there  
5 was a delay that we noted for the contractor. And  
6 this delay is associated with closing out open  
7 inspection reports. The way that the District  
8 works is if a contractor has to call more than two  
9 inspections, then they have to pay the District  
10 \$200, I think it is, per inspection.

11 So what we're finding is some contractors open  
12 up another inspection ticket. And so we're working  
13 with the contractor to close those out. So that's  
14 why we -- and we're actually there. We've met with  
15 the Building Department and I think we're there.

16 And then we had probably three or four items  
17 that the inspectors had called out to be complete,  
18 that PPO is now completing.

19 I think we just inserted that one and that we  
20 didn't give the rest of the updates. No, I've got  
21 it, okay, I'm sorry. If you'll move to the next  
22 one, which is Northeast.

23 So Northeast High School, the DOB, we have  
24 given a great deal of detail to the superintendent  
25 on this one. We have experienced some delays with

1 regard to structural issues on the roofs, as well as  
2 some of the underground utility lines. And so, we  
3 are tracking those with the contractor. But you  
4 can see here, this is the report that is in your  
5 spotlight as well.

6 The good news is, also, is that the new  
7 classroom addition, we are on schedule and actually  
8 a little ahead of schedule. And I don't know if  
9 some of you have driven by, but you can see the  
10 walls have been stood up and we're making progress  
11 there.

12 Stranahan, we are overall complete. We have  
13 some change orders under review. We also have --  
14 we're looking -- we have some complaints with this  
15 contractor and so we're looking at alternative ways  
16 to get the work done, since they are change orders,  
17 they're not in this contract.

18 We also have structural issues at building 17  
19 and 18, and that we are -- we actually  
20 decommissioned buildings 18, which was a storage  
21 for a skid steer. And then building 17 was -- is  
22 used for storage. It used to carry classroom  
23 space, but it's deteriorated to the point where we  
24 are performing a Castaldi on that one. So we're  
25

1           doing some extra work there to see how we have to  
2           finish some of those elements up.

3           Okay. So then moving on to actions taken by  
4           the District. I think one of the things, and you  
5           may have seen this before, this is the actual  
6           policy that the Board approved for, you know, for  
7           the superintendent signing change orders, which we  
8           expect, to the reduction of paperwork on that.

9           Just to give you all an update, technology-  
10          wise, you know, AECOM came in and was working with  
11          Atkins to improve the eBuilder PMIS system. And  
12          really start to be able to track the financial  
13          records of the program.

14          In fact, at the last workshop for the Audit  
15          Committee, it was noted by our auditor, RSM  
16          auditor, that how much improvement that that's  
17          created for the program. So we're very pleased  
18          about that. But this we expect that to help the  
19          time process, absolutely.

20          And then moving to the next one, this is a  
21          response that we've given to the Board before to  
22          reduce the number of back and forths. We don't  
23          have, as I mentioned before, we don't have a lot  
24          more design projects. But I think it should be  
25          noted that there's, you know, that this should

1 continue on as the District moves forward with a  
2 capital improvement program.

3 And so, things like you know more focus on the  
4 design reviews, when there is a point where there's  
5 only a minimum amount of comments left. As Ms.  
6 Marte indicated before, we then meet with the  
7 architects and engineers and the Building  
8 Department to clear those so that we're not going  
9 back and forth.

10 Right now, the standard that has been set is  
11 two reviews. And after two reviews, a stand-up  
12 review is held to clear and be able to get the  
13 letter of recommendation for the permit.

14 I'm going to let Ashley talk a little bit  
15 about the budget related.

16 MR. RABINOWITZ: If you could just hold for a  
17 second.

18 MS. CARPENTER: Sure.

19 MR. RABINOWITZ: There's one question from the  
20 committee.

21 MR. HILLBERG: With the building permit  
22 reviews, is there been a evaluation of the comments  
23 that ideally the Building Department should catch a  
24 number of things. And then the consultants should  
25 work on those items, list of ten, they should



1 address those. And the Building Department should  
2 look to see that those were addressed and not find  
3 new things.

4 It's human nature to look again and go, oh, I  
5 missed, you need some more stuff. But is there a  
6 process to control, instead of just being infinite.  
7 Oh, now, I forgot, that reminds me, I have this.

8 But I see a hand raised behind you, so.

9 MR. JABOUIN: I'm Joris Jabouin. I wanted to  
10 ask, after you, a question.

11 MS. LANGAN: So I think there have -- we have  
12 experienced that challenge tremendously. And I  
13 think one of the things that we're talking about is  
14 that we have -- that the Building Department has,  
15 as Ms. Marte indicated, support, consultant  
16 supporting the Building Department. So they're  
17 coming in and they're doing design reviews.

18 And we think one of the elements or strategies  
19 that would help reduce the number of additional  
20 comments, if you will, is to have the same team,  
21 almost work in teams, to do those reviews. And  
22 then you can also have a quality control team who  
23 is kind of back checking to make sure that, you  
24 know, that the first team is -- has done, you know,  
25 what they're supposed to do.

1           And that quality control team wouldn't come in  
2           and review until it was resolved and that they  
3           would take a final, you know, last look, if you  
4           will. So I think that's one thing that we're  
5           talking about, that would assist in that regard.

6           MS. MARTE: If I may --

7           MR. RABINOWITZ: There's two of you that  
8           wanted to speak at the same time, so long as it  
9           obviously concerns what we're discussing right now.

10          MS. LANGAN: This is to her point.

11          MR. RABINOWITZ: Okay. Fair enough. Ms.  
12          Marte, we'll defer to you.

13          MS. MARTE: Thank you. The stand-up reviews  
14          make a big difference, too. So when there's an  
15          understanding that you've got to be really thorough  
16          in your work upfront, because at three, there's a  
17          group coming in to discuss it. That makes a  
18          significant change in how we approach our body of  
19          work and let me leave it at that. And those  
20          standards were missing and we've put them in, both  
21          in the fire official's lane and the building  
22          official's lane.

23          Thank you, Mr. Jabouin. Thank you.

24          MR. JABOUIN: Thank you. I'm Joris Jabouin  
25          and I'm the District's Chief Auditor. With respect

1 to the third dot in the agenda as far as the Big Three  
2 schools, I wanted to add some wording regarding  
3 audit.

4 So my office, the Office of the Chief Auditor,  
5 has engaged RSM to do audits on our behalf, and  
6 they're on the line right now. Our school board  
7 had asked me to get the Audit Committee's weigh-in  
8 on the scope of those audits. And then the Audit  
9 Committee asked me to attend this meeting.

10 So with RSM on the line, the question for the  
11 Bond Oversight Committee, as we proceed with  
12 establishing the scope of those audits, is that are  
13 there any thoughts to us of the audit function and  
14 the team that's on the phone as far as areas of  
15 interest that the Bond Oversight Committee would  
16 like us to include as we develop that scope.

17 So that's the question for the committee. And  
18 David, if you're on the line, I'm not sure if  
19 there's a question you wanted to ask to the Bond  
20 Oversight Committee. I guess this question is a  
21 little bit sudden for you?

22 MR. RABINOWITZ: I'm not sure this is  
23 something we're prepared to answer at this very  
24 second.

25 MR. JABOUIN: Okay. Well, I'll attend

1 future meetings and the idea of me attending the  
2 meetings is to make sure that I understand the  
3 various points that are brought out at this  
4 meeting, as we continue with our work.

5 MR. CORTES: Do you have a scope you want to  
6 share with us, and we can give you comments on it?

7 MR. JABOUIN: David, the question -- there is  
8 a question about a scope. Can you tell the  
9 committee some of the thoughts that we have so far?

10 MR. RABINOWITZ: That could probably help.

11 MR. JABOUIN: David?

12 MR. SABRA: Yes, happy to. So we currently  
13 anticipate performing procedures that we've titled  
14 --

15 MS. MILLER: Joris, can you get a microphone  
16 in front of that so we can hear?

17 MR. SABRA: -- we would start with an analysis  
18 of the 2014 facilities assessment and that would  
19 basically guide our process for reviewing source  
20 documents including design documents --

21 MR. JABOUIN: Sorry to interrupt, David. Can  
22 you begin again for the committee?

23 MR. SABRA: -- conducting interviews with  
24 administrators, principals, the program manager --  
25 developing and understanding how the scope of

1           these projects evolved over time.

2           MS. MILLER: David.

3           MR. SABRA: I'm sorry, can you hear me?

4           MS. MILLER: Can you please start again? We  
5 had trouble hearing you in the beginning.

6           MR. SABRA: I'm so sorry for that -- I  
7 apologize for that.

8           So I was explaining the process by which we  
9 intend to look at the Big Three projects, starting  
10 with the 2014 facilities needs assessment, and  
11 working our way until today. Reviewing source  
12 documents that speak to modifications to the scope  
13 from its original intended scope, to what was  
14 constructed today.

15           So we realize that we won't be able to get all  
16 of the information needed to provide a complete  
17 analysis from just the supporting documents. But  
18 we certainly intend to obtain and review those  
19 first.

20           And then to interview school principals and  
21 administrators, members of AECOM and Atkins team,  
22 members of the Office of Capital Programs, as well  
23 as design and construction professionals that were  
24 involved in the projects.

25           So based on what I have heard today and some

1 of the prior meetings that we've had, we've also added  
2 certain elements to that scope, which include  
3 inquiry and perhaps some inspection and observation  
4 around compliance with ESRAP as well as the  
5 District standards.

6 Reviewing the Castaldi analysis that were  
7 performed on these schools, confirming and notating  
8 and understanding of the destructive testing that's  
9 been performed, as well as a few other items that  
10 are pulling us towards obtaining an understanding  
11 of how the scope of the work of these projects  
12 evolved from the initial needs assessment.

13 So I hope that provides some context.

14 MR. JABOUIN: As well, in the interim me and  
15 my colleague, Eric Seiffer, will attend these  
16 meetings regularly and we'll incorporate  
17 significant comments that are brought out of these  
18 meetings into our program. Thank you.

19 MS. KRISHNAIYER: I just have a question.  
20 What was the reason behind the Audit Committee's  
21 request?

22 MR. JABOUIN: So in addition to this  
23 committee, we also attended the Facilities  
24 Taskforce and we'll attend a Diversity as well. So  
25 the idea is to get as much input as possible.

1 MS. KRISHNAIYER: Thank you.

2 MS. LANGAN: I can move forward.

3 MR. HILLBERG: Please.

4 MS. LANGAN: So one of the elements before I  
5 let Ashley take it over is as a part of AECOM's  
6 contract, we also are required to go back to the  
7 whole program and do a reconciliation through the  
8 processes of what started in 2014 and what was  
9 actually built.

10 So as we finish up the design of the program,  
11 we have two staff people that will be solely  
12 focused on performing that scope of work.

13 Okay. So, Ashley?

14 MS. CARPENTER: Ashley Carpenter with Atkins.

15 So the idea behind this slide was that  
16 TaxWatch had noted in their report that the budget  
17 flash for the quarter were noted as budget issues.  
18 And we just wanted to kind of make note of the fact  
19 that these were construction awards which were  
20 essentially establishing the project budget for  
21 those projects.

22 And it is, you know, significant money and  
23 that's -- but this is the normal part of the  
24 practice of the District in the SMART program is  
25 when we get to construction, we, as part of the

1           award by the Board, establish those budgets moving  
2           forward.

3                   And then, on the next slide, in Recommendation  
4           No. 6 in the TaxWatch report, TaxWatch noted that  
5           the report, which had been in previous reports  
6           related to penalties of consultant firms during the  
7           design phase, or design-related delays, was not  
8           present in the report.

9                   There was no activity in the quarter on that.  
10          We're still monitoring those contracts, and as  
11          companies come forward for additional services or  
12          additional compensation related to if they had an  
13          FLCC increase clause in their contract, when they  
14          come forward for those things, we assess any  
15          design-related delays and work in, you know,  
16          credits along with those additional services,  
17          amendments.

18                   And on the next slide, looking at the -- oh,  
19          sure.

20                   MR. CORTES: Do you mind?

21                   MS. CARPENTER: Oh, absolutely.

22                   MR. CORTES: Is that part of the .5 that  
23          she was sharing, or that's separate?

24                   MS. CARPENTER: No, this is separate.

25                   This is really for consultants design delays.



1 It's separate from the contractor change orders.

2 So on the next slide, this is the kind of  
3 really summarized version of the quarterly risk  
4 assessment. This quarter, the risk assessment  
5 overall stayed at the same level, of which the  
6 District has reserves covering the 70 percent risk  
7 result.

8 At this point, when this risk assessment was  
9 done, as of the end of September, which is the same  
10 quarter as the BOC report, about 85 percent of the  
11 program was under contract, with 15 percent  
12 remaining to be contracted.

13 There are, you know, we're measuring risks in  
14 the market as well as risks due to change orders.  
15 We've seen significant increases in new addition  
16 costs, you know, the costs of new buildings, of  
17 which we do still have one coming up at McArthur  
18 High School that has not been contracted yet.

19 So, you know, if you have any questions  
20 related to this, I'm happy to answer them. But I  
21 think that's -- is that the last slide for  
22 Facilities? Okay.

23 MR. RABINOWITZ: Any questions? Thank you.  
24 Move over to Finance.

25 MR. WHITNEY: Before I do, I'm just going

1 to pause and see if TaxWatch had any comments on the  
2 Facilities section; is that appropriate?

3 MR. HILLBERG: Sure.

4 MR. NAVE: Okay. Would the committee mind if  
5 I held my comments until all the District staff  
6 presentations were finished?

7 MR. HILLBERG: Whatever you're comfortable  
8 with, Bob.

9 MR. NAVE: I'm very comfortable with that.

10 MR. HILLBERG: Okay.

11 MR. SHIM: Thank you. And before I get  
12 started, I just as the staff, I guess, liaison to  
13 the committee from the District really wanted to  
14 thank Blanche Ely High School, the principal, the  
15 assistant principal, and you know, the Color Guards  
16 and everything. It was great.

17 And also wanted to thank Beacon for their  
18 efforts and being here. Thank you. And staff and  
19 everybody else.

20 Okay. Again, my name is Omar Shim. I'm the  
21 Director of Capital Budget. This quarterly budget  
22 activity report is for the quarter ending September  
23 30th.

24 The total SMART program budget increased by  
25 21.7 million over the last quarter from one

1 billion, five hundred and five point eight million, to  
2 one billion, five hundred and twenty-seven point  
3 five million. Which was -- that's shown on Page  
4 349 of the quarterly report.

5 And a detailed list of each project that had a  
6 budget increase is shown on Page 353 to 375. That  
7 shows all the transactions in and out of the funds  
8 that were available, and also, you know, the Board  
9 approval dates.

10 From the total of one billion five hundred and  
11 twenty-seven point five million, one billion three  
12 hundred and four point nine is either committed or  
13 spent. And the balance of funds that are not  
14 encumbered or spent is two hundred and twenty-two  
15 point six million.

16 Expenditures through the first quarter are  
17 nine hundred and thirteen point five million, as  
18 shown on Page 377 of the report. This is a forty-  
19 five point three million dollar increase in  
20 expenditures from the previous quarter.

21 Purchase orders in place are three hundred and  
22 ninety-one point four million.

23 In addition to the SMART program funding that  
24 are identified in the project budgets, the District  
25 set aside a reserve in the amount of six hundred

1 and ninety-one million, that has, you know, in various  
2 times where we infuse funding in the program. And  
3 this was for additional costs identified for the  
4 Atkins risk assessments.

5 The District's finance team works with Atkins,  
6 our cost control consultant, to adjust our reserve  
7 and address the risk assessment, so that the SMART  
8 program is financially feasible.

9 Next slide.

10 Included in this report is on Page 379 and 380  
11 is a new section, on the finance closeout schedule.  
12 And this provides details on financial and closed  
13 projects and funds recovered that go back into the  
14 program.

15 The District will continue to monitor our  
16 closeout process and work with Facilities on that  
17 process, to have it be as efficient as possible and  
18 provide reports to support that.

19 Finally, just to let you know, this quarter we  
20 have a new capital outlet plan that was approved  
21 with the EFP. It's \$3.5 billion; 475.7 million is  
22 unallocated reserve over the five years.

23 So as we look at our plans to do a long range  
24 plan and other things to support and bridge from  
25 the SMART program, we'll have funds set aside to be

1           able to address those things, based upon the Board  
2           priorities.

3                     We did have funding for some areas, FFNE,  
4           playground repairs, the Parkway Middle School  
5           replacement building; Deerfield Beach Elementary  
6           School covered walkway. Structural inspection  
7           pilot program, IT and infrastructure. And then we  
8           had some -- a number of things that were like  
9           inspection and license renewals.

10                    And then we also funded replacement of damaged  
11           music instruments, you know, any replacement in the  
12           SMART program. And Coral Glades added a new  
13           auditorium and there was portable demolitions.

14                    So that's it.

15                    MR. DEMOPOULOUS: I just want to get my  
16           numbers straight for just a second. If we can go  
17           to the first slide for just a second. And for  
18           those people that are on this committee, and have  
19           only been on this committee for, whether it be a  
20           couple of years or new to the committee first time,  
21           Omar, correct me if I'm wrong, but this bond, when  
22           it initially got started was \$1 billion.

23                    And am I seeing it right that the SMART outlay  
24           is \$1.5 billion?

25                    MR. SHIM: Yes, you are.

1 MR. DEMOPOULOUS: And when I'm looking at \$222  
2 million, is that balance on the 1.5 or the original  
3 budget amount of one billion?

4 MR. SHIM: It's on the 1.5.

5 MR. DEMOPOULOUS: And what is the source then,  
6 just for the folks on the committee? I always feel  
7 as though I ask some questions on behalf of the  
8 public. What's the source of the additional \$527  
9 million?

10 MR. SHIM: It's other capital allocated  
11 funding that would include mostly millage funds.

12 MR. DEMOPOULOUS: And I guess this will go  
13 back to the audit at some point in time, to do an  
14 analysis as to why this entire project has gone  
15 \$500 million over the initial budget? I mean, are  
16 we -- is there any way to tell us what the key  
17 issues were, why this, for lack of better words,  
18 budget was blown?

19 MS. MARTE: So if I may, sir, I can attempt  
20 to.

21 MR. DEMOPOULOUS: Sure.

22 MS. MARTE: And I'm fairly new to the whole  
23 process, but I have been with the District five  
24 years. So the initial risk assessment was flawed.  
25 So if you look at Page 19, we can walk a little

1 bit of a journey together.

2 Shortly after that risk assessment was done,  
3 when the District actually started to look at the  
4 projects, very early on, \$225 million was committed  
5 by the Board to do what they thought needed to be  
6 done at that point.

7 Since then, inflation's gone crazy with right  
8 construction material, significant delays, many of  
9 which were cited in the grand jury report,  
10 including some of the -- of the District's own  
11 internal practices, that created significant  
12 construction delays.

13 There has been work added to the program. And  
14 I think that's important to discuss and we  
15 certainly can get you a separate number for that.  
16 But as an example, Northeast's original scope and  
17 what was eventually approved for them, was  
18 significantly different. It was new building  
19 versus replacements.

20 Markham Elementary was not in the scope of the  
21 program and it's included here. So there was  
22 probably not quite a hundred million dollars of  
23 additional scope that was added.

24 But yes, it is a big number. But when you  
25 look at additional scope, the acknowledgement that

1 the initial assessment had some significant flaws, the  
2 inflationary impact is the lowest of the portion of  
3 that number.

4 Nonetheless, had we moved quicker, absolutely,  
5 sir. Had the District been more efficient, it  
6 would have cost less money.

7 MR. DEMOPOULOUS: And forgive me if I may ask,  
8 but I think we'd be remiss if we didn't.

9 MS. MARTE: Well, it's a huge budget -- on  
10 face value, a huge budget increase. And being  
11 involved in the program as much as I am, since  
12 April, and with my background in finance, it's  
13 certainly a valid question, sir, because I've asked  
14 the same thing.

15 MR. DEMOPOULOUS: It's -- go ahead.

16 MS. KRISHNAIYER: Considering that, do we have  
17 enough funds, you know, the 220 and the 139, to go  
18 through completion of these projects without any  
19 further increases? Is that enough money?

20 MS. MARTE: So the short answer is yes. You  
21 want me to give you a few more sentences and give  
22 you a longer answer, I will.

23 So the short answer is yes. The SMART  
24 reserve, which today, because I just signed a memo  
25 before I came over here, is 108 million, because



1 since this quarterly report, we've done a lot more  
2 construction and payments.

3 The balance in the reserve is 108 million. We  
4 have 18, and I believe Kathleen just said, projects  
5 that haven't been awarded yet. That \$108 million  
6 covers the Atkins risk assessment at 70 percent.

7 But because we have so many projects in  
8 construction, the delta between the Atkins risk  
9 assessment at 70 percent and the high end is only  
10 \$14 million. Our -- so that 108 is already  
11 promised to the program, based on what we know,  
12 that's what it's going to cost.

13 In addition to that, the District has \$147  
14 million of unallocated capital funds as of two  
15 hours ago. I literally just signed a memo for the  
16 Board.

17 So I don't want to use a penny of that money,  
18 because to your point, sir, we've already exceeded  
19 the budget. And when the long-range plan comes to  
20 be, we've got significant needs. And the Board's  
21 going to have to prioritize how the dollars we have  
22 available meet those needs.

23 So, yes, we have enough money.

24 MS. KRISHNAIYER: Just a comment. The  
25 additional, you know, you mentioned all of the new

1 projects that have been added since the full scope of  
2 the project in 2017. I'm not sure the community is  
3 aware that new projects were added.

4 And perception is that the delays, it's all  
5 based on the original list, original scope that we  
6 were all given. So I think it might help if we go  
7 ahead and make people know, let people know, that  
8 additional jobs have come in. It's not just the  
9 original list.

10 MS. MARTE: So if I may. There were some new  
11 jobs. But the preponderance of the additional  
12 dollars, that half a billion-dollar delta that Jay  
13 referred to, was a flaw in the risk assessment and  
14 additional costs because of inflation and  
15 escalation in costs.

16 There was some scope added to your point well  
17 taken, and we can bring that to the next meeting to  
18 actually outline, because capital budget has kept  
19 great track of it.

20 An example is the Stranahan cafeteria that  
21 hopefully the Board will approve tomorrow. That's  
22 not in the SMART program. And historically, we've  
23 just added that in because Kathleen and AECOM  
24 manage it for us. But it was not part of what was  
25 promised when we went out for the bond. And it

1 is really important that we separate those things.

2 So point well taken and maybe we've got a  
3 little bit more work to do, Yvonne, to make sure we  
4 know that. Because some of the things we're  
5 calling SMART aren't.

6 MS. KRISHNAIYER: Right.

7 MS. GARTH: And that's a question that keeps  
8 coming back.

9 MR. RABINOWITZ: No pun intended.

10 MS. KRISHNAIYER: That's a question that keeps  
11 coming back to us from parents and the community,  
12 that, you know, it'll be very useful --

13 MS. MARTE: We'll take that as a follow-up for  
14 the next meeting and Mr. Shim, I know he has  
15 information ready to go. We'll get it out to you,  
16 probably before the Christmas break.

17 MS. KRISHNAIYER: Thank you.

18 MR. CORTES: On the commitments and  
19 expenditures, how much is financially closed, but  
20 you know it's already.

21 MS. MARTE: So that's a great question. It's  
22 actually on our agenda for this week, because there  
23 is a significant delay in the construction closeout  
24 and the financial closeout. And I need to flow  
25 chart it and understand why.

1           So if you wouldn't mind giving us a little bit of  
2           time to get you an answer to that, but I want to  
3           acknowledge that in my opinion, and believe it or  
4           not, I actually started my career in public  
5           accounting and construction accounting. I worked  
6           for a CPA firm and we did audits of construction  
7           accounting closeouts. So I know a little bit about  
8           it. It's taking way too long. And it's an  
9           internal process to Broward schools, it really is.

10           MR. CORTES: I assume that that financial flow  
11           chart still creates a higher forecast on that risk  
12           because you don't have the financial closure down,  
13           or no?

14           MS. MARTE: No, that's all included in the  
15           budget. So the retainage and all that is already  
16           budgeted out. If anything, it's going to minimize  
17           the risk, because when we close it out, there might  
18           be retainage coming back to the -- there might be  
19           contingencies that were built into the project that  
20           didn't materialize, that come back to fund balance.

21           MR. CORTES: Yeah, but they're in your risk  
22           report, yeah?

23           MS. CARPENTER: It depends on the project. I  
24           mean, I think it's very close to closeout. We  
25           already have, you know, then I've started to

1 basically sweep out of the risk what I know is coming  
2 out. But we do have, you know, a large number of  
3 projects where the work is complete, but the  
4 contractors can't get finals. And I really haven't  
5 touched those in the risk assessment.

6 MS. MARTE: So it'll get better?

7 MS. CARPENTER: Yeah

8 MR. SHIM: With regards to the project start  
9 that have completed financial closeout, there is a  
10 -- we added a new report in the financial section.

11 MR. RABINOWITZ: It's actually here.

12 MR. SHIM: Right, right. So we do have a  
13 hundred -- the final expenditures on those projects  
14 was 147.4 million, and we did recover 19 million.

15 MR. RABINOWITZ: Any other questions? All  
16 right, moving on, SDOP?

17 MR. BALLOU: Good evening. Hello. All right.  
18 Robert Ballou, Officer of Economic Development and  
19 Diversity Compliance. We modified our presentation  
20 to give you an update on what we're doing to  
21 increase our spend with African-American and  
22 specifically Caucasian female businesses.

23 So there's little tweaks to the presentation,  
24 so if you just bear with me.

25 First slide.

1           This came to the question last time. Today, we  
2           have 492 certified firms as of last Tuesday. We  
3           update our files every other Tuesday, so we're 492  
4           right now instead of 477, just in case someone  
5           wanted that.

6           Again, that 28 percent is based on the new  
7           spend of around 1.4/1.5 billion. We were trending  
8           at 33 percent before some of the changes came into  
9           the budget, and one associated with local spend.  
10          So that affected our spend, but we're still -- the  
11          28 percent is still directionally toward our goal  
12          and we're still moving toward that 30 percent.

13          Next slide, please.

14          We want to walk the committee through who do  
15          we have to do business with? We have 492 or 477  
16          suppliers, depending on what day of the week you  
17          look at it. But who do we have that is local,  
18          that's certified, that's prequalified with bonding  
19          greater than \$3 million, because the average SMART  
20          project is a little greater than \$3 million.

21          Well, we have 21 firms. We have five African-  
22          American, we have ten Hispanic-owned businesses, we  
23          have five Caucasian female, and we have -- I'm  
24          sorry, three Caucasian females and three small  
25          businesses.

1           And if you go to the next slide.

2           There is our spend that we talked about, the  
3           28 percent and the dollars by category. And you  
4           can see that we've done \$27 million with African-  
5           Americans and \$31 million with Caucasian females.

6           How do we increase that number? Well, the  
7           first thing that we have to look at is, okay,  
8           remember we talked about the five African-American  
9           contractors that had bonding and the three women-  
10          owned companies that have bonding.

11          Well, then you look at the aggregate bonding  
12          amount of those contractors, this is not hard  
13          science. This is directional, so bear with me.  
14          Those five African-American contractors have a  
15          total of \$110 million in aggregate bonding.  
16          Meaning they can't do more than \$110 million.

17          And then, you know, the women-owned companies  
18          that are in this report have an aggregate of 35  
19          million and we've already done 31 million.

20          Now, some things will close out, so the number  
21          is rotational. So it's not an absolute, but bear  
22          with me. So one of the questions was, how did we  
23          do so much business with these vending suppliers,  
24          and we didn't go after just African-Americans,

25

1 right, that's kind of the count. Why are you 79  
2 percent above.

3 Well, here's the fact. There is \$580 million  
4 in aggregate bonding with those ten suppliers. So  
5 that's how they got up to doing \$342 million  
6 because they had the bonding capable.

7 So if you want to know why we aren't doing  
8 more, because we need more bonding for our African-  
9 American and women-owned suppliers. That could be  
10 an obstacle for their success in the future.

11 Again, the numbers I'm using are directional.  
12 After that, I have 1.48, but I'm not a finance  
13 person, nor was I in accounting. I'm a political  
14 science major, so that would be my -- if you can  
15 give me grace on my small variance on my number.

16 Next slide.

17 So, we continue doing our pre-bid conferences.  
18 We invite those five and three suppliers and say  
19 won't you please come bid. Come to the pre-bid  
20 conference. Also, suppliers that aren't going to  
21 be prime, come so you can meet the prime, so that  
22 you could be included as a sub-contractor.

23 And we'll talk about that number now, because  
24 now with some of the new systems that we have,  
25 we're able to report our second tier spend, or



1           our sub-contractor spend.

2           So we will continue our pre-bid conferences.  
3           From those pre-bid conferences, we have -- so all  
4           those -- all five African-American suppliers that  
5           we've listed that had bonding, we do business with  
6           all five. A year ago, we did business with two,  
7           and we added the other three. And likewise, the  
8           woman-owned company, we brought her in, so now we  
9           do business with everyone that had bonding.

10          Next slide, please.

11          Sub-contracting, well, every one of our SMART  
12          projects has, today, a minimum of 29 percent. A  
13          couple of years ago, we started with 12 percent.  
14          But the average is always greater than 40 by the  
15          time the supplier presents it. And as a cross-  
16          check, for this reporting period, the contracts  
17          that were awarded had an actual 42 percent sub-  
18          contracting commitment.

19          So our small suppliers, while bonding may be a  
20          constraint to being a prime, it's not a constraint  
21          to being a sub-contractor. So we're seeing a high  
22          use as a sub-contractor.

23          Next slide.

24          We continue to do our advertisements for  
25          whenever there's a new solicitation. Working with

1 Garth as the solicitation is finally approved, you  
2 know, the cone of silence comes out with the  
3 marketing vehicle that we then advertised on social  
4 media. I just got one while I was sitting here  
5 waiting for my turn to speak about another project  
6 that's coming.

7 And then we advertised our suppliers and give  
8 them a launching pad to increase their  
9 marketability to the other school districts and  
10 business community.

11 So hopefully, they can grow in their business,  
12 maybe get business somewhere else, to then give  
13 them a higher dollar amount so they can get a  
14 higher bonding. Because the aggregate bonding  
15 won't be greater than two times the largest  
16 completed project. So if we can help them get  
17 another project, that will also help raise their  
18 bonding.

19 Next slide.

20 Again, we are doing better in notifying  
21 suppliers for renewals, so we don't lose a supplier  
22 because of paperwork, which is, call it what it is.  
23 We've lost several suppliers just because we sent  
24 them a renewal notice, and they forgot to respond.  
25 So we're getting better at not allowing someone to

1 be lost just because of an email.

2 Doing more technical assistance because there  
3 are suppliers that are not familiar with B2T now  
4 and that's the system we use to capture the data in  
5 terms of spend, where they're spending and how they  
6 account it. So we do all day, every day, I have  
7 two people dedicated on just doing what I call B2TD  
8 customer service, to make sure the data's right.

9 And then, finally, we launched a tri-county  
10 reciprocal certification that if someone is  
11 certified in Palm Beach County Public Schools, or  
12 Miami-Dade County Public Schools, it takes a  
13 whopping 45 seconds to get certified here at  
14 Broward County Public Schools. I did it, because I  
15 did the first one, and it took me 45 seconds, and I  
16 don't know what I'm doing.

17 So, and the logic behind that is they both use  
18 B2D now, we use B2D now. We can go into B2D now, I  
19 can see all of the paperwork they submitted to  
20 Miami-Dade and Palm Beach County.

21 So we're treating it almost like a piggyback.  
22 Since I can see all the work they did, why make the  
23 supplier re-submit everything just to me? And then  
24 we have -- so it's up and running, literally 45  
25 seconds instead of 30 to 60 days.

1           We're going to use this to scroll their list of  
2 pre-qualified suppliers that have bonding rated at  
3 \$3 million, and then I'm going to say guerrilla  
4 market to those suppliers about getting certified  
5 here. I am just going to certify them and then  
6 send them a letter recognizing them for their  
7 certification and start inviting them to those pre-  
8 bid meetings.

9           Next slide.

10           We do a lot of activities that all the  
11 activities are bound with increasing the  
12 utilization of local suppliers. And we put a focus  
13 on African-American and women, but we're -- our  
14 overall goal is how do we make sure that all local  
15 suppliers know how to do business with the school  
16 district, right.

17           So just so you know, the benefit of all of our  
18 suppliers, we just put a little extra lagniappe or  
19 little different, looking for African-American and  
20 women, but understand that we are wholly focused on  
21 a local supplier, period, regardless of their  
22 gender or ethnicity.

23           Next slide.

24           So what are the results? Well, as you saw, as  
25 TaxWatch pointed out, again, our team had -- well,

1 mostly our team, I have an issue with the 33 percent  
2 of available African-American suppliers because I  
3 don't believe that's a true number. But  
4 directionally, we have more African-American  
5 suppliers than we're using; however, there's  
6 bonding associated with it, that that doesn't  
7 capture.

8 So I won't throw a rock at TaxWatch until  
9 I have a bigger one to throw at them.

10 But it is true that there's a gap and we could  
11 do more. So we have seven percent of work has been  
12 awarded to African-Americans in the life of the  
13 program. In this past quarter, we had eight  
14 percent, and Hispanics, 92 percent continuing the  
15 trend.

16 The win here is under sub-contractors. We can  
17 now report that 16 percent of sub-contracting  
18 dollars at 42 percent went African-American  
19 suppliers and these are African-American men and  
20 female.

21 Fifty percent went to Hispanic suppliers; 32  
22 percent -- sorry, that's African-American men,  
23 Hispanic men and then all women would receive 32  
24 percent of the work regardless of ethnicity. And  
25 the small businesses got two percent.

So we are achieving our goals, if you will,

1 in sub-contracting because we don't have that bonding  
2 constraint. At least that's one of the reasons.  
3 It's not the only reason, so bear with me. But a  
4 big reason is that bonding constraint, and so minus  
5 the bonding constraint, you can see what we maybe  
6 could do.

7 And then the last slide is just we're  
8 everywhere connect with us, follow us. You will  
9 see every solicitation the District submits comes  
10 through my office. And my office will do a social  
11 media engagement on literally every single  
12 solicitation, prompting the person to go to  
13 DemandStar, so they see the solicitation and then  
14 follow the normal procurement process. Because  
15 it's literally just a link to DemandStar, not any  
16 extra communication, and that was from my lawyer,  
17 that last piece.

18 And that completes my report.

19 MR. RABINOWITZ: Questions? None? We'll  
20 move. Thank you. Communication.

21 MS. GARTH: Thank you. Good evening. I'm  
22 Yvonne Garth, part of the AECOM Program Management  
23 team and the Communication's liaison for the SMART  
24 program.

25 So really happy to report some highlights for

1 the quarter. Just start by just reiterating that this  
2 -- the reporting period for this report is --  
3 covers the summer months and as you heard earlier  
4 from Kathleen, there was quite a bit of activity at  
5 the schools. And I'd be remiss if I just didn't  
6 emphasize it, including, 203 HVAC improvements, 300  
7 electrical improvements, completed over the summer,  
8 and 33 roofs completed over the summer; seven media  
9 centers.

10 So it was -- there was a lot of work happening  
11 over those seven weeks. And our communications  
12 team was out in the field, photo documenting, video  
13 documenting a lot of that progress.

14 So that culminated here, next slide, please,  
15 into two significant campaigns in this quarter.

16 One just we captured the activity in the  
17 schools over the summer and during back to school,  
18 when the kids were going back to school, we  
19 launched a couple of initiatives.

20 One a video that captured a lot of the work  
21 and featured the work that happened over the summer  
22 through our video, as well as a blogpost that we  
23 were able to send out through ParentLink to all of  
24 the -- to the entire school community.

25 So we were also able to update 180 pages. As

1 you know, the website has an individual page for every  
2 single school. So we updated 180 pages to reflect  
3 the activities over the summer.

4 And those schools, actually all those schools,  
5 next slide, please, also received a notification to  
6 encourage them to visit their individual school  
7 page.

8 And we used the opportunity to include a  
9 digital flyer in the back-to-school package, again,  
10 just re-educating the community on the SMART  
11 program, how to stay tuned, how to find their page,  
12 and keep informed. And as a result of those two  
13 campaigns, we had 12,000 visitors to the website  
14 this quarter. Very excited about that.

15 We continue to work with the municipalities to  
16 help -- ask them to help us get the word out. So  
17 far, we have 16 cities that have included a link to  
18 the SMART website on their municipal pages. So  
19 they're helping us to promote activity for their  
20 particular schools.

21 Next slide.

22 One of our initiatives has been to work with  
23 District communications to try and get publicity  
24 for the schools in local newspapers. So far, we've  
25 had 15 stories that have run in local papers. And



1 just this last quarter, we -- a few just last week, we  
2 had two articles that ran. One for Driftwood  
3 Middle School's new media center.

4 And also, we got coverage for Margate  
5 Elementary School's groundbreaking, which was last  
6 week. We're very excited. That was a very  
7 successful event. Margate Talks is the publication  
8 where that story ran and we continue to look for  
9 opportunities to get coverage in the local papers.

10 So just that completes the update for the last  
11 quarter, but just wanted to mention that going into  
12 2023, you'll see a lot more activity and events,  
13 celebrating key milestones.

14 In particular, the -- for those projects that  
15 are remaining in design and starting to begin  
16 construction, as they mobilize, we'll have  
17 groundbreakings and/or celebrations at staff  
18 meetings or official groundbreaking events to  
19 celebrate that milestone. As well as ribbon  
20 cuttings and other events celebrating the closeout  
21 and completion of projects.

22 So you'll see quite a few events happening  
23 over -- during 2023. Stay tuned for that.

24 That completes my update on communications.  
25 Happy to answer any questions.

1 MR. RABINOWITZ: Questions? Okay. I think that  
2 brings us to you, Bob, and your bag of large rocks.

3 MR. NAVE: Mr. Ballou knows very well that  
4 TaxWatch reviews what TaxWatch receives.

5 I just want to say, first of all, I want to  
6 thank the District for the effort that the staff  
7 puts in to very detailed responses to issues and  
8 recommendations that we raise in our report.

9 But my problem with it is that putting that  
10 very detailed content into an appendix and handing  
11 it out to us at these meetings serves a very  
12 limited public purpose.

13 I think it would be much more effective if  
14 this type of content were put in the report in the  
15 first place. We've been doing this for seven years  
16 now. The District should be pretty good at  
17 figuring out what we're going to look at and what  
18 we're going to hit upon, what we're going to  
19 recommend.

20 So again, I would ask the District to focus on  
21 putting some of this content in the report instead  
22 of the responses that we get.

23 I also want to point out that in this report,  
24 there's a handful of issues that I think fall into  
25 the category of pleasant surprises. And I'd be

1 remiss if I didn't bring those up.

2 The first is if you go back and look at the  
3 2020 schedule reset, and if you look at Figure 3 on  
4 Page 9 of our report, we've got a bar graph that  
5 shows projects that were flagged by the quarter  
6 before there was a reset and afterwards.

7 And before the scheduled reset, the number of  
8 projects flagged for schedule delays was just under  
9 200 per quarter. Since the reset, they've been  
10 about 40 per quarter. So I think it legitimizes  
11 the reset and the flattening and the widening of  
12 the construction schedule. It's maybe getting much  
13 easier for staff to manage the construction  
14 projects. We're seeing that.

15 Also, the fact that there were 46 projects  
16 that are actually ahead of schedule this quarter.  
17 And I think that bears mentioning again.

18 The four quarters ago, the District started  
19 assigning levels of risk of projects. And the risk  
20 was of additional redesign or other changes in the  
21 scope.

22 And the first three quarters, if you'll look  
23 and then I think that's Figure 4 on Page 10 of our  
24 report, one sees a pretty steady escalation in the  
25 number of projects that were assigned a medium or

1 high level of risk. This quarter it went from 76 last  
2 quarter to about 27 this quarter. So there are  
3 much fewer projects that are a greater risk of  
4 redesign and other changes.

5 I think the big one is the school board  
6 finally, after repeated recommendations, approved  
7 delegation of authority for the superintendent to  
8 approve change orders subject to certain limits.  
9 That's a good thing.

10 With regard to the Big Three schools, the  
11 delays and the levels of risk are somewhat  
12 diminished, compared to the last quarter.

13 And then one other thing we did is we looked  
14 at the spend or the burn rate. We've been looking  
15 at burn rate over about the last two years in our  
16 reports, and we have come to the -- we've expressed  
17 the concern that there may not be enough money to  
18 get to the end of calendar year 25.

19 What I did is I went back to the inception of  
20 the project and looked at all the spend rates. And  
21 I looked at where that spend rate jumped up, where  
22 we saw that big spike, because of the construction,  
23 the design, everything was starting to really get  
24 going, and I used that as my baseline.

25 And using that as a baseline, it looks like

1 the money will go much deeper into calendar year 2025.  
2 So concerned about running money -- running out of  
3 money is not as big a concern this quarter as it  
4 has been in the past, because I've looked at the  
5 different baseline.

6 So those are good. I was pleased to see those  
7 kinds of things in this report. But having said  
8 that, I think there are still four significant  
9 challenges going forward. One is controlling the  
10 cost. The other is maintaining the construction  
11 schedule and the scopes of work.

12 The third risk is resetting the expectation of  
13 the Broward taxpayers, you know, they've had to  
14 come to grips with this new schedule reset. And  
15 the fact that the projects are going to take longer  
16 to be completed and they're going to cost more at  
17 the end.

18 And then I think the final challenge is  
19 resetting or changing the perception that the  
20 District is not a good or compelling place to do  
21 business.

22 So those are the challenges going forward.  
23 I'd be glad to answer any questions any of you have  
24 on our report.

25 MR. RABINOWITZ: Those rocks weren't so bad.

1 MR. NAVE: Tablets.

2 MR. RABINOWITZ: In fairness to the Board,  
3 though, I don't think they can read your mind and  
4 anticipate what your concerns are going to be  
5 about.

6 MR. NAVE: I don't disagree.

7 MS. KRISHNAIYER: I did want to say, though,  
8 it's not in the report because that's going to be  
9 tough. Could we get the answers to Bob's  
10 recommendations just before the meeting? A day or  
11 so before the meeting, then we could read it and  
12 you know, it would be better. Because it may be  
13 tough to put it in the report, because the report  
14 comes out much earlier. So if he could get it just  
15 before the meeting, that would be equally helpful.

16 MR. RABINOWITZ: Ms. Marte, you want to say  
17 something?

18 MS. MARTE: So Mr. Shim will answer that  
19 question, but I'm more interested, if I may, in  
20 taking TaxWatch's suggestion and looking at their  
21 recommendations, which are fairly consistent, and  
22 looking at how we bake them into the report. So  
23 we're not writing as many responses to  
24 recommendations that TaxWatch has shared with us  
25 historically.

1           So I think that is a very -- I heard you, sir,  
2           and I think it's well taken. And I think we're at  
3           the stage now in the body of work where we need to  
4           sit down and do that and modify this to minimize  
5           that. And then I'll let Mr. -- that sounded  
6           horrible. Modify that, to minimize that. Modify  
7           the report to minimize the amount of writing that  
8           everybody's doing.

9           And if we do that, then I think it's a fair  
10          ask for us to get it to you all earlier.

11          MR. RABINOWITZ: But wouldn't that change  
12          production schedule, though, in some regard?

13          MS. MARTE: If we address this now, it may,  
14          and I'll -- and Mr. Shim knows better than I, but  
15          the more we bake into this, that becomes part of  
16          the document.

17          Mr. Shim, I know we're being recorded, but  
18          it's like herding cats to get everybody to get  
19          their answers to him. Which is why there's always  
20          a delay, because he's got to push and push and  
21          push, because people are busy. Everyone's trying  
22          to get their work done.

23          This is very important. They made the right  
24          person the liaison to the committee because he's  
25          relentless. But that being said, if we can

1 minimize what we need to respond to, then I think Mr.  
2 Shim has a better chance of getting it out a little  
3 bit earlier. Mr. Shim?

4 MR. SHIM: Yes, actually we were thinking  
5 about the same thing. And you know, we can't  
6 anticipate what's going to be asked.

7 But we can take what has been asked and take a  
8 look at that. I thought that AECOM and I can  
9 provide a lot of detail and good, great answers.  
10 Which really took a lot of effort in between the  
11 small amount of time us getting the TaxWatch report  
12 and putting together such a detailed response.

13 But I think we can certainly take a look at  
14 what we did provide and make sure that we  
15 incorporate those answers into sort of the report  
16 just like you said, I think it's a great  
17 suggestion.

18 But as far as getting the answers out before,  
19 it's very, very tight between that one week that we  
20 get the actual responses and then, you know. So  
21 depending on how detailed the answer.

22 Our commitment was to provide, you know, but  
23 Sam's not here, but yeah, we can do our best to get  
24 out an advanced on the TaxWatch responses.

25 MS. MARTE: Well, Sam's no longer in the



1 program.

2 MR. NAVE: Yes, but I think the last couple  
3 of times, there was a gentleman's deal between Bob  
4 and Sam.

5 MS. MARTE: Just so I make the statement  
6 publicly, Mr. Bays is now the executive director,  
7 task assigned to PPO, where he spent 13 years of  
8 his career before volunteering to step up and be  
9 task assigned as the executive director for capital  
10 improvements.

11 I had to make a choice. I had a retirement.  
12 There was not a good succession management plan in  
13 place. Mr. Bays was the director at PPO, he was  
14 well loved, he was respected. The team worked well  
15 for Mr. Bays.

16 So I took on the additional burden, because I  
17 knew I had Kathleen to do the real heavy lifting,  
18 over here while Mr. Bays went back to PPO. And he  
19 does partner with us in many, many projects. But  
20 he is not front and center in the bond program at  
21 this time.

22 MR. WHITNEY: Jeff Whitney, Assistant Director  
23 of the Capital Budget. I'd also like to point out  
24 that because of the way that this is timed before  
25 this information goes to the school board for their

1 workshop, we are able to include the responses to  
2 these recommendations for the school board members  
3 for that discussion. So that is uploaded to their  
4 workshop agenda and available for their purposes at  
5 that meeting, as the member will give an update to  
6 them from the committee.

7 And then, those responses are part of that  
8 material that they receive. And so that is very  
9 useful, even if it's going and implemented it's  
10 getting to the school board members for their  
11 consumption and use at that time, too, so.

12 MR. RABINOWITZ: Any other questions,  
13 comments? Bob, you done?

14 MR. NAVE: Yes, sir. Thank you.

15 MR. RABINOWITZ: Hearing nothing else, the  
16 next issue is the next school board workshops on  
17 January 24th. I know I'm in trial. I looked at my  
18 schedule. So who here wants to attend the  
19 workshop?

20 MR. HILLBERG: I'm in trial, yeah.

21 MR. RABINOWITZ: Yeah? My occupational  
22 hazard.

23 MR. HILLBERG: It might be my turn, I don't  
24 know. Chief Demopoulous was in the last, would you  
25 like to tell us what happened last time? Or no,

1 skip it.

2 MR. DEMOPOULOUS: So let me just share a few  
3 key topics with the school board. They started, I  
4 believe on time, which was very nice. It was a  
5 longer meeting, because it was, I think, the first  
6 time that board heard about the bond oversight. So  
7 they did ask a lot of questions, not so much geared  
8 towards me, which was amazing, but geared towards  
9 all of you.

10 But we did bring up about rotating the  
11 meetings, about the change orders. I know in some  
12 of the previous notes, we had the change orders as  
13 15,000, but Ryder confirmed that he said 50, not  
14 15. So that was one of our questions. I'm very  
15 happy to see that that was passed.

16 We talked about holding architects, engineers  
17 accountable, some safety-related items, and  
18 ensuring that there's proper funding moving  
19 forward.

20 One of the things that was brought up, that  
21 there was no process yet, but it was talked about  
22 as a process to check vendor workload prior to  
23 awarding a bid. I don't know if anything has been  
24 done on that.

25 But that's all I have.

1 MR. RABINOWITZ: But still, we still need  
2 somebody to cover the workshop on the 24th to give  
3 the Board a report of this meeting. Come on,  
4 Laitha.

5 MS. KRISHNAIYER: I don't think I can. I'm  
6 not here.

7 MR. RABINOWITZ: Come on, you were, I think  
8 the one before him.

9 MR. HILLBERG: All right, it's me.

10 MR. RABINOWITZ: All right, Steve, thank you  
11 so much.

12 MR. HILLBERG: Okay. At the end of the  
13 meeting, I hope people have some items that we can  
14 take to the board. I neglected to do that when I  
15 filled in for you last time. And we didn't discuss  
16 that as a board and Jim Demopoulous had to go alone  
17 and make them up. So I apologize for that.

18 MR. RABINOWITZ: Well, do we want to discuss  
19 the main points right now? I think that Bob had  
20 four specific areas of concern, staying within  
21 budget, staying on schedule, maintaining good  
22 relations to make sure people still want to do  
23 business with the school board. And --

24 MS. MARTE: Resetting the taxpayer  
25 expectations.

1 MR. RABINOWITZ: Thank you.

2 UNKNOWN SPEAKER: And Steve, if it helps, I'll  
3 be glad to send you something, some notes.

4 MR. RABINOWITZ: Anybody else?

5 MS. KRISHNAIYER: I just wanted to ask Ms.  
6 Langan, you mentioned a policy that will go before  
7 the Board. Do we need to address that?

8 MS. LANGAN: Well, that is our recommendation  
9 that a policy be developed that is, you know,  
10 similar to other --

11 MS. KRISHNAIYER: The percentage.

12 MR. RABINOWITZ: Two percent, right?

13 MS. LANGAN: Oh, well, that would be a part of  
14 the policy, that there would be a baseline. That  
15 has to be a discussion point with the District,  
16 first, before we bring that forward. This is just  
17 something that we're recommending.

18 And when you look at the detailed responses,  
19 we'll give you an example -- we've given you an  
20 example of really what the costs of these change  
21 orders are to the District. In excess, you know,  
22 it's not the change order amount, right, it's -- so  
23 please take a look at that and that will help you  
24 understand the dollars that the taxpayers are  
25 paying for changes that are, you know.

1           But, yes, we can easily develop that policy. It  
2 has to be vetted through the District first and  
3 then I'd like to think that we would get that  
4 support to put that up to the Board.

5           MS. KRISHNAIYER: So we don't need to address  
6 it --

7           MS. MARTE: No.

8           MS. KRISHNAIYER: -- at this time. Okay.

9           MR. RABINOWITZ: Anybody else has any thoughts  
10 for Steve to present at the workshop? Next?

11          MS. KRISHNAIYER: I just thank them  
12 for changing, you know, the change orders.  
13 That's good.

14          MR. RABINOWITZ: Yes.

15          MS. KRISHNAIYER: That's a positive that we  
16 had asked for.

17          MR. RABINOWITZ: We've voted in our new  
18 member. Very good.

19          MR. CORTES: You know what, I think that, if  
20 you don't mind, I'll say I think that in spite of  
21 all of the stuff that has to be going toward, I do  
22 think that there's been an incredible amount of  
23 progress. You don't hear me?

24                 I think there's a lot of activity going on on  
25 construction projects right now. And something

1 that, you know, is always good to -- I think there is  
2 societal things that have to be fixed, and  
3 addressed.

4 But I think there is, you know, having what  
5 200 jobs, you said, or something like, is  
6 significant. You see the amount of jobs that our  
7 town getting back, you know, taking upon a program  
8 like this and turn it around, given all the  
9 histories is noisy, yeah.

10 MR. RABINOWITZ: I think they're the upshot,  
11 as Bob pointed out, the positivity. It proved that  
12 the reset was an appropriate course of action and  
13 the reset has happened, you know.

14 I think you also have to give a report  
15 concerning the Big Three, how they're seemingly  
16 complete. I saw the numbers. One was a hundred,  
17 one was 87, you know, those were a major source of  
18 concern over a number of years. And how they've  
19 become what you all call somewhat success stories  
20 at this point.

21 MR. CORTES: You know, I think about a reset.  
22 The schedule was reset what, in 2020?

23 MR. RABINOWITZ: 2020.

24 MR. CORTES: Yeah, that's exactly at the  
25 beginning of the pandemic, you know. COVID started

1 to arrive in the first quarter of 2020. So, you know,  
2 I know there's delays, and it happens. And this,  
3 you know, not agreeing or disagreeing with  
4 anything.

5 But you know, you get a program like this one,  
6 you have people that are working from their house.  
7 There is no, you know, it's a challenge. It's not  
8 to say, so still having a schedule that was reset  
9 at that time, and you know, over-extending. And  
10 trust me, I know there are places where you have  
11 schedules that were zero at that time are behind  
12 schedule today. It's not unusual.

13 And I'm not saying we have to accept that, but  
14 we have to take those things in consideration,  
15 because it is a big issue right now. There's, you  
16 know, short order on HVAC unit. It takes four to  
17 six weeks or whatever just to get it. So there is  
18 delays here and there.

19 I do think that I like the idea of looking at  
20 a way to half the percentage. I think that policy  
21 that you guys have, bring on board. And then the  
22 other items have to be approved, obviously, they  
23 have to be. This permitting process and all the  
24 stuff you are doing is critical to support the  
25 work. But anyway, just wanted to highlight



1           that there's some good stuff going on, too.

2           MR. RABINOWITZ: Is that enough talking for  
3 you, Steve?

4           MR. HILLBERG: Yes.

5           MR. CORTES: You want me to go with you?

6           MS. KRISHNAIYER: I just want to -- addressing  
7 the Big Three, and you know, that's been a focus of  
8 attention for everybody. But one of the things  
9 that occurs to me, and this is my personal view of  
10 it, is that they're three of our older schools,  
11 that we're dealing with, with those three schools.

12           And I think that, you know, I've been around  
13 this a long time, so to me, you know, the  
14 difficulties encountered there would be much more.  
15 I haven't been to Ely since 2009. I was here for  
16 some event they had, I remember. But, you know,  
17 it's a challenge. Those three schools are, you  
18 know, especially challenging, because they're the  
19 oldest schools in the district.

20           MR. RABINOWITZ: Mr. Chair, please.

21           MR. DEMOPOULOUS: Just really quickly with  
22 some of the great positive things with the working  
23 with the Building Department and Fire Department,  
24 and the change orders up to 50,000.

25           I would love to see, whether it's the

1 next meeting or next two meetings, some of that data,  
2 you know. Hey, did we go from that 192-day  
3 turnaround time, what is it now? You know the  
4 number of reviews from the eight, nine, ten times  
5 we've filmed the property, what is it now? So, you  
6 know, I don't know what is too soon to get some  
7 data from that.

8 MS. MARTE: We would have data the next  
9 quarter. We started tracking it and it's -- we  
10 should have some, at least preliminary data. But  
11 to your point, we'll take back and talk about how  
12 we measure that and display it going forward until  
13 the completion of the program.

14 MR. RABINOWITZ: Thank you. Anything else?  
15 I'm hearing none. We move onto the proposed future  
16 dates. I don't think there's -- that's not on it.  
17 That's on. The proposed future dates, I think,  
18 were selected some time ago. Are there any issues  
19 with the proposed dates specifically? We have one  
20 March 6th.

21 MS. KRISHNAIYER: I won't be here. I'll be  
22 just landing back. So I don't know what time I  
23 come back, but I think it's around 5:00.

24 MR. RABINOWITZ: Well, that creates a problem,  
25 right. How many do we need for a forum? One --

1 MS. KRISHNAIYER: Yeah.

2 MR. RABINOWITZ: I want to make sure we're not  
3 going to run into a problem if two people aren't  
4 available. If two people aren't available, we  
5 don't have a forum, right?

6 MS. KRISHNAIYER: Uh-hmm (affirmative).

7 MR. DEMOPOULOUS: I'm good by 6th, I don't  
8 know.

9 MR. SHIM: We can, if that March date is a  
10 problem, we can circulate something to try to find  
11 out if we can change that date to another date.

12 MR. RABINOWITZ: Why don't we? That's  
13 probably a good idea.

14 MR. SHIM: Okay.

15 MR. RABINOWITZ: That's pretty much for now,  
16 but if she's not available, I don't want to run  
17 into a problem if somebody else runs into an issue.

18 MR. DEMOPOULOUS: Okay. Thank you.

19 MR. RABINOWITZ: We'll recess the business  
20 meeting, reconvene it. Is there anybody here from  
21 the public?

22 MS. KRISHNAIYER: No.

23 MR. RABINOWITZ: No? No one's here from the  
24 public. Then we can reconvene the business  
25 meeting. Is there any other thing to discuss

1 this evening? Nothing?

2 MR. HILLBERG: Yes, sorry. I have a list of  
3 five things. I'm going to go through them quickly.

4 My concern is that in the past quarter, just  
5 five projects have come to completion. Obviously,  
6 the pace needs to pick up and we have three years  
7 left, and more than 150 projects to complete.

8 So the pace needs to be 12 or 15 projects.  
9 And you know, we do see a lot of progress, there's  
10 a lot of construction. And I just hope that the  
11 numbers will go up.

12 That's kind of the big picture that is maybe  
13 driving this whole thing is we need to get those  
14 projects across the finish line.

15 Second, a question for my fellow committee  
16 members. Does anybody get the Rickards report for  
17 structural failure? You got it? I don't remember  
18 getting it.

19 MS. KRISHNAIYER: No. We got it.

20 UNKNOWN SPEAKER: I could have sworn I got it.

21 MR. HILLBERG: Well, I don't want to --

22 MS. MARTE: We can resend it.

23 MR. HILLBERG: You have it?

24 MR. DEMOPOULOUS: I have something  
25

1 labeled Rickards. I don't know to what extent maybe  
2 you're looking.

3 MR. HILLBERG: Was it sent to us? I'll have  
4 to look at this. I don't want to -- while people  
5 watch me thumb through the --

6 MS. MARTE: Chair, we can send it out again.

7 MS. KRISHNAIYER: Yeah, that'll be --

8 MR. HILLBERG: Thank you. Okay. Thank you.

9 Number three is response to the public on  
10 meetings. On rare occasions we do have a public  
11 input and we still don't have any response back  
12 from them. They've asked questions and they  
13 haven't.

14 I saw that our third bullet is the mission of  
15 the Bond Oversight Committee is to facilitate  
16 public communication. And I feel that when someone  
17 comes, and makes the effort to present and ask  
18 questions, that we need to get back to them.

19 MS. MARTE: Sir?

20 MR. HILLBERG: Yes.

21 MS. MARTE: The superintendent has codified  
22 the workflow for those responses. I'll meet with  
23 Mr. Shim to make sure. So what's going to happen  
24 is when there's that public input, we would come to  
25 you, kind of summarize what it was, you know. This

1 is the answer that we're going to get you, like at the  
2 end of the meeting, after the public hearing.

3 And then you'd assign it a referral number,  
4 and the response would come back to the committee,  
5 in a formal method.

6 MR. HILLBERG: Okay. That would be good.

7 MS. MARTE: So that we worked on that, I  
8 believe, two weeks ago. So we can get you the  
9 workflow for committee responses and I'll work with  
10 Mr. Shim to make sure you get those responses.

11 MR. HILLBERG: Thank you. Number four. In  
12 the last meeting I was concerned about the fire  
13 alarms in a school that had been approved. There  
14 were a hundred of them. They were approved,  
15 expected, seemed like they were okay. But at the  
16 last minute, they had to be taken down and replaced  
17 because they were supposed to say "Alert" instead  
18 of "Fire."

19 MS. LANGAN: Well, there was a --

20 MR. HILLBERG: And you, Ms. Langan, thank you,  
21 because you did say that you were going to respond,  
22 so.

23 MS. LANGAN: Yes. So it was a change  
24 requested by the chief fire marshal that we change  
25 that. We have not done so yet.

1 MR. HILLBERG: Okay. I asked someone at this  
2 fire inspection and they'd never heard of -- The  
3 State sent it right back and said maybe that's a  
4 special requirement of the school district that  
5 fire alarms aren't fire alarms anymore, they're  
6 alert alarms or something. Anybody, does it ring a  
7 bell?

8 MS. LANGAN: It rings a bell to the extent  
9 that I think the determination is instead of  
10 screaming "Fire," where everybody runs out of the  
11 building, it's just an alert to where people  
12 recognize there's an emergency of some kind, and  
13 not running out to the building -- out of the  
14 building.

15 MR. HILLBERG: Okay.

16 MS. LANGAN: I think I did say that I would  
17 get back to you on that. I'll talk to the chief  
18 fire marshal and make a note of that.

19 MR. HILLBERG: I'm not too concerned whether  
20 it's alert or fire or anything else. It's just  
21 that --

22 MS. LANGAN: I think your question was why the  
23 change.

24 MR. HILLBERG: Why at the very end, when  
25 they're already installed, why do we have to take

1           them out and put them back in. Maybe the cost is  
2           minor. Maybe for all 500 of them, or 100 of them,  
3           I don't know what the -- it still just seems like a  
4           big waste of time, a big waste of money. So put  
5           stickers on them instead of that, but I don't know.

6           MS. LANGAN: That's what they were going to  
7           do.

8           MR. DEMOPOULOUS: Just for my clarification,  
9           we're talking about the horn strobe, the wording on  
10          the side of it. Not actually what's verbalized?

11          MR. HILLBERG: Yeah, the physical -- the red  
12          box may have "Fire" on it. That was to be taken  
13          down and then put up -- replaced with one that said  
14          "Alert," which to your point, I mean, fire is more  
15          of a charged word and would have undesirable  
16          reactions. Okay. That's in the works.

17          And last is -- I don't know if this is an old  
18          issue, we were to reevaluate the charter for this  
19          committee. We're having trouble with maintaining  
20          our membership and whether we want to broaden the  
21          categories or other things. And we were waiting  
22          for staff to send us the resolution, you said?

23          MS. LANGAN: Resolution.

24          MR. HILLBERG: To help us determine the way  
25          forward and to continue successfully.



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

That's all I have.

MR. RABINOWITZ: Anything else? Hearing none,  
is there a motion to adjourn the meeting?

MS. KRISHNAIYER: So moved.

MR. RABINOWITZ: Second?

MR. CORTES: Second.

MR. RABINOWITZ: All right. Wonderful. We're  
completed. Thanks, everybody.

MS. MARTE: Happy holidays. Thank you all  
very, very much.

(Thereupon, the meeting was concluded at 7:39  
p.m.)

## 1 CERTIFICATE OF REPORTER

2 STATE OF FLORIDA

3 COUNTY OF BROWARD

4  
5 I, Kayla Williams, Court Reporter,  
6 certify that I was authorized to and did report the  
7 School Board of Broward County BOC Meeting; and that the  
8 transcript is a true and correct record of my notes.

9 I further certify that I am not a  
10 relative, employee, attorney, or counsel of any of the  
11 parties, nor am I a relative or employee of any of the  
12 parties' attorneys or counsel connected with the action,  
13 nor am I financially interested in the action.

14 Dated this 28th day of December 2022.

15  
16 

17 \_\_\_\_\_  
18 Kayla Williams, Court Reporter  
19  
20  
21  
22  
23  
24  
25

<b>A</b>				
<b>able</b> 23:12 24:12 29:15 37:1 48:25 55:23,25 66:1	6:20 25:1 36:7 37:1 63:13 69:7 70:5	<b>Allegiance</b> 3:2	<b>appropriate</b> 34:2 71:12	<b>Association/VP</b> 2:17
<b>aboard</b> 3:22	<b>addressed</b> 7:8 25:2 71:3	<b>allocated</b> 38:10	<b>approval</b> 3:8,25 11:11 12:23 35:9	<b>assume</b> 44:10
<b>absolute</b> 47:21	<b>addressing</b> 73:6	<b>allow</b> 8:12 20:5,6	<b>approve</b> 3:16 4:1 7:21 42:21 60:8	<b>asterisk</b> 14:9
<b>absolutely</b> 23:19 32:21 40:4	<b>adjourn</b> 81:3	<b>allowed</b> 6:3	<b>approved</b> 10:20 11:9 14:11 17:22	<b>Atkins</b> 2:14 4:24 23:11 29:21 31:14 36:4,5 41:6,8
<b>accept</b> 72:13	<b>adjust</b> 36:6	<b>amendments</b> 32:17	18:1 23:6 36:20 39:17 50:1 60:6 72:22 78:13,14	<b>attached</b> 15:24 17:18
<b>account</b> 51:6	<b>administrators</b> 28:24 29:21	<b>American</b> 46:22 48:9	<b>April</b> 40:12	<b>attempt</b> 38:19
<b>accountable</b> 67:17	<b>advanced</b> 64:24	<b>Americans</b> 47:5	<b>architect</b> 15:3	<b>attend</b> 27:9,25 30:15,24 66:18
<b>accounting</b> 44:5,5 44:7 48:13	<b>advertised</b> 50:3,7	<b>amount</b> 20:10 24:5 35:25 38:3 47:12 50:13 63:7 64:11 69:22 70:22 71:6	<b>architects</b> 14:25 24:7 67:16	<b>attended</b> 30:23
<b>achievements</b> 12:17	<b>advertisements</b> 49:24	<b>Ana</b> 2:3 3:10	<b>areas</b> 27:14 37:3 68:20	<b>attending</b> 28:1
<b>achieving</b> 53:25	<b>AECOM</b> 2:18 4:24 6:22 23:10 29:21 42:23 54:22 64:8	<b>analyses</b> 14:10	<b>aren't</b> 10:1 18:13 43:5 48:7,20 75:3 75:4 79:5	<b>attention</b> 9:8 73:8
<b>acknowledge</b> 44:3	<b>AECOM's</b> 14:12 31:5	<b>analysis</b> 20:16 28:17 29:17 30:6 38:14	<b>arrive</b> 72:1	<b>attorney</b> 82:10
<b>acknowledgement</b> 6:6 39:25	<b>affirmative</b> 75:6	<b>analyzed</b> 14:12	<b>articles</b> 57:2	<b>attorneys</b> 82:12
<b>action</b> 11:14 71:12 82:12,13	<b>African-</b> 46:21 47:4 48:8	<b>and/or</b> 57:17	<b>Ashley</b> 2:14 6:23 24:14 31:5,13,14	<b>audit</b> 23:14 27:3,7 27:8,13 30:20 38:13
<b>actions</b> 23:3	<b>African-American</b> 45:21 47:8,14 49:4 52:13,19 53:2,4,17,18,21	<b>answer</b> 5:25 27:23 33:20 40:20,22,23 44:2 57:25 61:23 62:18 64:21 78:1	<b>asked</b> 27:7,9 40:13 64:6,7 70:16 77:12 79:1	<b>auditor</b> 2:23,24,25 23:15,16 26:25 27:4
<b>actively</b> 6:11	<b>African-America...</b> 47:24 53:11	<b>answers</b> 8:23 62:9 63:19 64:9,15,18	<b>assessment</b> 32:14	<b>auditorium</b> 37:13
<b>activities</b> 52:10,11 56:3	<b>agenda</b> 3:7 4:10 6:21 12:10 27:1 43:22 66:4	<b>anticipate</b> 28:13 62:4 64:6	<b>assessment</b> 15:4 28:18 29:10 30:12 33:4,4,8 36:7 38:24 39:2 40:1 41:6,9 42:13 45:5	<b>audits</b> 27:5,8,12 44:6
<b>activity</b> 32:9 34:22 55:4,16 56:19 57:12 70:24	<b>aggregate</b> 47:11,15 47:18 48:4 50:14	<b>answers</b> 8:23 62:9 63:19 64:9,15,18	<b>assess</b> 32:14	<b>authority</b> 7:21 60:7
<b>actual</b> 23:5 49:17 64:20	<b>ago</b> 19:6 41:15 49:6 49:13 59:18 74:18 78:8	<b>anticipate</b> 28:13 62:4 64:6	<b>assessment</b> 15:4 28:18 29:10 30:12 33:4,4,8 36:7 38:24 39:2 40:1 41:6,9 42:13 45:5	<b>authorized</b> 82:6
<b>Adam</b> 2:6	<b>agreeing</b> 72:3	<b>anybody</b> 69:4 70:9 75:20 76:16 79:6	<b>assessments</b> 36:4	<b>available</b> 10:23 35:8 41:22 53:2 66:4 75:4,4,16
<b>add</b> 27:2	<b>ahead</b> 14:5 15:11 22:8 40:15 42:7 59:16	<b>anyway</b> 72:25	<b>asset</b> 5:22	<b>average</b> 46:19 49:14
<b>added</b> 4:22 30:1 37:12 39:13,23 42:1,3,16,23 45:10 49:7	<b>AIA</b> 19:10	<b>apologize</b> 29:7 68:17	<b>assign</b> 78:3	<b>award</b> 32:1
<b>adding</b> 15:16	<b>aided</b> 10:21	<b>APPEARANCES</b> 2:1	<b>assigned</b> 11:15 59:25 65:7,9	<b>awarded</b> 41:5 49:17 53:11
<b>addition</b> 22:7 30:22 33:15 35:23 41:13	<b>alarms</b> 14:1 78:13 79:5,5,6	<b>appendix</b> 15:25 17:18,20 18:5 58:10	<b>assigning</b> 59:19	<b>awarding</b> 67:23
<b>additional</b> 15:21 25:19 32:11,12,16 36:3 38:8 39:23 39:25 41:25 42:8 42:11,14 59:20 65:16	<b>Alberte</b> 11:16	<b>applied</b> 17:11	<b>assist</b> 26:5	<b>awards</b> 31:19
<b>address</b> 4:15 5:8	<b>alert</b> 78:17 79:6,11 79:20 80:14	<b>appreciate</b> 6:6 8:1 8:14 17:7 20:19 20:20	<b>assistance</b> 11:16 51:2	<b>aware</b> 9:25 42:3
		<b>approach</b> 26:18	<b>assistant</b> 2:11 10:20 34:15 65:22	<b>aye</b> 3:20,21 4:6,7
			<b>associated</b> 18:15 21:6 46:9 53:6	<b>B</b>
				<b>B</b> 3:7
				<b>B2D</b> 51:18,18,18
				<b>B2T</b> 51:3
				<b>B2TD</b> 51:7
				<b>back</b> 6:1 12:24

23:22 24:9 25:23 31:6 36:13 38:13 43:8,11 44:18,20 55:17,18 59:2 60:19 65:18 71:7 74:11,22,23 77:11 77:18 78:4 79:3 79:17 80:1	<b>bid</b> 48:19 52:8 67:23 <b>big</b> 19:17 26:14 27:1 29:9 39:24 54:4 60:5,10,22 61:3 71:15 72:15 73:7 76:12 80:4,4 <b>bigger</b> 53:8 <b>billion</b> 35:1,2,10,11 36:21 37:22,24 38:3 46:7 <b>billion-dollar</b> 42:12 <b>bit</b> 12:17 18:3 24:14 27:21 39:1 43:3 44:1,7 55:4 64:3 <b>Blanche</b> 3:3 13:3 20:23 34:14 <b>blind</b> 9:16 <b>blogpost</b> 55:22 <b>blown</b> 38:18 <b>board</b> 1:1 4:20 5:9 5:12 6:13 7:20,20 10:19 11:9,13 15:4 17:11 18:11 19:5,5,19,24 20:8 20:9,17 23:6,21 27:6 32:1 35:8 37:1 39:5 41:16 42:21 60:5 62:2 65:25 66:2,10,16 67:3,6 68:3,14,16 68:23 69:7 70:4 72:21 82:7 <b>Board's</b> 9:7 41:20 <b>Bob</b> 34:8 58:2 65:3 66:13 68:19 71:11 <b>Bob's</b> 62:9 <b>BOC</b> 33:10 82:7 <b>body</b> 26:18 63:3 <b>bond</b> 1:2 20:16,21 27:11,15,19 37:21 42:25 65:20 67:6 77:15 <b>bonding</b> 46:18 47:9 47:10,11,15 48:4 48:6,8 49:5,9,19	50:14,14,18 52:2 53:6 54:1,4,5 <b>bound</b> 52:11 <b>box</b> 80:12 <b>Bradford</b> 2:22 <b>break</b> 43:16 <b>breakdown</b> 18:4 <b>bridge</b> 36:24 <b>brief</b> 15:20,20 <b>bring</b> 6:13 9:7 42:17 59:1 67:10 69:16 72:21 <b>brings</b> 58:2 <b>broaden</b> 80:20 <b>brought</b> 28:3 30:17 49:8 67:20 <b>Broward</b> 1:1 6:25 13:14 44:9 51:14 61:13 82:3,7 <b>budget</b> 2:11,12 24:15 31:16,17,20 34:21,21,24 35:6 38:3,15,18 40:9 40:10 41:19 42:18 44:15 46:9 65:23 68:21 <b>budgeted</b> 44:16 <b>budgets</b> 32:1 35:24 <b>building</b> 4:16 6:23 7:7,10,12 10:11 14:18,18,24 15:5 15:14 21:15 22:18 22:21 24:7,21,23 25:1,14,16 26:21 37:5 39:18 73:23 79:11,13,14 <b>buildings</b> 12:20,21 22:20 33:16 <b>built</b> 31:9 44:19 <b>bullet</b> 77:14 <b>burden</b> 65:16 <b>burn</b> 60:14,15 <b>business</b> 3:8,25 16:4 46:15 47:23 49:5,6,9 50:10,11 50:12 52:15 61:21 68:23 75:19,24	<b>businesses</b> 45:22 46:22,25 53:24 <b>busy</b> 63:21 <hr/> <b>C</b> <hr/> <b>C</b> 2:3 4:10 <b>cafeteria</b> 42:20 <b>calendar</b> 60:18 61:1 <b>call</b> 3:5 21:8 50:22 51:7 71:19 <b>called</b> 11:2 21:17 <b>calling</b> 43:5 <b>campaigns</b> 55:15 56:13 <b>can't</b> 5:24 7:14 45:4 47:16 64:5 <b>capable</b> 48:6 <b>capital</b> 2:12 6:24 12:15 13:16 24:2 29:22 34:21 36:20 38:10 41:14 42:18 65:9,23 <b>capture</b> 51:4 53:7 <b>captured</b> 55:16,20 <b>care</b> 19:25 <b>career</b> 8:2,4 44:4 65:8 <b>Carpenter</b> 2:14 24:18 31:14,14 32:21,24 44:23 45:7 <b>carry</b> 22:22 <b>Cartwright</b> 8:11 <b>case</b> 46:4 <b>Castaldi</b> 22:24 30:6 <b>catch</b> 24:23 <b>categories</b> 80:21 <b>categorize</b> 15:23 <b>category</b> 47:3 58:25 <b>cats</b> 63:18 <b>Caucasian</b> 45:22 46:23,24 47:5 <b>celebrate</b> 57:19 <b>celebrating</b> 57:13 57:20	<b>celebrations</b> 57:17 <b>center</b> 20:24 57:3 65:20 <b>centers</b> 13:5 55:9 <b>certain</b> 30:2 60:8 <b>certainly</b> 10:7 19:16 29:18 39:15 40:13 64:13 <b>CERTIFICATE</b> 82:1 <b>certification</b> 51:10 52:7 <b>certified</b> 46:2,18 51:11,13 52:4 <b>certify</b> 52:5 82:6,9 <b>Chair</b> 73:20 77:6 <b>challenge</b> 25:12 61:18 72:7 73:17 <b>challenges</b> 61:9,22 <b>challenging</b> 16:10 73:18 <b>chance</b> 64:2 <b>change</b> 7:1,19,21 7:21,24 15:2 16:7 17:22,24,25 18:7 18:24 19:3 22:13 22:16 23:7 26:18 33:1,14 60:8 63:11 67:11,12 69:20,22 70:12 73:24 75:11 78:23 78:24 79:23 <b>changed</b> 7:20 17:20 <b>changes</b> 4:17 6:7 6:18,19 18:15 46:8 59:20 60:4 69:25 <b>changing</b> 10:6 61:19 70:12 <b>charged</b> 80:15 <b>chart</b> 17:23 43:25 44:11 <b>charter</b> 80:18 <b>check</b> 49:16 67:22 <b>checking</b> 25:23 <b>chief</b> 2:10,23 6:11 6:17,23,24 11:15
---	---	--	--	--

11:16 17:2,3 26:25 27:4 66:24 78:24 79:17 <b>choice</b> 65:11 <b>Christmas</b> 43:16 <b>circulate</b> 75:10 <b>cited</b> 39:9 <b>cities</b> 56:17 <b>city</b> 15:4 <b>claims</b> 14:12 <b>clarification</b> 80:8 <b>clarify</b> 20:8,9,15 <b>classroom</b> 22:7,22 <b>classrooms</b> 11:7 <b>clause</b> 32:13 <b>clear</b> 15:15 24:8,12 <b>close</b> 16:16 21:13 44:17,24 47:20 <b>closed</b> 36:12 43:19 <b>closeout</b> 36:11,16 43:23,24 44:24 45:9 57:20 <b>closeouts</b> 44:7 <b>closing</b> 21:6 <b>closure</b> 44:12 <b>code</b> 7:7,10,12 16:3 16:4,6 17:2,2 <b>codified</b> 77:21 <b>colleague</b> 30:15 <b>Color</b> 3:4 34:15 <b>come</b> 6:1 16:11 26:1 32:11,14 42:8 44:20 48:19 48:19,21 60:16 61:14 68:3,7 74:23 76:5 77:24 78:4 <b>comes</b> 41:19 50:2 54:9 62:14 77:17 <b>comfortable</b> 34:7,9 <b>coming</b> 11:12 25:17 26:17 33:17 43:8 43:11 44:18 45:1 50:6 <b>comment</b> 6:4 8:22 12:4 15:19 41:24 <b>comments</b> 7:6 12:5	24:5,22 25:20 28:6 30:17 34:1,5 66:13 <b>commitment</b> 8:10 49:18 64:22 <b>commitments</b> 43:18 <b>committed</b> 8:2,6 35:12 39:4 <b>committee</b> 1:2 2:3 2:4,5,6,7,8 20:17 20:21 23:15 24:20 27:9,11,15,17,20 28:9,22 30:23 34:4,13 37:18,19 37:20 38:6 46:14 63:24 66:6 76:15 77:15 78:4,9 80:19 <b>Committee's</b> 27:7 30:20 <b>communication</b> 54:16,20 77:16 <b>Communication's</b> 54:23 <b>communications</b> 55:11 56:23 57:24 <b>community</b> 42:2 43:11 50:10 55:24 56:10 <b>companies</b> 32:11 47:10,17 <b>company</b> 49:8 <b>compared</b> 60:12 <b>compelling</b> 61:20 <b>compensation</b> 32:12 <b>complaints</b> 22:14 <b>complete</b> 13:10,21 13:25 14:5 15:9 21:17 22:12 29:16 45:3 71:16 76:7 <b>completed</b> 12:23 13:1,5,7 14:10,11 15:12 45:9 50:16 55:7,8 61:16 81:8 <b>completes</b> 54:18	57:10,24 <b>completing</b> 21:18 <b>completion</b> 40:18 57:21 74:13 76:5 <b>complex</b> 16:22 <b>compliance</b> 2:21 30:4 45:19 <b>concept</b> 19:8 <b>concern</b> 60:17 61:3 68:20 71:18 76:4 <b>concerned</b> 5:4 61:2 78:12 79:19 <b>concerning</b> 71:15 <b>concerns</b> 26:9 62:4 <b>concluded</b> 81:11 <b>conclusion</b> 12:1 <b>condition</b> 15:3 <b>conducting</b> 28:23 <b>cone</b> 5:23 50:2 <b>conference</b> 48:20 <b>conferences</b> 48:17 49:2,3 <b>confirmed</b> 67:13 <b>confirming</b> 30:7 <b>conflict</b> 16:6 <b>connect</b> 54:8 <b>connected</b> 82:12 <b>consideration</b> 72:14 <b>Considering</b> 40:16 <b>consistent</b> 62:21 <b>constraint</b> 49:20,20 54:2,4,5 <b>constructed</b> 29:14 <b>construction</b> 2:16 9:2 13:12 16:20 29:23 31:19,25 39:8,12 41:2,8 43:23 44:5,6 57:16 59:12,13 60:22 61:10 70:25 76:10 <b>consultant</b> 18:8 25:15 32:6 36:6 <b>consultants</b> 18:10 20:1 24:24 32:25 <b>consulting</b> 10:13	<b>consumption</b> 66:11 <b>content</b> 58:10,14 58:21 <b>context</b> 30:13 <b>contingencies</b> 44:19 <b>continue</b> 24:1 28:4 36:15 48:17 49:2 49:24 56:15 57:8 80:25 <b>continued</b> 13:9 <b>continuing</b> 53:13 <b>contract</b> 15:12 22:17 31:6 32:13 33:11 <b>contracted</b> 33:12 33:18 <b>contracting</b> 49:18 <b>contractor</b> 8:21 14:17 16:7 17:14 18:19 21:5,8,13 22:3,15 33:1 <b>contractor's</b> 15:1 <b>contractors</b> 9:10 10:3 21:11 45:4 47:9,12,14 <b>contracts</b> 32:10 49:16 <b>control</b> 25:6,22 26:1 36:6 <b>controlling</b> 61:9 <b>Coral</b> 37:12 <b>core</b> 16:2 <b>corners</b> 7:14 <b>correct</b> 11:13 37:21 82:8 <b>corrected</b> 18:22 <b>Cortes</b> 2:4 28:5 32:20,22 43:18 44:10,21 70:19 71:21,24 73:5 81:6 <b>cost</b> 36:6 40:6 41:12 61:10,16 80:1 <b>costs</b> 33:16,16 36:3 42:14,15 69:20	<b>counsel</b> 82:10,12 <b>count</b> 48:1 <b>counties</b> 9:3 <b>County</b> 1:1 6:25 20:3 51:11,12,14 51:20 82:3,7 <b>couple</b> 37:20 49:13 55:19 65:2 <b>course</b> 14:1 16:8 17:3 20:24 71:12 <b>Court</b> 82:5,18 <b>cover</b> 68:2 <b>coverage</b> 57:4,9 <b>covered</b> 37:6 <b>covering</b> 33:6 <b>covers</b> 41:6 55:3 <b>COVID</b> 71:25 <b>CPA</b> 44:6 <b>crazy</b> 39:7 <b>created</b> 23:17 39:11 <b>creates</b> 16:6 44:11 74:24 <b>credits</b> 32:16 <b>critical</b> 72:24 <b>critters</b> 14:21 <b>cross-</b> 49:15 <b>culminated</b> 55:14 <b>cumulative</b> 19:15 <b>curious</b> 10:23 <b>currently</b> 15:10 28:12 <b>customer</b> 51:8 <b>cut</b> 7:14 <b>cuttings</b> 57:20
<b>D</b>				
<b>Dade</b> 20:3 <b>damaged</b> 37:10 <b>data</b> 51:4 74:1,7,8 74:10 <b>data's</b> 51:8 <b>date</b> 75:9,11,11 <b>Dated</b> 82:14 <b>dates</b> 35:9 74:16,17 74:19 <b>David</b> 2:25 27:18				

28:7,11,21 29:2 <b>day</b> 7:18 13:8 46:16 51:6,6 62:10 82:14 <b>days</b> 51:25 <b>deaf</b> 10:22 <b>deal</b> 21:24 65:3 <b>dealing</b> 73:11 <b>December</b> 1:3 82:14 <b>decide</b> 15:5 <b>decommissioned</b> 22:20 <b>dedicated</b> 51:7 <b>deeper</b> 61:1 <b>Deerfield</b> 14:15,17 37:5 <b>defer</b> 26:12 <b>deferred</b> 16:8 <b>delay</b> 21:5,6 43:23 63:20 <b>delayed</b> 15:6,11 <b>delays</b> 4:25 14:9 21:25 32:7,15,25 39:8,12 42:4 59:8 60:11 72:2,18 <b>delegation</b> 60:7 <b>delta</b> 41:8 42:12 <b>DemandStar</b> 54:13 54:15 <b>demolitions</b> 37:13 <b>Demopoulous</b> 2:8 37:15 38:1,5,12 38:21 40:7,15 66:24 67:2 68:16 73:21 75:7,18 76:24 80:8 <b>department</b> 2:11 10:11 15:14 21:15 24:8,23 25:1,14 25:16 73:23,23 <b>depending</b> 19:13 46:16 64:21 <b>depends</b> 18:17 44:23 <b>depth</b> 6:2 <b>Deputy</b> 2:9 6:9,16	<b>descoped</b> 14:25 <b>describing</b> 15:1 <b>describe</b> 8:20 18:24 <b>described</b> 15:13 <b>deserved</b> 8:8 <b>design</b> 9:2,24 13:20 13:22 16:17,19,25 18:20 19:9 23:24 24:4 25:17 28:20 29:23 31:10 32:7 32:25 57:15 60:23 <b>design-related</b> 32:7 32:15 <b>destructive</b> 30:8 <b>detail</b> 19:21 21:24 64:9 <b>detailed</b> 16:23 18:4 35:5 58:7,10 64:12,21 69:18 <b>details</b> 8:20 9:4,9 9:15,20,20,25 10:1,4,5 15:25 36:12 <b>deteriorated</b> 22:23 <b>deterioration</b> 14:24 <b>determination</b> 79:9 <b>determine</b> 80:24 <b>develop</b> 27:16 70:1 <b>developed</b> 16:19 17:14 69:9 <b>developing</b> 28:25 <b>development</b> 2:20 17:7 45:18 <b>difference</b> 19:17 26:14 <b>different</b> 18:17,22 39:18 52:19 61:5 <b>difficulties</b> 73:14 <b>digital</b> 56:9 <b>diminished</b> 60:12 <b>Dir./Capital</b> 2:11 <b>direction</b> 19:20 <b>directional</b> 47:13 48:11 <b>directionally</b> 46:11 53:4 <b>director</b> 2:12,15,22	12:14 34:21 65:6 65:9,13,22 <b>disability</b> 11:5 <b>disagree</b> 62:6 <b>disagreeing</b> 72:3 <b>discretion</b> 20:11 <b>discuss</b> 5:24 6:2 26:17 39:14 68:15 68:18 75:25 <b>discussing</b> 26:9 <b>discussion</b> 4:9 66:3 69:15 <b>display</b> 74:12 <b>district</b> 5:1 6:7 9:21 9:23,24 12:8 18:12,14 20:1 21:7,9 23:4 24:1 30:5 31:24 33:6 34:5,13 35:24 36:15 38:23 39:3 40:5 41:13 52:16 54:9 56:23 58:6 58:16,20 59:18 61:20 69:15,21 70:2 73:19 79:4 <b>District's</b> 26:25 36:5 39:10 <b>districts</b> 13:15,16 19:24 50:9 <b>disturbed</b> 11:13 <b>disturbing</b> 10:25 <b>Diversity</b> 2:20 30:24 45:19 <b>DOB</b> 21:2,23 <b>document</b> 63:16 <b>documenting</b> 55:12 55:13 <b>documents</b> 28:20 28:20 29:12,17 <b>doing</b> 23:1 25:17 45:20 48:5,7,17 50:20 51:2,7,16 58:15 63:8 72:24 <b>dollar</b> 35:19 50:13 <b>dollars</b> 18:3 39:22 41:21 42:12 47:3 53:17 69:24	<b>don't</b> 7:12 23:22,23 41:17 44:12 50:21 53:3 54:1 62:6 70:5,20,23 75:5 75:12,16 76:21 77:4,11 <b>dot</b> 27:1 <b>Dr</b> 8:10 11:17 <b>Driftwood</b> 57:2 <b>drill</b> 11:1 <b>driven</b> 22:9 <b>driving</b> 76:13 <b>due</b> 18:8 33:14 <hr/> <b>E</b> <b>E</b> 12:10 <b>earlier</b> 55:3 62:14 63:10 64:3 <b>early</b> 39:4 <b>easier</b> 59:13 <b>easily</b> 70:1 <b>eBuilder</b> 7:19 23:11 <b>Economic</b> 2:20 45:18 <b>effective</b> 58:13 <b>efficient</b> 36:17 40:5 <b>effort</b> 4:14 58:6 64:10 77:17 <b>efforts</b> 18:9 34:18 <b>EFP</b> 36:21 <b>eight</b> 19:11,14 35:1 53:12 74:4 <b>either</b> 35:12 <b>electrical</b> 13:1 55:7 <b>element</b> 18:20 <b>Elementary</b> 10:21 14:17 37:5 39:20 57:5 <b>elements</b> 23:2 25:18 30:2 31:4 <b>eliminate</b> 4:22 <b>Ely</b> 3:3 13:3 20:23 34:14 73:15 <b>email</b> 51:1 <b>emergency</b> 79:12 <b>emphasize</b> 55:6	<b>employee</b> 82:10,11 <b>empty</b> 14:19 <b>encountered</b> 14:9 73:14 <b>encourage</b> 56:6 <b>encouragement</b> 8:1 <b>encumbered</b> 35:14 <b>enforce</b> 16:25 <b>engaged</b> 27:5 <b>engagement</b> 54:11 <b>engineers</b> 24:7 67:16 <b>ensuring</b> 67:18 <b>entire</b> 21:1 38:14 55:24 <b>entries</b> 13:24 <b>equally</b> 62:15 <b>equipment</b> 16:12 <b>Eric</b> 2:24 30:15 <b>error</b> 18:19,20 19:9 <b>errors</b> 18:8,16,18 18:23 19:19 20:6 20:13,15 <b>Erum</b> 2:10 <b>escalation</b> 42:15 59:24 <b>especially</b> 73:18 <b>ESRAP</b> 30:4 <b>essentially</b> 31:20 <b>establish</b> 19:25 20:2 32:1 <b>establishing</b> 27:12 31:20 <b>ethnicity</b> 52:22 53:23 <b>evaluation</b> 24:22 <b>evening</b> 45:17 54:21 76:1 <b>event</b> 57:7 73:16 <b>events</b> 57:12,18,20 57:22 <b>eventually</b> 39:17 <b>everybody</b> 7:11 34:19 63:18 73:8 79:10 81:8 <b>everybody's</b> 63:8 <b>Everyone's</b> 63:21
---	--	--	---	--

<b>evidence</b> 7:4	<b>fall</b> 58:24	<b>firm</b> 44:6	61:22 67:19 69:16	23:21 42:6 69:19
<b>evolved</b> 29:1 30:12	<b>familiar</b> 51:3	<b>firms</b> 32:6 46:2,21	74:12 80:25	71:8
<b>exactly</b> 19:6 71:24	<b>far</b> 27:1,14 28:9	<b>first</b> 3:8 5:5 6:4	<b>found</b> 6:12	<b>gives</b> 15:25
<b>Examiner</b> 2:19	56:17,24 64:18	13:7 20:23 25:24	<b>four</b> 11:6,10,19	<b>giving</b> 8:23 44:1
<b>example</b> 14:16	<b>favor</b> 3:20 4:6	29:19 35:16 37:17	21:16 35:12,22	<b>glad</b> 4:19,20 61:23
18:18 39:16 42:20	<b>feasible</b> 36:8	37:20 45:25 47:7	59:18 61:8 68:20	69:3
69:19,20	<b>featured</b> 55:21	51:15 58:5,15	72:16 78:11	<b>Glades</b> 37:12
<b>exceeded</b> 41:18	<b>February</b> 6:14	59:2,22 67:5	<b>four-hour</b> 6:21	<b>go</b> 7:5 10:2 13:7
<b>excess</b> 69:21	<b>feel</b> 38:6 77:16	69:16 70:2 72:1	<b>Friday</b> 6:21	19:2 25:4 31:6
<b>excited</b> 56:14 57:6	<b>fellow</b> 76:15	<b>five</b> 7:5 19:11 35:1	<b>front</b> 28:16 65:20	36:13 37:16 38:12
<b>executive</b> 2:15,22	<b>female</b> 45:22 46:23	35:1,2,3,10,11,17	<b>full</b> 42:1	40:15,17 42:6
65:6,9	53:19	35:19 36:22 38:23	<b>fully</b> 13:25	43:15 47:1,24
<b>exist</b> 7:22	<b>females</b> 46:24 47:5	46:21,23 47:8,14	<b>fun</b> 4:8	51:18 54:12 59:2
<b>exists</b> 5:17	<b>fewer</b> 60:3	48:18 49:4,6 76:3	<b>function</b> 27:13	61:1 68:16 69:6
<b>expanded</b> 10:13	<b>FFNE</b> 37:3	76:5	<b>functioning</b> 16:13	73:5 74:2 76:3,11
<b>expect</b> 23:8,18	<b>field</b> 15:16 55:12	<b>fixed</b> 71:2	<b>fund</b> 44:20	<b>goal</b> 46:11 52:14
<b>expectation</b> 61:12	<b>Fifty</b> 53:20	<b>flagged</b> 59:5,8	<b>funded</b> 37:10	<b>goals</b> 53:25
<b>expectations</b> 68:25	<b>Figure</b> 59:3,23	<b>flash</b> 31:17	<b>funding</b> 35:23 36:2	<b>goes</b> 7:3 65:25
<b>expected</b> 78:15	<b>figuring</b> 58:17	<b>flattening</b> 59:11	37:3 38:11 67:18	<b>going</b> 7:12 9:14,16
<b>expects</b> 20:1	<b>files</b> 46:3	<b>flaw</b> 42:13	<b>funds</b> 2:25 18:9	10:4 12:11 14:2
<b>expedite</b> 11:17	<b>filled</b> 68:15	<b>flawed</b> 38:24	35:7,13 36:13,25	24:8,14 33:25
<b>expenditures</b> 35:16	<b>filmed</b> 74:5	<b>flaws</b> 40:1	38:11 40:17 41:14	41:12,21 44:16
35:20 43:19 45:13	<b>final</b> 4:18 26:3	<b>FLCC</b> 32:13	<b>further</b> 4:23 12:4	48:20 52:1,3,5
<b>experienced</b> 21:25	45:13 61:18	<b>fleas</b> 14:21	40:19 82:9	55:18 57:11 58:17
25:12	<b>finally</b> 20:15 36:19	<b>Florida</b> 19:24 82:2	<b>future</b> 28:1 48:10	58:18,18 60:24
<b>explaining</b> 29:8	50:1 51:9 60:6	<b>flow</b> 43:24 44:10	74:15,17	61:9,15,16,22
<b>exposure</b> 4:20	<b>finals</b> 45:4	<b>flyer</b> 56:9		62:4,8 64:6 66:9
<b>expressed</b> 60:16	<b>finance</b> 33:24 36:5	<b>focus</b> 24:3 52:12	<b>G</b>	70:21,24 73:1
<b>extent</b> 77:1 79:8	36:11 40:12 48:12	58:20 73:7	<b>gap</b> 53:9	74:12 75:3 76:3
<b>extra</b> 23:1 52:18	<b>financial</b> 2:10	<b>focused</b> 12:18	<b>Garth</b> 2:18 43:7	77:23 78:1,21
54:16	23:12 36:12 43:24	31:12 52:20	50:1 54:21,22	80:6
<b>F</b>	44:10,12 45:9,10	<b>focusing</b> 13:23	<b>gear</b> 13:4	<b>good</b> 22:6 45:17
<b>face</b> 40:10	<b>financially</b> 36:8	<b>folks</b> 15:8 16:3 38:6	<b>geared</b> 67:7,8	54:21 58:16 60:9
<b>facilitate</b> 77:15	43:19 82:13	<b>follow</b> 7:12 54:8,14	<b>gender</b> 52:22	61:6,20 64:9
<b>Facilitator</b> 2:2	<b>find</b> 14:23 25:2	<b>follow-up</b> 43:13	<b>gentleman's</b> 65:3	65:12 68:21 70:13
<b>facilities</b> 2:24 6:11	56:11 75:10	<b>following</b> 3:1 7:15	<b>germane</b> 7:6	70:18 71:1 73:1
6:17 12:9 16:21	<b>finding</b> 21:11	<b>forecast</b> 44:11	<b>getting</b> 18:14 50:25	75:7,13 78:6
28:18 29:10 30:23	<b>fine</b> 5:17	<b>forgive</b> 3:10 40:7	52:4 59:12 64:2	<b>grace</b> 48:15
33:22 34:2 36:16	<b>finish</b> 8:2,4 23:2	<b>forgot</b> 25:7 50:24	64:11,18 66:10	<b>gracious</b> 8:12
<b>facility</b> 15:3	31:10 76:14	<b>formal</b> 78:5	71:7 76:18	<b>grand</b> 4:9 5:8 7:23
<b>fact</b> 23:14 31:18	<b>finished</b> 34:6	<b>forth</b> 24:9	<b>give</b> 8:7 15:20	8:17 10:18 12:3,6
48:3 59:15 61:15	<b>fire</b> 6:24 7:1 11:1	<b>forths</b> 23:22	21:20 23:9 28:6	39:9
<b>failure</b> 76:17	11:15 14:1,2	<b>forty-</b> 35:18	40:21,21 45:20	<b>graph</b> 59:4
<b>fair</b> 26:11 63:9	15:14 17:4 26:21	<b>forum</b> 74:25 75:5	48:15 50:7,12	<b>great</b> 4:8 15:17
<b>fairly</b> 38:22 62:21	73:23 78:12,18,24	<b>forward</b> 6:1 8:14	66:5 68:2 69:19	21:24 34:16 42:19
<b>fairness</b> 62:2	79:2,5,5,10,18,20	8:15 24:1 31:2	71:14	43:21 64:9,16
	80:12,14	32:2,11,14 61:9	<b>given</b> 7:11 21:24	73:22

<b>greater</b> 6:2 46:19 46:20 49:14 50:15 60:3 <b>grips</b> 61:14 <b>groundbreaking</b> 57:5,18 <b>groundbreakings</b> 57:17 <b>group</b> 3:21 4:7 14:12 26:17 <b>grow</b> 50:11 <b>Guard</b> 3:4 <b>Guards</b> 34:15 <b>guerrilla</b> 52:3 <b>guess</b> 14:19 27:20 34:12 38:12 <b>guidance</b> 20:12 <b>guide</b> 28:19 <b>guys</b> 72:21	74:15 78:2 81:2 <b>heavy</b> 65:17 <b>held</b> 3:1 24:12 34:5 <b>Hello</b> 45:17 <b>help</b> 5:1 9:6,14 16:11 23:18 25:19 28:10 42:6 50:16 50:17 56:16,16 69:23 80:24 <b>helpful</b> 62:15 <b>helping</b> 56:19 <b>helps</b> 69:2 <b>herding</b> 63:18 <b>here's</b> 48:3 <b>Hey</b> 74:2 <b>high</b> 17:13 21:23 33:18 34:14 41:9 49:21 60:1 <b>higher</b> 5:1 13:15 44:11 50:13,14 <b>highest</b> 13:12 <b>highlight</b> 72:25 <b>highlights</b> 54:25 <b>Hillberg</b> 2:5 4:11 5:16 6:5 8:17 9:12 10:9,16 12:1 12:5 24:21 31:3 34:3,7,10 66:20 66:23 68:9,12 73:4 76:2,21,23 77:3,8,20 78:6,11 78:20 79:1,15,19 79:24 80:11,24 <b>hip</b> 7:18 <b>Hispanic</b> 53:20,22 <b>Hispanic-owned</b> 46:22 <b>Hispanics</b> 53:13 <b>historic</b> 14:18 <b>historically</b> 42:22 62:25 <b>histories</b> 71:9 <b>history</b> 9:1 13:13 <b>hit</b> 58:18 <b>hold</b> 24:16 <b>holding</b> 67:16 <b>holidays</b> 81:9	<b>hope</b> 30:13 68:13 76:10 <b>hopeful</b> 6:12 <b>hopefully</b> 42:21 50:11 <b>horn</b> 80:9 <b>horrible</b> 63:6 <b>hours</b> 41:15 <b>house</b> 72:6 <b>huge</b> 40:9,10 <b>human</b> 19:9 25:4 <b>hundred</b> 35:1,2,10 35:12,14,17,21,25 39:22 45:13 71:16 78:14 <b>HVAC</b> 13:1 55:6 72:16	28:20 39:10 55:6 <b>incorporate</b> 30:16 64:15 <b>incorrectly</b> 3:10 <b>increase</b> 32:13 35:6 35:19 40:10 45:21 47:6 50:8 <b>increased</b> 34:24 <b>increases</b> 33:15 40:19 <b>increasing</b> 52:11 <b>incredible</b> 70:22 <b>indicated</b> 24:6 25:15 <b>individual</b> 9:13 56:1,6 <b>industry</b> 19:4,10,10 <b>infinite</b> 25:6 <b>inflation</b> 42:14 <b>inflation's</b> 39:7 <b>inflationary</b> 40:2 <b>informal</b> 5:17 <b>information</b> 17:21 18:5 29:16 43:15 65:25 <b>informed</b> 56:12 <b>infrastructure</b> 37:7 <b>infuse</b> 36:2 <b>initial</b> 30:12 38:15 38:24 40:1 <b>initially</b> 37:22 <b>initiatives</b> 55:19 56:22 <b>input</b> 30:25 77:11 77:24 <b>inquiry</b> 30:3 <b>inserted</b> 21:19 <b>inspection</b> 4:18 21:7,10,12 30:3 37:6,9 79:2 <b>inspections</b> 10:15 21:9 <b>inspector</b> 4:16,16 7:3,5 8:23 <b>inspectors</b> 15:16 16:11,14,24 21:17 <b>install</b> 18:21	<b>installed</b> 18:20 79:25 <b>instructions</b> 7:11 <b>instruments</b> 37:11 <b>intend</b> 29:9,18 <b>intended</b> 29:13 43:9 <b>interest</b> 27:15 <b>interested</b> 62:19 82:13 <b>interim</b> 30:14 <b>internal</b> 2:25 39:11 44:9 <b>interpretation</b> 16:18 <b>interpretations</b> 16:3,5 <b>interrupt</b> 28:21 <b>interview</b> 29:20 <b>interviewing</b> 6:12 <b>interviews</b> 28:23 <b>invite</b> 48:18 <b>inviting</b> 52:7 <b>involved</b> 29:24 40:11 <b>issue</b> 4:11 53:1 66:16 72:15 75:17 80:18 <b>issues</b> 5:2 15:15 16:9 22:1,18 31:17 38:17 58:7 58:24 74:18 <b>it'll</b> 8:4 43:12 45:6 <b>it's</b> 6:21 7:4 8:19 8:20,23 16:17,22 16:22 18:20 20:3 20:25 22:23 25:4 33:1 36:21 38:4 38:10 39:21 40:9 40:12,15 41:12 42:4,8 43:20,21 44:8,8,16,24 45:11 47:21 49:20 51:24 54:3,15 59:12 62:8 63:2,9 63:18 64:16,19 66:9,9 68:9 69:22
<b>H</b>		<b>I</b>		
<b>half</b> 42:12 72:20 <b>hand</b> 25:8 <b>handful</b> 58:24 <b>handing</b> 58:10 <b>happen</b> 10:7 77:23 <b>happened</b> 55:21 66:25 71:13 <b>happening</b> 9:17 55:10 57:22 <b>happens</b> 19:3,9 72:2 <b>happy</b> 28:12 33:20 54:25 57:25 67:15 81:9 <b>hard</b> 11:7,20,23 17:10 47:12 <b>hasn't</b> 5:14 <b>hazard</b> 66:22 <b>he's</b> 63:20,24 <b>hear</b> 3:16 4:1 28:16 29:3 70:23 <b>heard</b> 9:3 10:25,25 29:25 55:3 63:1 67:6 79:2 <b>hearing</b> 11:7,20,23 12:7 29:5 66:15	<b>I</b> <b>I'll</b> 69:2 <b>idea</b> 28:1 30:25 31:15 72:19 75:13 <b>ideally</b> 24:23 <b>identified</b> 35:24 36:3 <b>identify</b> 4:21 <b>immediate</b> 11:14 <b>impact</b> 14:10 40:2 <b>implemented</b> 66:9 <b>implementing</b> 17:15 <b>important</b> 20:18 39:14 43:1 63:23 <b>importantly</b> 19:1 <b>improve</b> 4:15 23:11 <b>improvement</b> 23:16 24:2 <b>improvements</b> 13:1 13:2 18:15 55:6,7 65:10 <b>inception</b> 60:19 <b>include</b> 27:16 30:2 38:11 56:8 66:1 <b>included</b> 16:13,14 36:10 39:21 44:14 48:22 56:17 <b>including</b> 10:21	<b>installed</b> 18:20 79:25 <b>instructions</b> 7:11 <b>instruments</b> 37:11 <b>intend</b> 29:9,18 <b>intended</b> 29:13 43:9 <b>interest</b> 27:15 <b>interested</b> 62:19 82:13 <b>interim</b> 30:14 <b>internal</b> 2:25 39:11 44:9 <b>interpretation</b> 16:18 <b>interpretations</b> 16:3,5 <b>interrupt</b> 28:21 <b>interview</b> 29:20 <b>interviewing</b> 6:12 <b>interviews</b> 28:23 <b>invite</b> 48:18 <b>inviting</b> 52:7 <b>involved</b> 29:24 40:11 <b>issue</b> 4:11 53:1 66:16 72:15 75:17 80:18 <b>issues</b> 5:2 15:15 16:9 22:1,18 31:17 38:17 58:7 58:24 74:18 <b>it'll</b> 8:4 43:12 45:6 <b>it's</b> 6:21 7:4 8:19 8:20,23 16:17,22 16:22 18:20 20:3 20:25 22:23 25:4 33:1 36:21 38:4 38:10 39:21 40:9 40:12,15 41:12 42:4,8 43:20,21 44:8,8,16,24 45:11 47:21 49:20 51:24 54:3,15 59:12 62:8 63:2,9 63:18 64:16,19 66:9,9 68:9 69:22		



69:22 72:7,7,12 73:17,25 74:9,23 79:11,20,20 <b>item</b> 4:11 7:3 18:6 <b>items</b> 5:4,5 16:16 21:16 24:25 30:9 67:17 68:13 72:22	79:12 <b>kinds</b> 14:21 61:7 <b>knew</b> 65:17 <b>know</b> 5:12 8:4,19 9:10 10:5,6 11:1 14:4,13 16:21 17:13 18:21 19:8 20:19,25 22:8 23:6,10,25 24:3 25:24,24 26:3 31:22 32:15 33:13 33:16,19 34:15 35:8 36:1,19 37:11 40:17 41:11 41:25 42:7,7 43:4 43:12,14,20 44:7 44:25 45:1,2 47:17 48:7 50:2 51:16 52:15,17 56:1 61:13 62:12 63:17 64:5,20,22 66:17,24 67:11,23 69:9,21,25 70:12 70:19 71:1,4,7,13 71:17,21,25 72:1 72:2,3,5,7,9,10,16 73:7,12,13,16,18 74:2,3,6,6,22 75:8 76:9 77:1,25 80:3 80:5,17 <b>knowing</b> 8:3 11:1 <b>knows</b> 58:3 63:14 <b>Krishnaiyer</b> 2:7 10:17 11:19,22,25 30:19 31:1 40:16 41:24 43:6,10,17 62:7 68:5 69:5,11 70:5,8,11,15 73:6 74:21 75:1,6,22 76:19 77:7 81:4	<b>lane</b> 26:21,22 <b>Langan</b> 2:16 7:17 9:14,19 12:12,13 12:14 25:11 26:10 31:2,4 69:6,8,13 78:19,20,23 79:8 79:16,22 80:6,23 <b>large</b> 45:2 58:2 <b>largest</b> 50:15 <b>Latha</b> 2:7 <b>launched</b> 51:9 55:19 <b>launching</b> 50:8 <b>lawyer</b> 54:16 <b>leadership</b> 8:11 10:11 11:14 <b>leave</b> 8:3 26:19 <b>led</b> 10:14 <b>left</b> 13:20,22 24:5 76:7 <b>legitimizes</b> 59:10 <b>letter</b> 24:13 52:6 <b>level</b> 17:16,19 33:5 60:1 <b>levels</b> 17:8,11 18:17 18:22 59:19 60:11 <b>liaison</b> 34:12 54:23 63:24 <b>license</b> 37:9 <b>life</b> 53:11 <b>lifting</b> 65:17 <b>likewise</b> 49:7 <b>limited</b> 58:12 <b>limits</b> 60:8 <b>line</b> 27:6,10,18 76:14 <b>lines</b> 22:2 <b>link</b> 54:15 56:17 <b>list</b> 4:12 14:7 24:25 35:5 42:5,9 52:1 76:2 <b>listed</b> 49:5 <b>literally</b> 41:15 51:24 54:11,15 <b>little</b> 12:17 18:3 22:8 24:14 27:21 38:25 43:3 44:1,7	45:23 46:20 52:18 52:19 64:2 <b>local</b> 46:9,17 52:12 52:14,21 56:24,25 57:9 <b>lockstep</b> 7:17 <b>logic</b> 51:17 <b>long</b> 19:6 26:8 36:23 44:8 73:13 <b>long-range</b> 41:19 <b>longer</b> 40:22 61:15 64:25 67:5 <b>look</b> 8:14 13:14 19:16 20:4 25:2,4 26:3 29:9 36:23 38:25 39:3,25 46:17 47:7,11 57:8 58:17 59:2,3 59:22 64:8,13 69:18,23 77:4 <b>looked</b> 4:14 16:1 60:13,20,21 61:4 66:17 <b>looking</b> 22:14,15 32:18 38:1 52:19 60:14 62:20,22 72:19 77:2 <b>looks</b> 60:25 <b>lose</b> 50:21 <b>lost</b> 50:23 51:1 <b>lot</b> 5:3 8:18 16:15 17:8 19:18 23:23 41:1 52:10 55:10 55:13,20 57:12 64:9,10 67:7 70:24 76:9,10 <b>love</b> 6:15 73:25 <b>loved</b> 65:14 <b>lowest</b> 40:2	5:13 16:9 <b>major</b> 48:14 71:17 <b>making</b> 22:10 <b>manage</b> 42:24 59:13 <b>management</b> 2:17 5:1,1,23 9:2 54:22 65:12 <b>manager</b> 6:22 28:24 <b>March</b> 74:20 75:9 <b>Margate</b> 57:4,7 <b>market</b> 33:14 52:4 <b>marketability</b> 50:9 <b>marketing</b> 50:3 <b>Markham</b> 39:20 <b>marshal</b> 15:14 17:4 78:24 79:18 <b>Marte</b> 2:9 5:21,22 6:6,8 9:11,13,19 10:10,17 11:6,21 11:23 12:11,13 15:13 16:10 17:3 20:19 24:6 25:15 26:6,12,13 38:19 38:22 40:9,20 42:10 43:13,21 44:14 45:6 62:16 62:18 63:13 64:25 65:5 68:24 70:7 74:8 76:22 77:6 77:19,21 78:7 81:9 <b>material</b> 39:8 66:8 <b>materialize</b> 44:20 <b>materials</b> 9:22 <b>Matthew</b> 2:22 <b>McArthur</b> 33:17 <b>mean</b> 20:5 38:15 44:24 80:14 <b>Meaning</b> 47:16 <b>means</b> 20:6 <b>measure</b> 74:12 <b>measuring</b> 33:13 <b>media</b> 13:5 20:24 50:4 54:11 55:8 57:3
<b>J</b>				
<b>Jabouin</b> 2:23 25:9 25:9 26:23,24,24 27:25 28:7,11,21 30:14,22 <b>January</b> 6:14,14,15 66:17 <b>Jay</b> 42:12 <b>Jeff</b> 2:11 65:22 <b>Jim</b> 68:16 <b>jobs</b> 42:8,11 71:5,6 <b>joined</b> 7:17 <b>Joris</b> 2:23 25:9 26:24 28:15 <b>Jose</b> 2:4 <b>journey</b> 39:1 <b>Judith</b> 2:9 6:8 <b>July</b> 13:25 <b>jumped</b> 60:21 <b>Junior</b> 3:4 <b>jury</b> 4:9 5:8 7:23 8:18 10:18 12:3,6 39:9				
<b>K</b>				
<b>Kathleen</b> 2:16 6:22 7:24 8:3 9:18 12:13 41:4 42:23 55:4 65:17 <b>Kayla</b> 82:5,18 <b>keep</b> 14:5 56:12 <b>keeps</b> 43:7,10 <b>kept</b> 42:18 <b>key</b> 38:16 57:13 67:3 <b>kids</b> 55:18 <b>kind</b> 8:24 15:6 25:23 31:18 33:2 48:1 76:12 77:25				
<b>L</b>				
<b>labeled</b> 77:1 <b>lack</b> 38:17 <b>lagniappe</b> 52:18 <b>Laitha</b> 68:4 <b>landing</b> 74:22				
		<b>M</b>		
		<b>ma'am</b> 11:21 <b>main</b> 68:19 <b>maintain</b> 5:11 <b>maintaining</b> 61:10 68:21 80:19 <b>maintenance</b> 5:10		

<b>medium</b> 17:16 59:25	47:4,5,15,16,19 47:19 48:3,5 52:3	<b>N</b>	69:3 82:8	75:14,18 77:8 78:6,15 79:1,15 80:16
<b>meet</b> 6:21 24:6 41:22 48:21 77:22	<b>mind</b> 32:20 34:4 44:1 62:3 70:20	<b>name</b> 3:9 34:20	<b>notice</b> 50:24	<b>old</b> 80:17
<b>meeting</b> 1:2 3:1,5,6 4:1,12,13 7:4 10:19 27:9 28:4 42:17 43:14 62:10 62:11,15 66:5 67:5 68:3,13 74:1 75:20,25 78:2,12 81:3,11 82:7	<b>minimize</b> 44:16 63:4,6,7 64:1	<b>narrative</b> 19:22	<b>noticed</b> 4:18	<b>older</b> 73:10
<b>meetings</b> 28:1,2 30:1,16,18 52:8 57:18 58:11 67:11 74:1 77:10	<b>minimum</b> 24:5 49:12	<b>National</b> 2:16	<b>notification</b> 56:5	<b>oldest</b> 73:19
<b>member</b> 2:3,4,5,6,7 2:8 3:9,17 66:5 70:18	<b>minor</b> 80:2	<b>nature</b> 25:4	<b>notifying</b> 50:20	<b>Omar</b> 2:12 34:20 37:21
<b>members</b> 29:21,22 66:2,10 76:16	<b>minus</b> 54:4	<b>Nave</b> 2:13 34:4,9 58:3 62:1,6 65:2 66:14	<b>noting</b> 13:11	<b>omissions</b> 18:8,16 18:18 19:20 20:6 20:13,16
<b>membership</b> 80:20	<b>mission</b> 77:14	<b>needed</b> 29:16 39:5	<b>number</b> 13:12 18:6 23:22 24:24 25:19 37:8 39:15,24 40:3 45:2 47:6,20 48:15,23 53:3 59:7,25 71:18 74:4 77:9 78:3,11	<b>once</b> 7:7
<b>memo</b> 40:24 41:15	<b>missed</b> 25:5	<b>needs</b> 29:10 30:12 41:20,22 76:6,8	<b>numbers</b> 37:16 48:11 71:16 76:11	<b>one's</b> 75:23
<b>men</b> 53:18,21,22	<b>missing</b> 26:20	<b>neglected</b> 68:14	<b>O</b>	<b>open</b> 21:6,11
<b>mention</b> 57:11	<b>mission</b> 77:14	<b>never</b> 9:3,17 79:2	<b>observation</b> 30:3	<b>operational</b> 13:25
<b>mentioned</b> 15:10 23:23 41:25 69:6	<b>mobilize</b> 57:16	<b>new</b> 3:9,17 10:10 16:20 20:24 22:6 25:3 33:15,16 36:11,20 37:12,20 38:22 39:18 41:25 42:3,10 45:10 46:6 48:24 49:25 57:3 61:14 70:17	<b>obstacle</b> 48:10	<b>Operations</b> 6:9,16
<b>mentioning</b> 59:17	<b>modified</b> 45:19	<b>newspapers</b> 56:24	<b>obtain</b> 29:18	<b>opinion</b> 44:3
<b>message</b> 7:13	<b>modify</b> 63:4,6,6	<b>nice</b> 20:25 67:4	<b>obtaining</b> 30:10	<b>opportunities</b> 57:9
<b>met</b> 21:14	<b>money</b> 18:13 31:22 40:6,19 41:17,23 60:17 61:1,2,3 80:4	<b>nine</b> 35:12,17 74:4	<b>obviously</b> 3:15 21:1 26:9 72:22 76:5	<b>opportunity</b> 56:8
<b>method</b> 78:5	<b>monitor</b> 36:15	<b>ninety-one</b> 35:22 36:1	<b>occasions</b> 77:10	<b>order</b> 3:6,8,25 16:7 69:22 72:16
<b>Miami-Dade</b> 51:12 51:20	<b>monitoring</b> 6:8 32:10	<b>noisy</b> 71:9	<b>occupancy</b> 12:23	<b>ordered</b> 5:14
<b>microphone</b> 28:15	<b>months</b> 55:3	<b>normal</b> 31:23 54:14	<b>occupational</b> 66:21	<b>orders</b> 7:19,22 17:22,24,25 18:8 18:25 19:3 22:13 22:16 23:7 33:1 33:14 35:21 60:8 67:11,12 69:21 70:12 73:24
<b>Middle</b> 37:4 57:3	<b>motion</b> 3:16 4:1 81:3	<b>Northeast</b> 21:22,23	<b>occupied</b> 16:21	<b>original</b> 29:13 38:2 39:16 42:5,5,9
<b>milestone</b> 57:19	<b>Motiwala</b> 2:10	<b>Northeast's</b> 39:16	<b>occurred</b> 20:14	<b>Otiniano</b> 2:3 3:10 3:11,11,12,23
<b>milestones</b> 57:13	<b>move</b> 6:1 7:25 8:15 12:7 21:21 31:2 33:24 54:20 74:15	<b>notating</b> 30:7	<b>occurring</b> 5:6	<b>outlay</b> 37:23
<b>millage</b> 38:11	<b>moved</b> 3:18 4:3 17:16 40:4 81:4	<b>note</b> 14:8 18:23 21:4 31:18 79:18	<b>occurs</b> 73:9	<b>outlet</b> 36:20
<b>Miller</b> 2:2 28:15 29:2,4	<b>moves</b> 24:1	<b>noted</b> 14:3 17:6 18:2 21:5 23:15 23:25 31:16,17 32:4	<b>OCP</b> 12:15	<b>outline</b> 42:18
<b>million</b> 10:20 18:3 21:2 34:25 35:1,3 35:11,15,17,19,22 36:1,21 38:2,9,15 39:4,22 40:25 41:3,5,10,14 45:14,14 46:19,20	<b>moving</b> 15:7 23:3 23:20 32:1 45:16 46:12 67:18	<b>notes</b> 4:25 67:12	<b>October</b> 13:10 15:9	<b>outside</b> 10:8,13
	<b>multiple</b> 4:17		<b>office</b> 27:4,4 29:22 54:10,10	<b>over-extending</b> 72:9
	<b>municipal</b> 56:18		<b>officer</b> 2:10,20 6:11 6:17 45:18	<b>overall</b> 22:12 33:5 52:14
	<b>municipalities</b> 56:15		<b>official</b> 6:24,24 7:1 11:15 17:3 57:18	<b>oversight</b> 1:2 20:16 20:21 27:11,15,20 67:6 77:15
	<b>music</b> 37:11		<b>official's</b> 26:21,22	<b>owned</b> 47:10
			<b>oh</b> 25:4,7 32:18,21 69:13	
			<b>okay</b> 4:12 10:9,16 11:22 17:22 20:23 21:21 23:3 26:11 27:25 31:13 33:22 34:4,10,20 47:7 58:1 68:12 70:8	

<b>P</b>				
<b>p.m</b> 1:4 81:12	53:1,10,13,13,16	<b>pleased</b> 23:17 61:6	<b>pretty</b> 10:24 58:16	<b>programs</b> 6:25
<b>pace</b> 76:6,8	53:17,20,21,23,24	<b>Pledge</b> 3:2	59:24 75:15	13:17 29:22
<b>package</b> 56:9	69:12	<b>PMIS</b> 23:11	<b>previous</b> 32:5	<b>progress</b> 22:10
<b>pad</b> 50:8	<b>percentage</b> 69:11	<b>point</b> 6:10 13:24	35:20 67:12	55:13 70:23 76:9
<b>page</b> 14:3 15:18,18	72:20	22:23 24:4 26:10	<b>primary</b> 15:22,24	<b>project</b> 9:1 13:9
35:3,6,18 36:10	<b>perception</b> 42:4	33:8 35:1,2,11,12	<b>prime</b> 48:21,21	15:6 17:19 31:20
38:25 56:1,7,11	61:19	35:15,17,19,22	49:20	35:5,24 38:14
59:4,23	<b>performed</b> 12:22	38:13 39:6 41:18	<b>principal</b> 34:14,15	42:2 44:19,23
<b>pages</b> 55:25 56:2	30:7,9	42:16 43:2 58:23	<b>principals</b> 28:24	45:8 46:20 50:5
56:18	<b>performing</b> 22:24	65:23 69:15 71:20	29:20	50:16,17 60:20
<b>paid</b> 18:10	28:13 31:12	74:11 80:14	<b>prior</b> 30:1 67:22	<b>projects</b> 12:15 13:6
<b>Palm</b> 51:11,20	<b>period</b> 49:16 52:21	<b>pointed</b> 52:25	<b>priorities</b> 37:2	13:11,18,19,21
<b>pandemic</b> 71:25	55:2	71:11	<b>prioritize</b> 41:21	14:14 15:10,12
<b>papers</b> 56:25 57:9	<b>Perla</b> 2:19	<b>points</b> 28:3 68:19	<b>probably</b> 19:1	16:1,20 17:9,12
<b>paperwork</b> 23:8	<b>permit</b> 24:13,21	<b>policy</b> 7:20 9:8	21:16 28:10 39:22	23:24 29:1,9,24
50:22 51:19	<b>permitting</b> 72:23	19:19,24,25 20:9	43:16 75:13	30:11 31:21 36:13
<b>ParentLink</b> 55:23	<b>person</b> 48:13 54:12	20:11,22 23:6	<b>problem</b> 14:20 58:9	39:4 40:18 41:4,7
<b>parents</b> 43:11	63:24	69:6,9,14 70:1	74:24 75:3,10,17	42:1,3 45:3,13
<b>Parkway</b> 37:4	<b>personal</b> 73:9	72:20	<b>procedures</b> 28:13	49:12 57:14,21
<b>part</b> 31:5,23,25	<b>Peters</b> 10:21 11:9	<b>political</b> 48:13	<b>proceed</b> 27:11	59:5,8,14,15,19
32:22 42:24 54:22	<b>phase</b> 13:20 32:7	<b>portable</b> 37:13	<b>process</b> 4:15 7:15	59:25 60:3 61:15
63:15 66:7 69:13	<b>Philips</b> 11:17	<b>portion</b> 21:2 40:2	8:18,19 10:3	65:19 70:25 76:5
<b>particular</b> 56:20	<b>phone</b> 7:18 27:14	<b>positive</b> 70:15	23:19 25:6 28:19	76:7,8,14
57:14	<b>phonetic</b> 11:16	73:22	29:8 36:16,17	<b>promised</b> 41:11
<b>parties</b> 82:11	<b>photo</b> 55:12	<b>positivity</b> 71:11	38:23 44:9 54:14	42:25
<b>parties'</b> 82:12	<b>physical</b> 80:11	<b>possible</b> 30:25	67:21,22 72:23	<b>promote</b> 56:19
<b>partner</b> 65:19	<b>pick</b> 76:6	36:17	<b>processes</b> 7:2,16	<b>prompting</b> 54:12
<b>pass</b> 19:19	<b>picture</b> 76:12	<b>PPO</b> 21:18 65:7,13	31:8	<b>pronounce</b> 3:9
<b>passed</b> 67:15	<b>piece</b> 54:17	65:18	<b>processing</b> 15:2	<b>proper</b> 67:18
<b>pause</b> 34:1	<b>piggyback</b> 51:21	<b>practice</b> 31:24	<b>procurement</b> 11:18	<b>property</b> 14:19
<b>pay</b> 21:9	<b>pilot</b> 37:7	<b>practices</b> 39:11	54:14	74:5
<b>paying</b> 18:13 69:25	<b>place</b> 4:15 5:3,9 6:1	<b>pre-</b> 52:7	<b>production</b> 63:12	<b>proposed</b> 74:15,17
<b>payments</b> 41:2	7:16,24 35:21	<b>pre-bid</b> 48:17,19	<b>professionals</b> 29:23	74:19
<b>penalties</b> 32:6	58:15 61:20 65:13	49:2,3	<b>program</b> 5:17 6:8	<b>protect</b> 5:20
<b>penny</b> 41:17	<b>places</b> 4:21 72:10	<b>pre-qualified</b> 52:2	6:22 8:13 10:12	<b>proved</b> 71:11
<b>people</b> 31:11 37:18	<b>plan</b> 5:10,13,25	<b>preliminary</b> 74:10	12:14,18 13:13	<b>provide</b> 9:4 19:20
42:7,7 51:7 63:21	17:14,15,15 36:20	<b>prepared</b> 27:23	15:9 17:19 19:15	20:12 29:16 36:18
68:13,22 72:6	36:24 41:19 65:12	<b>preponderance</b>	23:13,17 24:2	64:9,14,22
75:3,4 77:4 79:11	<b>planning</b> 5:12	42:11	28:24 30:18 31:7	<b>provided</b> 4:24 8:21
<b>percent</b> 13:19,20	<b>plans</b> 2:19 9:9,15	<b>prequalified</b> 46:18	31:10,24 33:11	10:1 17:24 18:4
19:11,13,14,16	36:23	<b>present</b> 32:8 70:10	34:24 35:23 36:2	<b>provides</b> 30:13
20:4,5,7 33:6,10	<b>playground</b> 37:4	77:17	36:8,14,25 37:7	36:12
33:11 41:6,9 46:6	<b>pleasant</b> 58:25	<b>presentation</b> 45:19	37:12 39:13,21	<b>public</b> 6:25 38:8
46:8,11,12 47:3	<b>please</b> 29:4 31:3	45:23	40:11 41:11 42:22	44:4 51:11,12,14
48:2 49:12,13,17	46:13 48:19 49:10	<b>presentations</b> 12:8	53:12 54:22,24	58:12 75:21,24
	55:14 56:5 69:23	34:6	56:11 65:1,20	77:9,10,16,24
	73:20	<b>presents</b> 49:15	71:7 72:5 74:13	78:2

**publication** 57:7  
**publicity** 56:23  
**publicly** 65:6  
**pulling** 30:10  
**pun** 43:9  
**Purchase** 35:21  
**purpose** 58:12  
**purposes** 66:4  
**push** 63:20,20,21  
**put** 16:1 26:20  
52:12,18 58:14  
62:13 70:4 80:1,4  
80:13  
**puts** 58:7  
**putting** 58:9,21  
64:12

## Q

**Q4** 4:1  
**quality** 25:22 26:1  
**quarter** 8:15 12:18  
17:6,23 18:1  
31:17 32:9 33:4  
33:10 34:22,25  
35:16,20 36:19  
53:12 55:1,15  
56:14 57:1,11  
59:5,9,10,16 60:1  
60:2,2,12 61:3  
72:1 74:9 76:4  
**quarterly** 33:3  
34:21 35:4 41:1  
**quarters** 59:18,22  
**question** 5:25 10:18  
24:19 25:10 27:10  
27:17,19,20 28:7  
28:8 30:19 40:13  
43:7,10,21 46:1  
62:19 76:15 79:22  
**questions** 14:14  
33:19,23 38:7  
45:15 47:22 54:19  
57:25 58:1 61:23  
66:12 67:7,14  
77:12,18  
**quicker** 7:25 10:15  
40:4

**quickly** 73:21 76:3  
**quite** 17:1 20:25  
39:22 55:4 57:22  
**quiz** 8:24

## R

**R** 2:4  
**Rabinowitz** 2:6 3:3  
3:12,15,20,22,24  
4:5,8 12:3 24:16  
24:19 26:7,11  
27:22 28:10 33:23  
43:9 45:11,15  
54:19 58:1 61:25  
62:2,16 63:11  
66:12,15,21 68:1  
68:7,10,18 69:1,4  
69:12 70:9,14,17  
71:10,23 73:2,20  
74:14,24 75:2,12  
75:15,19,23 81:2  
81:5,7  
**raise** 50:17 58:8  
**raised** 25:8  
**ran** 57:2,8  
**range** 36:23  
**rare** 77:10  
**rate** 60:14,15,21  
**rated** 52:2  
**rates** 60:20  
**re-** 13:10  
**re-educating** 56:10  
**re-submit** 51:23  
**reached** 4:25  
**reactions** 80:16  
**read** 4:19 5:5 62:3  
62:11  
**ready** 13:7 43:15  
**real** 14:20 65:17  
**reality** 19:2  
**realize** 29:15  
**really** 9:17 23:12  
26:15 32:25 33:3  
34:13 43:1 44:9  
45:4 54:25 60:23  
64:10 69:20 73:21  
**reason** 30:20 54:3,4

**reasons** 15:21 16:2  
18:1,7 54:2  
**reassuring** 10:9  
**receive** 53:22 66:8  
**received** 56:5  
**receives** 58:4  
**recess** 75:19  
**reciprocal** 51:10  
**recognize** 5:21  
79:12  
**recognizing** 52:6  
**recommend** 19:17  
58:19  
**recommendation**  
15:19 18:6 20:22  
24:13 32:3 69:8  
**recommendations**  
58:8 60:6 62:10  
62:21,24 66:2  
**recommending**  
19:19 69:17  
**reconciliation** 31:7  
**reconvene** 75:20,24  
**record** 82:8  
**recorded** 63:17  
**records** 23:13  
**recover** 18:9 45:14  
**recovered** 36:13  
**recovery** 20:10  
**red** 80:11  
**redesign** 59:20 60:4  
**reduce** 23:22 25:19  
**reduction** 23:8  
**reevaluate** 80:18  
**referral** 78:3  
**referred** 42:13  
**reflect** 56:2  
**regard** 22:1 26:5  
60:10 63:12  
**regarding** 27:2  
**regardless** 52:21  
53:23  
**regards** 45:8  
**regularly** 30:16  
**reiterating** 55:1  
**related** 24:15 32:6  
32:12 33:20

**relations** 68:22  
**relative** 82:10,11  
**relentless** 63:25  
**relying** 11:11  
**remain** 5:7  
**remaining** 33:12  
57:15  
**remember** 19:6  
47:8 73:16 76:17  
**reminding** 15:8  
**reminds** 25:7  
**remiss** 40:8 55:5  
59:1  
**removed** 14:22  
**renewal** 50:24  
**renewals** 37:9  
50:21  
**renovation** 16:22  
**renovations** 19:12  
**repairs** 37:4  
**repeated** 60:6  
**replaced** 78:16  
80:13  
**replacement** 13:3  
37:5,10,11  
**replacements** 39:19  
**report** 4:9 5:8 6:19  
7:23 8:18 10:19  
12:2,6 14:4 22:4  
31:16 32:4,5,8  
33:10 34:22 35:4  
35:18 36:10 39:9  
41:1 44:22 45:10  
47:18 48:25 53:16  
54:18,25 55:2  
58:8,14,21,23  
59:4,24 61:7,24  
62:8,13,13,22  
63:7 64:11,15  
68:3 71:14 76:16  
82:6  
**Reporter** 82:1,5,18  
**reporting** 20:15  
49:16 55:2  
**reports** 4:23 8:15  
21:7 32:5 36:18  
60:16

**request** 30:21  
**requested** 78:24  
**required** 5:10 10:3  
31:6  
**requirement** 79:4  
**research** 2:13 19:18  
**resend** 76:22  
**reserve** 35:25 36:6  
36:22 40:24 41:3  
**reserves** 33:6  
**reset** 59:3,6,7,9,11  
61:14 71:12,13,21  
71:22 72:8  
**resetting** 61:12,19  
68:24  
**resolution** 80:22,23  
**resolutions** 17:8  
**resolved** 26:2  
**resources** 10:14  
**respect** 26:25  
**respected** 65:14  
**respond** 50:24 64:1  
78:21  
**response** 23:21  
64:12 77:9,11  
78:4  
**responses** 15:19  
58:7,22 62:23  
64:20,24 66:1,7  
69:18 77:22 78:9  
78:10  
**responsibilities**  
20:13  
**rest** 21:20  
**result** 33:7 56:12  
**results** 52:24  
**retainage** 44:15,18  
**retired** 9:14  
**retirement** 65:11  
**returns** 4:17  
**review** 4:14 5:3  
15:20 18:5 22:13  
24:12 26:2 29:18  
**reviewing** 7:19  
28:19 29:11 30:6  
**reviews** 24:4,11,11  
24:22 25:17,21

26:13 58:4 74:4  
**ribbon** 57:19  
**Rickards** 76:16  
 77:1  
**right** 6:15 13:12  
 24:10 26:9 27:6  
 37:23 39:7 43:6  
 45:12,12,16,17  
 46:4 48:1 51:8  
 52:16 63:23 68:9  
 68:10,19 69:12,22  
 70:25 72:15 74:25  
 75:5 79:3 81:7  
**ring** 79:6  
**rings** 79:8  
**risk** 17:8,10,13,16  
 17:19 33:3,4,6,8  
 36:4,7 38:24 39:2  
 41:6,8 42:13  
 44:11,17,21 45:1  
 45:5 59:19,19  
 60:1,3,11 61:12  
**risks** 33:13,14  
**Road** 12:14  
**Robert** 2:13,20  
 45:18  
**rock** 53:7  
**rocks** 58:2 61:25  
**roof** 5:10,13,22  
 8:20 10:2  
**roofing** 4:16 8:22  
 9:23  
**roofs** 5:11 13:4  
 22:1 55:8  
**rotating** 67:10  
**rotational** 47:21  
**ROTC** 3:4  
**RSM** 23:15 27:5,10  
**run** 56:25 75:3,16  
**running** 13:16  
 51:24 61:2,2  
 79:13  
**runs** 75:17 79:10  
**Ryder** 67:13

---

**S**


---

**Sabra** 2:25 28:12

28:17,23 29:3,6  
**safety** 14:1  
**safety-related**  
 67:17  
**Sam** 2:15 65:4  
**Sam's** 64:23,25  
**saw** 52:24 60:22  
 71:16 77:14  
**saying** 19:23 72:13  
**schedule** 13:9,19  
 14:6 15:7,11 22:7  
 22:8 36:11 59:3,8  
 59:12,16 61:11,14  
 63:12 66:18 68:21  
 71:22 72:8,12  
**scheduled** 15:8  
 59:7  
**schedules** 72:11  
**school** 1:1 4:20 5:9  
 5:12 11:3 13:8  
 14:18 15:4 19:5  
 20:17 21:23 27:6  
 29:20 33:18 34:14  
 37:4,6 50:9 52:15  
 55:17,18,24 56:2  
 56:6 60:5 65:25  
 66:2,10,16 67:3  
 68:23 78:13 79:4  
 82:7  
**School's** 57:3,5  
**schools** 6:25 10:21  
 10:24 11:4,6,20  
 12:22 14:3,7 27:2  
 30:7 44:9 51:11  
 51:12,14 55:5,17  
 56:4,4,20,24  
 60:10 73:10,11,17  
 73:19  
**science** 47:13 48:14  
**scope** 4:21 15:1,16  
 21:1 27:8,12,16  
 28:5,8,25 29:12  
 29:13 30:2,11  
 31:12 39:16,20,23  
 39:25 42:1,5,16  
 59:21  
**scopes** 61:11

**screaming** 79:10  
**scroll** 52:1  
**SDOP** 45:16  
**second** 3:19,24 4:4  
 4:19 24:17 27:24  
 37:16,17 48:25  
 76:15 81:5,6  
**seconds** 51:13,15  
 51:25  
**section** 34:2 36:11  
 45:10  
**security** 13:23  
**see** 17:23 22:4,9  
 23:1 25:2,8 34:1  
 47:4 51:19,22  
 54:5,9,13 57:12  
 57:22 61:6 67:15  
 71:6 73:25 76:9  
**seeing** 20:20 37:23  
 49:21 59:14  
**seek** 20:9  
**seemingly** 71:15  
**seen** 23:5 33:15  
**sees** 59:24  
**Seiffer** 2:24 30:15  
**selected** 74:18  
**send** 52:6 55:23  
 69:3 77:6 80:22  
**sent** 50:23 77:3  
 79:3  
**sentences** 40:21  
**separate** 32:23,24  
 33:1 39:15 43:1  
**September** 33:9  
 34:22  
**serves** 58:11  
**service** 51:8  
**services** 32:11,16  
**set** 24:10 35:25  
 36:25  
**seven** 12:25 13:5  
 19:14 53:10 55:8  
 55:11 58:15  
**severe** 14:23  
**share** 28:6 67:2  
**shared** 62:24  
**sharing** 32:23

**she's** 20:20 75:16  
**sheet** 7:7  
**Shim** 2:12 34:11,20  
 37:25 38:4,10  
 43:14 45:8,12  
 62:18 63:14,17  
 64:2,3,4 75:9,14  
 77:23 78:10  
**short** 5:25 40:20,23  
 72:16  
**Shortly** 39:2  
**show** 10:3  
**shown** 35:3,6,18  
**shows** 35:7 59:5  
**side** 80:10  
**signed** 40:24 41:15  
**significant** 6:18  
 26:18 30:17 31:22  
 33:15 39:8,11  
 40:1 41:20 43:23  
 55:15 61:8 71:6  
**significantly** 39:18  
**signing** 23:7  
**silence** 5:24 50:2  
**similar** 7:10 69:10  
**single** 6:22 13:24  
 54:11 56:2  
**sir** 5:22 6:4 8:16  
 38:19 40:5,13  
 41:18 63:1 66:14  
 77:19  
**sit** 63:4  
**sitting** 20:24 50:4  
**six** 35:15,25 72:17  
**skid** 22:21  
**skip** 67:1  
**slide** 19:2 31:15  
 32:3,18 33:2,21  
 36:9 37:17 45:25  
 46:13 47:1 48:16  
 49:10,23 50:19  
 52:9,23 54:7  
 55:14 56:5,21  
**slow** 7:14  
**slowed** 7:8  
**small** 46:24 48:15  
 49:19 53:24 64:11

**SMART** 12:14,18  
 13:13 16:13,14  
 19:15 31:24 34:24  
 35:23 36:7,25  
 37:12,23 40:23  
 42:22 43:5 46:19  
 49:11 54:23 56:10  
 56:18  
**social** 50:3 54:10  
**societal** 71:2  
**solely** 31:11  
**solicitation** 5:23  
 49:25 50:1 54:9  
 54:12,13  
**somebody** 6:13  
 11:12 68:2 75:17  
**somewhat** 60:11  
 71:19  
**soon** 6:2 74:6  
**SOPREMA** 9:21  
**sorry** 21:21 28:21  
 29:3,6 46:24  
 53:21 76:2  
**sort** 64:15  
**sounded** 63:5  
**source** 28:19 29:11  
 38:5,8 71:17  
**space** 8:12 22:23  
**speak** 6:4 26:8  
 29:12 50:5  
**SPEAKER** 3:14,18  
 3:19 4:3,4 5:14  
 69:2 76:20  
**special** 79:4  
**specific** 14:13  
 15:25 68:20  
**specifically** 6:20  
 45:22 74:19  
**spend** 8:13 45:21  
 46:7,9,10 47:2  
 48:25 49:1 51:5  
 60:14,20,21  
**spending** 51:5  
**spent** 8:18 35:13,14  
 65:7  
**spike** 60:22  
**spite** 70:20

<b>spoke</b> 6:20	<b>story</b> 57:8	50:7,21,23 51:3	<b>Taskforce</b> 30:24	53:5,9 58:24
<b>spoken</b> 19:5	<b>straight</b> 37:16	52:2,4,12,15,18	<b>taxpayer</b> 68:24	63:19 67:18 70:22
<b>spotlight</b> 22:5	<b>Stranahan</b> 22:12	53:2,5,18,20	<b>taxpayers</b> 8:8 18:13	70:24 72:2,15
<b>sprinklers</b> 14:2	42:20	<b>supplying</b> 9:22	61:13 69:24	73:1 74:16 76:9
<b>Sr</b> 2:19	<b>strategies</b> 25:18	<b>support</b> 20:19	<b>TaxWatch</b> 2:13	77:24 79:12
<b>staff</b> 8:7 11:24 12:8	<b>stroke</b> 80:9	25:15 36:18,24	14:4 17:6 31:16	<b>they'd</b> 79:2
12:24 19:20 20:12	<b>strong</b> 8:2	70:4 72:24	32:4,4 34:1 52:25	<b>thing</b> 4:8 5:7 8:17
31:11 34:5,12,18	<b>structural</b> 22:1,18	<b>supporting</b> 20:21	53:7 58:4,4 62:24	8:24 26:4 40:14
57:17 58:6 59:13	37:6 76:17	25:16 29:17	64:11,24	47:7 60:9,13 64:5
80:22	<b>stuck</b> 8:25	<b>supposed</b> 25:25	<b>TaxWatch's</b> 62:20	75:25 76:13
<b>stage</b> 63:3	<b>students</b> 8:7 10:22	78:17	<b>teachers</b> 8:7 10:22	<b>things</b> 5:5 7:9,14
<b>stand-up</b> 7:4 24:11	10:22 11:4,7,20	<b>sure</b> 10:6,14 17:10	11:4,8	7:25 10:6 14:21
26:13	11:23 12:24 16:22	18:11 24:18 25:23	<b>team</b> 6:25 25:20,22	17:1,5 23:4 24:3
<b>standard</b> 9:20 10:5	<b>stuff</b> 25:5 70:21	27:18,22 28:2	25:24 26:1 27:14	24:24 25:3,13
16:17 19:4,25	72:24 73:1	32:19 34:3 38:21	29:21 36:5 52:25	32:14 36:24 37:1
24:10	<b>sub-</b> 49:17	42:2 43:3 51:8	53:1 54:23 55:12	37:8 43:1,4 47:20
<b>standards</b> 9:24	<b>sub-contracting</b>	52:14 64:14 68:22	65:14	61:7 67:20 71:2
16:19,25 26:20	49:11 53:16 54:1	75:2 77:23 78:10	<b>team's</b> 17:7	72:14 73:8,22
30:5	<b>sub-contractor</b>	<b>surprises</b> 58:25	<b>teams</b> 25:21	76:3 80:21
<b>start</b> 3:4,5 12:16	48:22 49:1,21,22	<b>sweep</b> 45:1	<b>technical</b> 51:2	<b>think</b> 5:7 9:15,16
23:12 28:17 29:4	<b>sub-contractors</b>	<b>switch</b> 13:4	<b>technology-</b> 23:9	10:20 13:14 15:18
45:8 52:7 55:1	53:15	<b>sworn</b> 76:20	<b>tell</b> 7:24 28:8 38:16	16:18 19:21 20:18
<b>started</b> 13:6 31:8	<b>subject</b> 60:8	<b>system</b> 11:8 23:11	66:25	21:1,10,15,19
34:12 37:22 39:3	<b>submits</b> 54:9	51:4	<b>ten</b> 14:20 19:13	23:4,24 25:11,13
44:4,25 49:13	<b>submitted</b> 51:19	<b>systems</b> 48:24	24:25 46:22 48:4	25:18 26:4 33:21
59:18 67:3 71:25	<b>substantially</b> 13:10		74:4	39:14 40:8 42:6
74:9	15:9	<b>T</b>	<b>tenure</b> 10:7	44:24 58:1,13,24
<b>starting</b> 12:8 29:9	<b>success</b> 48:10 71:19	<b>Tablets</b> 62:1	<b>terms</b> 51:5	59:10,17,23 60:5
57:15 60:23	<b>successful</b> 57:7	<b>take</b> 18:21 26:3	<b>testing</b> 30:8	61:8,18 62:3 63:1
<b>State</b> 79:3 82:2	<b>successfully</b> 80:25	31:5 43:13 61:15	<b>thank</b> 3:3,12,23	63:2,2,9 64:1,13
<b>statement</b> 65:5	<b>succession</b> 65:12	64:7,7,13 68:14	5:22 8:16 9:19	64:16 65:2 67:5
<b>status</b> 13:23 14:1	<b>sudden</b> 27:21	69:23 72:14 74:11	10:16 11:25 12:13	68:5,7,19 70:3,19
18:9	<b>suggestion</b> 62:20	79:25	26:13,23,23,24	70:20,22,24 71:1
<b>stay</b> 56:11 57:23	64:17	<b>taken</b> 23:3 42:17	30:18 31:1 33:23	71:4,10,14,21
<b>stayed</b> 33:5	<b>summarize</b> 77:25	43:2 63:2 78:16	34:11,14,17,18	72:19,20 73:12
<b>staying</b> 68:20,21	<b>summarized</b> 33:3	80:12	43:17 54:20,21	74:16,17,23 79:9
<b>steady</b> 59:24	<b>summer</b> 12:19,22	<b>takes</b> 51:12 72:16	58:6 66:14 68:10	79:16,22
<b>steer</b> 22:21	12:25 13:7 55:3,7	<b>talk</b> 12:16 18:7	69:1 70:11 74:14	<b>thinking</b> 64:4
<b>step</b> 65:8	55:8,17,21 56:3	24:14 48:23 74:11	75:18 77:8,8	<b>third</b> 7:3 27:1
<b>steps</b> 4:21 5:18	<b>superintendent</b> 2:9	79:17	78:11,20 81:9	61:12 77:14
<b>Steve</b> 2:5 68:10	6:9,16 7:20 21:24	<b>talked</b> 47:2,8 67:16	<b>Thanks</b> 81:8	<b>thirteen</b> 35:17
69:2 70:10 73:3	23:7 60:7 77:21	67:21	<b>that'll</b> 77:7	<b>Thirty-three</b> 13:4
<b>stickers</b> 80:5	<b>supplier</b> 49:15	<b>talking</b> 25:13 26:5	<b>that's</b> 32:23 53:3	<b>thorough</b> 26:15
<b>stood</b> 22:10	50:21 51:23 52:21	73:2 80:9	<b>there's</b> 15:24 16:15	<b>thought</b> 12:16 39:5
<b>storage</b> 22:20,22	<b>suppliers</b> 46:16	<b>Talks</b> 57:7	18:22 23:25 24:4	64:8
<b>stories</b> 10:25 56:25	47:23 48:4,9,18	<b>Tarrau-Ayala</b> 2:19	24:19 26:7,14,16	<b>thoughts</b> 27:13
71:19	48:20 49:4,19	<b>task</b> 11:15 65:7,9	27:19 45:23 49:25	28:9 70:9

**three** 9:2 15:24  
16:5 21:16 26:16  
27:1 29:9 35:11  
35:19,21 46:24,24  
47:9 48:18 49:7  
59:22 60:10 71:15  
73:7,10,11,17  
76:6 77:9  
**threshold** 20:2,4,11  
20:14  
**throw** 53:7,8  
**thumb** 77:5  
**ticket** 21:12  
**tier** 48:25  
**tight** 64:19  
**time** 7:4 8:12,18  
12:24 14:9,22  
23:19 26:8 29:1  
37:20 38:13 44:2  
46:1 49:15 64:11  
65:21 66:11,25  
67:4,6 68:15 70:8  
72:9,11 73:13  
74:3,18,22 80:4  
**timed** 65:24  
**times** 7:2,5 36:2  
50:15 65:3 74:4  
**titled** 28:13  
**today** 12:16 29:11  
29:14,25 40:24  
46:1 49:12 72:12  
**told** 14:20  
**Tommy** 2:8  
**tomorrow** 42:21  
**tonight** 5:24  
**topics** 67:3  
**total** 17:25 18:24  
34:24 35:10 47:15  
**touch** 14:15  
**touched** 45:5  
**tough** 62:9,13  
**town** 71:7  
**track** 23:12 42:19  
**tracking** 17:15 22:3  
74:9  
**transactions** 35:7  
**transcript** 82:8

**treating** 51:21  
**tremendously**  
25:12  
**trend** 53:14  
**trending** 46:7  
**tri-county** 51:9  
**trial** 66:17,20  
**tried** 15:23  
**trouble** 29:5 80:19  
**true** 53:3,9 82:8  
**trust** 72:10  
**try** 4:22 56:23  
75:10  
**trying** 7:13 63:21  
**Tuesday** 46:2,3  
**tuned** 56:11 57:23  
**turn** 12:11 14:2  
15:17 50:5 66:23  
71:8  
**turnaround** 74:3  
**Turning** 13:23  
**tweaks** 45:23  
**twenty-seven** 35:2  
35:11  
**twenty-two** 35:14  
**two** 7:2 16:5 20:3,5  
20:7 21:8 24:11  
24:11 26:7 31:11  
35:14 41:14 49:6  
50:15 51:7 53:24  
55:15 56:12 57:2  
60:15 69:12 74:1  
75:3,4 78:8  
**type** 58:14  
**typically** 19:9

---

### U

**Uh-hmm** 75:6  
**unallocated** 36:22  
41:14  
**underground** 22:2  
**understand** 16:4  
17:1 28:2 43:25  
52:20 69:24  
**understanding**  
26:15 28:25 30:8  
30:10

**understands** 18:12  
**undesirable** 80:15  
**unique** 15:6  
**unit** 72:16  
**UNKNOWN** 3:14  
3:18,19 4:3,4 5:14  
69:2 76:20  
**unusual** 72:12  
**update** 21:4 23:9  
45:20 46:3 55:25  
57:10,24 66:5  
**updated** 56:2  
**updates** 21:20  
**upfront** 26:16  
**uploaded** 66:3  
**upshot** 71:10  
**use** 10:13 41:17  
49:22 51:4,17,18  
52:1 66:11  
**useful** 43:12 66:9  
**utility** 22:2  
**utilization** 52:12

---

### V

**vacancy** 6:10  
**valid** 40:13  
**value** 18:2,14 19:15  
40:10  
**values** 18:24  
**variance** 48:15  
**variances** 15:7  
**varied** 18:1  
**various** 28:3 36:1  
**vehicle** 50:3  
**vending** 47:23  
**vendor** 67:22  
**verbalized** 80:10  
**version** 33:3  
**versus** 39:19  
**vetted** 70:2  
**Victoria** 2:2  
**video** 55:12,20,22  
**view** 73:9  
**visit** 56:6  
**visitors** 56:13  
**volunteering** 65:8  
**vote** 3:13,16

**voted** 70:17  
**VP** 2:13

---

### W

**waiting** 50:5 80:21  
**walk** 38:25 46:14  
**walkway** 37:6  
**walls** 22:10  
**want** 7:13 8:2 9:4  
15:5 16:14 18:11  
28:5 37:15 40:21  
41:17 44:2 46:14  
48:7 58:5,5,23  
62:7,16 68:18,22  
73:5,6 75:2,16  
76:21 77:4 80:20  
**wanted** 18:23 25:9  
26:8 27:2,19  
31:18 34:13,17  
46:5 57:11 69:5  
72:25  
**wants** 66:18  
**warranties** 5:11,20  
**wasn't** 11:9  
**waste** 80:4,4  
**watch** 77:5  
**way** 21:7 29:11  
38:16 44:8 65:24  
72:20 80:24  
**ways** 22:15  
**we'll** 12:7 26:12  
30:16,24 36:25  
43:13,15 48:23  
54:19 57:16 69:19  
74:11 75:19  
**we're** 6:2 7:13,15  
9:16 14:2 16:15  
17:1,9,15 19:23  
21:11,12,14,15  
22:10,14,15,24  
23:17 24:8 25:13  
26:4,9 27:23  
32:10 33:13 43:4  
45:20 46:3,10,12  
48:25 49:21 50:25  
51:21 52:1,13  
53:5 54:7 57:6

58:17,18,18 59:14  
62:23 63:2,17  
69:17 73:11 75:2  
78:1 80:9,19 81:7  
**we've** 8:5 15:15  
17:5,24 18:2,4  
21:14 23:21 26:20  
30:1,1 33:15 41:1  
41:18,20 42:22  
43:2 47:4,19 49:5  
50:23 56:24 58:15  
59:4 60:14,16  
69:19 70:17 74:5  
**we've** 28:13  
**website** 56:1,13,18  
**week** 43:22 46:16  
57:1,6 64:19  
**weeks** 12:25 55:11  
72:17 78:8  
**weigh-in** 27:7  
**welcome** 3:22,24  
**went** 42:25 53:17  
53:20 60:1,19  
65:18  
**weren't** 7:6 61:25  
**Whitney** 2:11  
33:25 65:22,22  
**wholly** 52:20  
**whopping** 51:13  
**widening** 59:11  
**Williams** 82:5,18  
**win** 53:15  
**wise** 23:10  
**woman-owned**  
49:8  
**women** 52:13,20  
53:22  
**women-** 47:9  
**women-owned**  
47:17 48:9  
**won't** 29:15 48:19  
50:15 53:7 74:21  
**Wonderful** 3:22 4:5  
81:7  
**word** 56:16 80:15  
**wording** 27:2 80:9  
**words** 38:17

<b>work</b> 10:12 12:19 12:22 15:1,12,21 16:23 19:13 21:1 21:3 22:16 23:1 24:25 25:21 26:16 26:19 28:4 30:11 31:12 32:15 36:16 39:13 43:3 45:3 51:22 53:10,23 55:10,20,21 56:15 56:22 61:11 63:3 63:22 72:25 78:9	65:7 71:18 76:6 <b>Yvonne</b> 2:18 43:3 54:22	<b>2020</b> 59:3 71:22,23 72:1 <b>2022</b> 1:3 82:14 <b>2023</b> 57:12,23 <b>2025</b> 13:10 15:10 61:1 <b>203</b> 13:1 55:6 <b>21</b> 46:21 <b>21.7</b> 34:25 <b>22</b> 14:3,7 21:2 <b>220</b> 40:17 <b>222</b> 38:1 <b>225</b> 39:4 <b>24th</b> 66:17 68:2 <b>25</b> 60:18 <b>27</b> 47:4 60:2 <b>28</b> 46:6,11 47:3 <b>28th</b> 82:14 <b>29</b> 49:12	<b>46</b> 13:18 15:10 59:15 <b>475.7</b> 36:21 <b>477</b> 46:4,15 <b>492</b> 46:2,3,15
<b>worked</b> 9:23 17:5 44:5 65:14 78:7	<hr/> <b>Z</b> <hr/> <b>zero</b> 7:23 72:11	<hr/> <b>0</b> <hr/> <b>0.5</b> 19:15	<hr/> <b>5</b> <hr/> <b>5</b> 32:22 <b>5:00</b> 74:23 <b>5:56</b> 1:4 <b>50</b> 67:13 <b>50,000</b> 7:22 73:24 <b>500</b> 38:15 80:2 <b>527</b> 38:8 <b>580</b> 48:3
<b>workflow</b> 77:22 78:9	<hr/> <b>1</b> <hr/> <b>1</b> 14:19 37:22 <b>1.4/1.5</b> 46:7 <b>1.48</b> 48:12 <b>1.5</b> 37:24 38:2,4 <b>10</b> 59:23 <b>100</b> 13:20 80:2 <b>108</b> 40:25 41:3,5,10 <b>110</b> 47:15,16 <b>12</b> 49:13 76:8 <b>12,000</b> 56:13 <b>13</b> 65:7 <b>139</b> 40:17 <b>14</b> 41:10 <b>147</b> 41:13 <b>147.4</b> 45:14 <b>15</b> 19:13 33:11 56:25 67:14 76:8 <b>15,000</b> 67:13 <b>150</b> 76:7 <b>16</b> 53:16 56:17 <b>17</b> 22:18,21 <b>18</b> 13:21 22:19,20 41:4 <b>180</b> 55:25 56:2 <b>19</b> 1:3 38:25 45:14 <b>192-day</b> 74:2	<hr/> <b>3</b> <hr/> <b>3</b> 46:19,20 52:3 59:3 <b>3.5</b> 36:21 <b>30</b> 9:1 46:12 51:25 <b>300</b> 13:1 55:6 <b>30th</b> 34:23 <b>31</b> 47:5,19 <b>32</b> 15:11,22 53:20 53:22 <b>33</b> 46:8 53:1 55:8 <b>342</b> 48:5 <b>349</b> 35:4 <b>35</b> 47:18 <b>353</b> 35:6 <b>375</b> 35:6 <b>377</b> 35:18 <b>379</b> 36:10 <b>380</b> 36:10	<hr/> <b>6</b> <hr/> <b>6</b> 32:4 <b>60</b> 51:25 <b>6th</b> 74:20 75:7
<b>workload</b> 67:22			<hr/> <b>7</b> <hr/> <b>7:39</b> 81:11 <b>70</b> 33:6 41:6,9 <b>76</b> 60:1 <b>79</b> 48:1
<b>works</b> 5:20 11:15 11:17 21:8 36:5 80:16			<hr/> <b>8</b> <hr/> <b>81</b> 12:21 <b>85</b> 33:10 <b>87</b> 71:17
<b>workshop</b> 23:14 66:1,4,19 68:2 70:10			<hr/> <b>9</b> <hr/> <b>9</b> 59:4 <b>92</b> 53:13 <b>95</b> 13:19
<b>workshops</b> 66:16			
<b>wouldn't</b> 26:1 44:1 63:11			
<b>writing</b> 62:23 63:7			
<b>wrong</b> 37:21			
<hr/> <b>X</b> <hr/>			
<hr/> <b>Y</b> <hr/>	<hr/> <b>2</b> <hr/> <b>2.9</b> 10:20 <b>200</b> 13:11 21:10 59:9 71:5 <b>2009</b> 73:15 <b>2014</b> 28:18 29:10 31:8 <b>2017</b> 42:2 <b>2019</b> 13:25	<hr/> <b>4</b> <hr/> <b>4</b> 59:23 <b>40</b> 49:14 59:10 <b>41</b> 15:11 <b>42</b> 49:17 53:17 <b>43</b> 17:25 <b>45</b> 51:13,15,24	
<b>yeah</b> 44:21,22 45:7 64:23 66:20,21 71:9,24 75:1 77:7 80:11			
<b>year</b> 49:6 60:18 61:1			
<b>years</b> 9:1 14:20 36:22 37:20 38:24 49:13 58:15 60:15			