

BROWARD COUNTY PUBLIC SCHOOLS
BOND OVERSIGHT COMMITTEE

STRANAHAN HIGH SCHOOL
MEDIA CENTER
1800 SW 5TH PLACE
FORT LAUDERDALE, FLORIDA 33312
SEPTEMBER 21, 2023
5:39 P.M. - 6:56 P.M.

ATTENDANCE:

Omar Shim, SBBC Capital Budget Director
Robert Nave, Florida TaxWatch, VP of Research
Kathleen Langan, Senior Program Director, AECOM
Cody Kiess, AECOM
Ashley Carpenter, Atkins, Project Control Manager
Shelley N. Meloni, Director Pre-Construction
Erum Motiwala, Chief Financial Officer
Lavinia R. Freeman, M/WBE Specialist III
Yvonne Garth, Garth Solutions, President/CEO

Bond Oversight Committee Members:

Steve Hillberg, P.E., Civil Engineer
Tommy Demopoulos, Fire Chiefs Association of
Broward County
Parth Patel, CGFO
Latha Krishnaiyer, Broward County Parent Teachers
Association

Public Speaker: Esthel Brennan

Reported by:
Timothy R. Bass
Bass Reporting Service, Inc.
633 South Andrews Avenue, Suite 500
Fort Lauderdale, FL 33301
954-463-3326

P R O C E E D I N G S

- - -

1
2
3 MR. HILLBERG: Good evening everyone. I'm
4 going to open the meeting on the Bond Oversight
5 Committee. We do not have a quorum. That's the
6 first thing. So we can't really conduct any
7 business. We can't make any determinations, vote
8 on much. We can't approve the minutes. So this
9 will be an abbreviated meeting. And I have a
10 misbehaving mike.

11 Okay. So let's jump in with a call to order.
12 Approval of meeting minutes, we can't do.
13 Membership, we can't really discuss it. We don't
14 have a quorum, so that's kind of pointing to the
15 problem that we have, currently.

16 Presentations, we'll go ahead with that as
17 quickly as possible since nothing can be done and
18 there's no action available.

19 Omar?

20 MR. SHIM: Yes, I just want to make a
21 suggestion on the membership portion, that if
22 there are any recommendations from the committee,
23 itself, that you can forward to me any -- anyone
24 for any of the positions, open positions, and I
25 will pursue them.

1 MR. HILLBERG: Okay. So any recommendations
2 we would know?

3 MR. SHIM: Right, from the committee. If the
4 committee has any recommendations. I've gone
5 through and I've made calls on my own with no,
6 without success, but I'm always looking for input
7 from the committee or anybody for that matter who
8 has somebody that would fit one of those rules.

9 MR. HILLBERG: Okay. Yes, Latha.

10 MS. KRISHNAIYER: Just a quick question.
11 They are specific positions; right?

12 MR. SHIM: Right.

13 MS. KRISHNAIYER: So could you tell us what
14 they are? Because we can't just -- what needs to
15 be filled, which organizations?

16 MR. SHIM: Right. So off the top of my head
17 and --

18 MR. HILLBERG: I've got a list.

19 MR. SHIM: Okay.

20 MR. HILLBERG: It was, actually, I don't want
21 to steal his thunder, Chief "Organized"
22 Demopoulos.

23 CHIEF DEMOPOULOS: I have no thunder.

24 So a member from the Florida Bar Association,
25 Adam; a member from the Florida Government

1 Finance Officer's Association, Parth; Broward
2 County Parent Teacher Association.

3 MS. KRISHNAIYER: I'm here.

4 CHIEF DEMOPOULOS: Broward County Minority
5 Builders Coalition I think is no; right?
6 Disability Rights Florida; NAACP; Fire Chiefs
7 Association, I'm here; Engineering Contractors
8 Association of Florida; and South Florida
9 Technology Alliance.

10 MR. SHIM: I believe two of those categories
11 we had changed in an update to be more general.
12 One, I think the -- we changed one to be a
13 minority builder and I forgot what the other one
14 was. But it was more general and it wasn't a
15 part of an association. It was just experience
16 as a minority builder and the other was having to
17 do with construction. And I think it was broader
18 instead of being -- we had issues about getting
19 people involved in construction that wouldn't do
20 business with the district. And so we made it
21 more general, those two categories.

22 CHIEF DEMOPOULOS: And this was resolution
23 15-106, so I'm assuming there's something more
24 recent?

25 MR. SHIM: Right, it was -- it was a revision

1 to that version of the resolution.

2 MR. HILLBERG: Okay. So -- and that's also
3 extended to the members of the people present,
4 that if they have someone to suggest or a
5 position to suggest, that they should contact
6 Omar with the suggestion.

7 MR. SHIM: Yes, so it's -- I think you're the
8 position with experience with engineering, so
9 that one, actually, was made that you didn't have
10 to, actually, be a part of the organization, so
11 -- and then experience with construction
12 contracting. So, again, it's just experience
13 with construction contracting. And then the
14 other one was a minority builder. So they were
15 altered and the ones that were taken out were the
16 Broward County Minority Builders Coalition, the
17 NAACP, because they declined to participate, and
18 then the Engineering Contractors Association was
19 converted just to have the engineering
20 experience.

21 MS. KRISHNAIYER: Where do we find the --

22 MR. SHIM: It's on the actual website. It's
23 on the actual website under documents. And we
24 can send out the link again so you can have that.

25 MR. HILLBERG: Okay. Moving on to

1 presentations by the district staff, TaxWatch, as
2 always, will provide comments following each
3 presentation.

4 MS. GARTH: Could we advance the slide? Next
5 slide, please.

6 MS. MELONI: Good evening, Shelley Meloni,
7 acting chief facilities officer.

8 So for Recommendation Number 1 to the
9 TaxWatch recommendations the response that the
10 district has provided is that the district
11 intends to comply with Resolution 23-109 by first
12 expending all bond dollars before October 2025.
13 So I think that is an important note to make.
14 And by delivering projects for beneficial
15 occupancy. What that means is that we are
16 delivering the projects for the intended use of
17 -- you know, like, for instance, this space for
18 instance, we're using it as it was intended, a
19 media center.

20 The program manager along with district staff
21 has employed strategies such as providing swing
22 space, which is, swing space meaning that we've
23 brought portables on to a site to allow for the
24 renovation of the space so we can relocate
25 students into the swing space, the portables.

1 And we're also doing things, the term that we
2 use is carveouts, meaning that we've taken, say,
3 the roof portion, the roof scope of a project,
4 and we're delivering it through a different
5 delivery method, like a construction services
6 minor projects delivery method, as opposed to
7 keeping it within the project and going through,
8 you know, holding it -- say the roof is done, but
9 then keeping that part of the bigger project, so
10 it sort of delays things, we can get that work
11 done a lot faster breaking it out of the bigger
12 project. So that's what we mean by a strategy
13 such as carveouts. And we do that for roofing,
14 for HVAC, we do it for media centers. And, you
15 know, we get a lot of benefit time-wise and cost.

16 And then so those are some strategies that
17 we're employing to be able to meet the commitment
18 of the resolution.

19 Further to that, I just want to make it very
20 clear that we do have a group of projects where
21 we're still -- you know, we started, we embarked
22 on the project as the original intent from 2014,
23 however, as we developed the project we realized
24 that is not the best use of -- of the funds.
25 Because we may be -- the scope may have called

1 for renovating a very old portion of a building
2 that probably is not fully utilized. So projects
3 like that we've had -- we have a group of them, a
4 sort of well-known group, that we have set aside
5 to further evaluate. And so that's -- that's a
6 group that still needs some conversation with
7 leadership, conversation with the board, to
8 determine how best to -- to move forward with
9 those projects. It doesn't make sense to go with
10 the original scope, but what do we do next is the
11 scope that we're trying to define. And so that's
12 one. That's one small group.

13 Then there's another group where the board
14 has actually given us approval to do something
15 different, as in Parkway Middle School, instead
16 of renovating the old buildings the board gave us
17 approval to demolish those buildings because they
18 were underutilized, and that helped to fix some
19 of the enrollment issues. And then we -- and
20 then they, actually, funded for a much larger
21 project. So that's changed considerably from
22 what we had originally planned to do in 2014.

23 So those types of projects, Parkway is one,
24 we have Bethune and Markham Elementary are
25 projects that we know are not going to be able to

1 fit in the mold of the SMART projects that we
2 started off with and to be able to meet the
3 commitment of October 2025.

4 So that's Recommendation Number 1, the
5 response that the district has formulated.

6 As far as Recommendation Number 2, so
7 Markham, as we just mentioned is one of those
8 projects that we changed the scope of work.
9 Instead of renovating all the buildings that were
10 in the original scope the board agreed and
11 approved replacement of building number 1. We
12 still have some renovations in some of the other,
13 but minor renovations in some of the other
14 buildings, but building number 1 is significant
15 because it encapsulates a lot of the program of
16 that school. And because of the condition of
17 that building and the structural needs that we
18 would have had to address, the building -- the
19 board agreed that it made sense to replace that
20 building.

21 So we have been given some funding and we
22 have started that whole process. The first phase
23 of that project was to actually bring in
24 portables so we can vacate building 1, move all
25 the staff and students out of that building, and

1 then put them into the portables. And we have
2 done that so they are, actually, in the portables
3 now. That was completed over the summer and the
4 staff and student have relocated in the
5 portables. We have some minor work to finish
6 there, but for all intents and purposes that
7 phase is done.

8 The second phase, which is phase 1B, is where
9 we were going to go to the board a few months ago
10 for approval of the first GMP. And that GMP,
11 that scope is to build an FP&L vault, we have a
12 lot of other, some side work. We had the chiller
13 yard, generator room, parking. So that was, you
14 know, a scope of work defined for that phase.

15 However, at the time when we had put it on
16 the initial board agenda, this hasn't even
17 reached the board at this point, this is an
18 internal group that reviews board items, the
19 superintendent, the former superintendent was
20 present, and she had asked for us to pause it at
21 the time because she wanted to review it. There
22 had been some discussions, you know, in the
23 community about what to do with that school, what
24 to do with the project, so she wanted to give --
25 hear to that -- to those comments and she asked

1 us to put the project, to hold on the GMP for
2 phase 1B. So we have done that. We had the
3 conversations. And more recently while we were
4 speaking with Dr. Licata, Ms. Langan from AECOM,
5 Mrs. Marte, Deputy Superintendent Operation &
6 Finances and Dr. Licata and I talked about that
7 project and what to do, you know, trying to move
8 it forward. And he agreed that, yes, let's go
9 forward. Because we are going to proceed with
10 the project, so let's go forward with the
11 approval of the GMP for phase 1B, which, as I
12 mentioned, is the utility building, parking, you
13 know, the vault, all of those things. So that's
14 our plan going forward. We hope to take it to
15 the October 17th board meeting, regular school
16 board meeting, and that will give us the, you
17 know, the momentum then to continue and proceed
18 with the project.

19 So I also want to point out that this
20 particular project was funded through a
21 certificate of participation issued. So it's
22 sort of outside of the SMART dollars. And,
23 certainly, Mr. Shim can add to and clarify it if
24 I'm saying something not quite correct. But just
25 to point that out, that it's outside of the

1 SMART.

2 So this project, like some of the others I
3 mentioned before, are not going to meet the
4 October 2025 deadline.

5 MS. KRISHNAIYER: How long would the children
6 be in portables then? And the entire school is
7 in portables as I understand it.

8 MS. MELONI: That is correct.

9 MS. KRISHNAIYER: How many?

10 MS. MELONI: Well, building 1, yeah. I mean,
11 not the entire school, building 1, the one that
12 we're replacing.

13 MS. KRISHNAIYER: How many students?

14 MS. MELONI: 266.

15 MS. KRISHNAIYER: And what's their
16 enrollment? It can't be very high.

17 MS. MELONI: I can look it up. I don't have
18 it offhand.

19 MS. KRISHNAIYER: And are there particular
20 grades that are in these portables?

21 MS. MELONI: I don't know the exact makeup of
22 who's in the portables. That was all determined
23 with the principal. The principal is the one who
24 gave us which grades needed to go into the
25 portables.

1 MS. KRISHNAIYER: If it is only building 1,
2 it should have been the grades that were in
3 building 1 originally.

4 MS. MELONI: Well, principals have the
5 ability to shift population.

6 MS. KRISHNAIYER: Okay. So I just want to
7 know if it's the little ones, the fourth graders,
8 fifth graders.

9 MS. MELONI: I don't know offhand. Again, we
10 worked closely with the principal to provide the
11 best options for his student population.

12 MS. KRISHNAIYER: Yeah, I would like that
13 information, please --

14 MS. MELONI: Sure.

15 MS. KRISHNAIYER: -- as to who exactly is in
16 the portables, what age, what grades.

17 MS. MELONI: Okay. Sure.

18 MS. KRISHNAIYER: Thank you.

19 MS. LANGAN: Okay. If you will switch the
20 slide to the next slide we are going to Quarterly
21 Highlights. Good evening, Kathleen Langan, AECOM
22 program director. We've had a busy quarter
23 preparing for the summer. As you can see from
24 the slide, this quarter the number of projects in
25 construction closeout went up by 17 projects

1 through June. I think the board will see -- the
2 committee will see a large influx from the next
3 series after this summer.

4 We moved three projects out of design into
5 hire contractor. Bid and award phase 4. Now we
6 have a total number of delayed projects
7 decreased. So if you watch that in the report it
8 decreased this quarter by 6 projects, down to 22
9 projects that are delayed. And this is delayed
10 by the reset schedule that was approved by the
11 board in February of '21.

12 We have 47 projects that remain ahead of
13 schedule based on, again, that reset schedule
14 that the board approved in '21.

15 We've had one ribbon cutting ceremony, excuse
16 me, at Lloyd Estates Elementary, and that's their
17 media center.

18 And then we wanted to give, while not exactly
19 in the -- in the entire quarter, but we wanted to
20 give an update on the accomplishments and a nod
21 to the teams. We completed work at 117 schools
22 this summer, for a total of \$51,800,000. These
23 are projects that are obviously parts of other
24 projects but those were completed. Things like
25 switchgears, HVAC equipment, roofs. So it's not

1 all the projects that we're working on. I think
2 Mr. Shim can confirm that we're running about \$60
3 million a month in billing. So a very busy
4 summer. If you'd like to show the video, please.
5 Go to the video, as they say.

6 (Video played.)

7 MS. LANGAN: Thank you. So when we talk
8 about the schools, as the video mentioned, or
9 showed, I should say, we opened every single
10 school this year after working in 171 buildings.
11 So it was quite an accomplishment of the team.

12 Moving to the next slide is, again, just
13 Quarterly Highlights. As you'll note, we have 4
14 projects back in planning. And as Ms. Meloni had
15 indicated these are some of the newer projects
16 that we have been asked to manage, projects like
17 Coral Glades High School auditorium, Parkway
18 Middle School, Bethune, some of those projects
19 that have been held and now we're into the
20 planning phases.

21 We only have three projects left in design
22 from the original SMART Program. We have taken
23 some of those, three of those projects, and
24 broken them up, as Ms. Meloni alluded to, into
25 your carveouts.

1 We have 7 projects that we're hiring
2 contractors, 203 in construction, and we have 97
3 projects in closeout.

4 To review Recommendation Number 4, Florida
5 TaxWatch recommended that the district include in
6 this evening's facilities report scheduled
7 completion dates of the remaining SCEP projects
8 that I should say that have not been completed by
9 then. There's only two of those projects and one
10 is at Riverglades Elementary for \$82,405. That's
11 a card reader system. We anticipate being
12 completed by the end of the calendar year 2023
13 for that project. And then Stoneman Douglas we
14 have an electric arm gate that is 61 percent
15 complete, and, again, we anticipate completing
16 the first quarter of calendar year 2024.

17 Next slide is the Status & Timeframes of
18 Remaining Safety and Security Projects, so we'll
19 start with the safety status. And, as the
20 committee can see from the presentation, we have
21 a total of fire alarm projects and I will just
22 focus on the 81 under construction, you can see
23 the numbers there totalling 100 between planning
24 and complete closeout. And then the fire
25 sprinkler we have 68 in construction, 17 in

1 closeout, for a total of 89 projects.

2 The detail of the safety status of each of
3 those projects, so that the committee can
4 understand where those are, is shown on the next
5 two slides. And it's small so you would have to
6 look on your hard copies. But that explains to
7 the committee the percent -- each school, the
8 percent complete, and then the status of the
9 specific details of work. I won't go through all
10 of those unless asked.

11 Next slide, please. This is pretty standard
12 that we share with the committee and certainly in
13 our report quarterly. It, again, talks about the
14 2020 reset schedule, the 47 projects ahead of
15 that schedule. And you can see from the graph
16 here that at the end of the reporting period 22
17 projects were delayed in the master project
18 schedule, 12.75 of the 22 delayed have completed
19 their contract work, so that leaves outstanding
20 change order work in order to get the 110b and
21 the breakdown is on the right-hand side. It's
22 pretty consistent with the reporting that we've
23 provided before, with the exception of we've been
24 able to reduce the number down to 22. And that's
25 really based on working closely with the building

1 department and with the district to make sure
2 that as questions are asked or inspections are
3 made, that everybody is aware of what's happening
4 during those inspections and how we can move the
5 projects forward.

6 Moving to the Big 3 Status, hopefully -- I
7 don't know if you all have had an opportunity to
8 review the report. There's a lot of detail in
9 this recommendation response and the Florida
10 TaxWatch recommended that the district facilities
11 report identify the proposed completion dates,
12 item 1, for ongoing primary renovations at the
13 Big 3 schools; identify and explain any schedule
14 or budget flags; identify and explain the nature
15 of any required change order work; and identify
16 and explain any other issues that are relevant to
17 the completion; and, finally, item 4 of the
18 primary renovation projects.

19 So we've done that in detail. If the
20 committee -- if it pleases the committee, if you
21 would want me to hit on any particulars, maybe we
22 talk about the proposed completion dates.

23 Blanche Ely High School, the contract work was
24 completed in October of 2021. And as you look
25 through your document you will see that we have

1 had an issue that the building department brought
2 up concerns about an additional ADA ramp, and so
3 we are working with them to address that. That
4 is -- that will go in as a change order.

5 Northeast High School, the GOB, the contract
6 work is -- was August 30th of 2023. The
7 contractor received an approved extension of 285
8 days at the September 23rd board meeting. And,
9 actually, the contractor is preparing an
10 additional impact analysis to extend it through
11 February 1st of 2024. And in the detail we have
12 provided by each building the percent complete
13 and any other comments identified.

14 Then we have Northeast High School new
15 addition, and we expect for the overall contract
16 work to be complete in January of 2024. We are
17 actually working to schedule a ribbon cutting for
18 the new addition sometime late October and early
19 November. And just to add, congrats to board
20 member Leonardi. She had her baby so we couldn't
21 do the ribbon cutting early October as we
22 thought.

23 Blanche Ely -- I'm sorry, Northeast High
24 School did have a budget flag which was the
25 budget was increased by 35,827 and that was

1 approved by the board in a change order on June
2 2023. Change order number 2.

3 Stranahan had no flags and Blanche Ely had no
4 flags.

5 The other one was identify and explain the
6 nature of any required change order work. We
7 have done that in detail. Probably the one I'll
8 highlight is the one here for Stranahan High
9 School. That probably has the most issues with
10 change orders. As the committee may know that we
11 terminated the contractor from this project at
12 the board meeting. They were not interested in
13 completing the change order work. We had two
14 areas of roof that they could not do because they
15 needed to do change order work. In any event, we
16 are negotiating with them to close out the
17 funding so that we can finish up the change order
18 work here at Stranahan. It's basically roofing
19 work. And there is in building 6, there's some
20 art equipment that has to be installed. So
21 that's, those are the change orders that we're
22 working towards finishing as soon as we can get
23 our funding released. It's -- those pieces of
24 equipment are for the kiln room.

25 Relevant to the completion, identifying any

1 other issues, we spoke briefly about the ADA ramp
2 at Blanche Ely. We're addressing that.

3 We have had delays at Northeast, as I
4 mentioned to you, that the school board approved.
5 Those are attributable to the architect and
6 engineer not prosecuting their work because they
7 felt that the district owed them money.
8 Obviously, that's in violation of their contract,
9 and so we have addressed it accordingly and
10 working with legal on that.

11 Again, Stranahan, the district terminated the
12 contract and the board approved that termination.
13 We have bid the change order work. We're ready
14 to go. And we just have to come to a conclusion
15 with the contractor on resolving the outstanding
16 funds.

17 MR. HILLBERG: Okay.

18 MS. LANGAN: I think that's everything.
19 Change Order Revised Policy, it has the actions
20 taken by the district to reduce, minimize. This
21 one you all have seen many times before. We've
22 left it in for you. What the new information, we
23 talked briefly about it at our last meeting, and
24 that was regarding errors and omissions. And a
25 policy that we are recommending that the school

1 board develop and execute to have a better
2 understanding of the error and omissions process,
3 so we've highlighted some elements. This policy
4 is in draft and we, as always, appreciate this
5 committee's support when talking about those
6 things that will help facilitate the completion
7 of the program.

8 So we're saying that consideration should be
9 given in development of a policy addressing
10 architectural and engineering errors and/or
11 omissions.

12 We actually have identified that Palm Beach
13 County Public Schools does have an error and/or
14 omission policy. Obviously, it has some other
15 elements in there which we have addressed in our
16 draft policy for the board.

17 The purpose of the policy is to provide
18 guidelines for the review of change orders that
19 cause the district to sustain costs attributed to
20 design errors and/or omissions. And, clearly,
21 when AECOM is gone and the district continues
22 with their, a new bond program, new capital work,
23 this will be an important element to make sure
24 that the direction is given to the staff to be
25 able to manage the projects.

1 These guidelines should assume a reasonable
2 level of imperfection in the A/E plans and allow
3 that construction can and will reveal items in
4 the design that must be modified, added or
5 deleted. And, again, talking about our very old
6 buildings and the type of work which we address
7 more as stabilizing buildings, that you're always
8 going to have these kinds of challenges.

9 We're also recommending as the Palm Beach
10 County Public Schools has in their policy that
11 the combined associated costs of errors and
12 omissions for a project exceed 2 percent. So
13 anything over 2 percent of the construction cost
14 the district would be able to pursue a
15 reimbursement for the difference in the cost
16 between bid day and the change order value.

17 Now, Palm Beach County has 1 percent in their
18 policy. Because of the type of work that we're
19 doing, we are recommending 2 right now. That can
20 certainly be addressed and discussed by the
21 board. Whatever their will is is what they would
22 approve, obviously.

23 And then just to reiterate so it's very
24 clear, the recommendation for cost recovery shall
25 be the difference between the estimated cost of

1 errors and/or omissions less 2 percent of the
2 construction cost and less the value of
3 documented additional uncompensated services
4 provided by the design professional.

5 And just to reiterate, I know we've talked
6 about this quite a bit, and that is, as my team
7 and myself, personally, are working on a series
8 of claims by A&Es, all of these things are taken
9 into consideration. If they have a lot of change
10 orders with errors and/or omissions, all of these
11 things we go back to the A&Es right now to make
12 sure that the district is compensated. It's in a
13 lot of different ways. So it's not just cash on
14 hand.

15 Finally, I'll turn it over to Ashley and she
16 can talk a little bit about the change orders.

17 Yes?

18 MS. KRISHNAIYER: I just have a quick
19 question. When do you expect this policy to go
20 before the board?

21 MS. LANGAN: Policy adds or changes is quite
22 a process. We would work with Mrs. Marte and
23 Mrs. Meloni as soon as we can. So it typically
24 would be at a workshop, obviously, the first
25 couple, because it has to be public meetings

1 announced. There's a policy on how to change or
2 add policies. So we would follow that policy.

3 MS. KRISHNAIYER: Okay. Thank you.

4 MS. CARPENTER: Hi. Good evening. Ashley
5 Carpenter with Atkins. Just looking at this next
6 slide here, so this is just change orders that
7 were approved in the quarter. It amounts to just
8 over \$1.5 million. There's a breakdown here of
9 the different categories that were ascribed to
10 each of those change orders and the total amounts
11 by category.

12 Then on the next slide it gives the
13 cumulative so far for the program with what we're
14 looking at for change orders right now. So while
15 it is a lot of money, you know, what we've talked
16 about here before is, as a percentage of
17 construction dollars, we're still looking at
18 about under 1.5 percent. Sorry. Under 1.5
19 percent of the construction dollars.

20 And just to kind of piggyback on what
21 Kathleen was saying about the errors and
22 omissions policy, the -- what we would pursue is
23 sort of the difference between the cost of the
24 work that we -- if it had been in the plans,
25 right, cost of the work on bid day versus the

1 cost of the work when they had to price the
2 change order, because that is a lot of times
3 different in a market like ours where
4 construction's always going up, up, up. And then
5 if there was any error that actually required
6 rework, of course, we would pursue the full
7 amount of the rework that had to be done. But
8 when we look at, analyze all the errors and
9 omissions so far on the program, still over 99
10 percent of what we've paid for is value that the
11 district has received. You know, we needed that
12 thing that they forgot to put in the plan and
13 they provided it. We had to pay a slight
14 increase in cost because of the time delay in
15 getting the price and that accounts for -- I
16 mean, that's less than 1 percent of the change
17 order amount. So I just wanted to point that
18 out.

19 Moving on to --

20 MR. HILLBERG: May I add something? I was
21 surprised to see the amount of owner initiated or
22 caused changes to be so low. I mean, it's still
23 a huge amount of money, \$250,000, but in relation
24 to everything else it's very low and we've been
25 talking about it at length and have really gone

1 over that subject and it's such a small item,
2 relatively speaking, that I don't know that we
3 need to talk about it much. Although, the next
4 page in the report showed another 180,000, which
5 I don't know whether the 250,000 included the
6 180,000 or they were different. But still, add
7 them all, it's still pretty low.

8 MS. CARPENTER: Right. The 250,000 is the
9 total cumulatively on the program for owner
10 requested change orders, at least how they've
11 been categorized. That is for a couple of
12 reasons. Number one, we have had quite a few
13 credit change orders that have been categorized
14 as owner requests.

15 MR. HILLBERG: Okay.

16 MS. CARPENTER: So, for whatever reason,
17 either -- I can think of a couple of examples
18 where between the period of design and
19 construction PPO went out and replaced something;
20 right? It was in the plan, it ended up being a
21 credit back to the district because the
22 contractor had priced it and it had already been
23 replaced. That got categorized as an owner
24 request and that's a credit. So because we've
25 had a lot of credits it does make the overall

1 value look low.

2 MR. HILLBERG: Uh-huh.

3 MS. CARPENTER: So, looking at the budget
4 flags for the quarter, I just want to, I guess,
5 reiterate, I mean, you guys can read this and I
6 think I read it out last time, so I probably
7 don't need to again, but just as a reminder,
8 there are a few types of budget flags, when we
9 award construction, when we have change orders
10 but we've already expended the change order
11 allowance that was built into the project budget
12 at the start, then we have to, you know, take
13 money out of SMART Reserve to cover any
14 additional change orders at that time, which
15 causes a budget increase. And then in financial
16 closeout when we're actually sweeping the
17 remaining dollars from the project at the end and
18 the budget goes down. So those are the three
19 main reasons why we have budget increases or
20 decreases in the quarter. In this quarter we had
21 3 construction award budget adjustments that
22 totalled almost \$11 million, 10 change order
23 budget adjustments that totalled 360,000, 10
24 financial closeout credit adjustments that
25 totalled a credit of 1.8 million, and then one

1 consultant amendment that increased the budget by
2 about \$60,000.

3 And then moving on to the financial risk,
4 this is the -- this graphic is the same one that
5 was in the previous report. While we have
6 prepared a draft risk assessment, it's still
7 under review by the district leadership so it
8 hasn't been released yet to the board or the
9 public. I mean, yeah, so it's still the same.

10 That concludes my portion of the report.

11 MR. HILLBERG: Okay. Mr. Nave, would you
12 care to jump in?

13 MR. NAVE: Yeah. I'll be brief. I want to
14 thank Ms. Meloni for her response to
15 Recommendations Number 1 and 2. It was the kind
16 of thoughtful and a considerate response to
17 recommendations that we've been looking for since
18 we started making recommendations. So I hope
19 this sets a standard going forward for the type
20 of response we get.

21 Recommendation 3, the reason there's a Big 3
22 section in the report is because this committee
23 asked the district to put it in there because
24 they were the three schools that you all were
25 getting the most questions about from the

1 taxpayers. And when I review that section of the
2 report I review it with the assumption that if
3 taxpayers are likely to read one section in that
4 report, what's it going to be, and it's going to
5 be that section. In that section, mostly it's 6,
6 8 pages of really pretty pictures and very little
7 detail on what's going on at the schools.

8 So Kathleen and Omar and I, and with Judith's
9 help, I think, have kind of come to an
10 understanding of what an appropriate level of
11 detail is for what's going on in that section and
12 I've gotten a commitment from the district that
13 the next report will be a lot beefier in terms of
14 substance. So a lot of progress there.

15 Recommendation 4, I apologize to the district
16 for Recommendation Number 4. I'm a little
17 embarrassed. I got the numbers wrong. At the
18 end of Q3 there were 204 completed School Choice
19 Enhancement projects. At the end of quarter 4
20 there were 225. That's out of 230. And the Q3
21 report made mention that they thought all the
22 projects would be done by the end of the summer.
23 So I'm thinking, okay, there's 26 projects that
24 are going to be done here in the next little bit.
25 So it seemed like a fair recommendation at the

1 time. Had I caught my own error and realized
2 that there were only five incomplete projects, I
3 would have never made that recommendation.

4 So, my bad.

5 MR. HILLBERG: Didn't see it that way, but,
6 okay. Anything else?

7 MR. NAVE: On the first four recommendations;
8 no.

9 MR. HILLBERG: Okay. Let's move to the --

10 MS. LANGAN: Excuse me. Through the Chair?
11 Through the Chair, excuse me.

12 MR. HILLBERG: Yes. Yes.

13 MS. LANGAN: We did have one more slide that
14 we wanted to bring to your attention. Some of
15 you may recall that when we got approval of our
16 extension for year 4 we talked about the
17 importance of the participation, the minority
18 participation of our subconsultants on our
19 contract, and so we have -- we are reporting that
20 monthly in our monthly report to the district,
21 but we have also included it here in your final
22 page, the AECOM S/M/WBE Reporting. So that gives
23 you a snapshot showing that as of June we were
24 projecting 42.46 percent participation in our
25 contract.

1 MR. HILLBERG: Okay. Thank you.

2 Did you want to ask if we can get a copy of
3 that presentation? Because I don't have one.

4 MR. PATEL: Hi, guys, just a quick question
5 and comment, really. Can we get a copy of the
6 presentation afterwards?

7 MS. LANGAN: Yes, sir. I apologize for you
8 not having it.

9 MR. HILLBERG: Okay. I believe it's the
10 budget issue.

11 MR. SHIM: Hi. Good afternoon. Omar Shim,
12 Director of Capital Budget. This quarter's
13 Budget Activity Report is for the quarter ended
14 June 30th, 2023. The total SMART Program budget
15 increased by 9.1 million over the last quarter
16 from 1 billion 585.7 million to 1 billion 594.8
17 million, which is shown on page 15 of the
18 quarterly report. A detailed list that shows
19 each project and the budget increases is shown on
20 427 to 452 of the report. So that gives you each
21 transaction that -- that increased the budget.

22 From the total of the 1 billion 594.8
23 million, one billion 428.9 million is either
24 committed or spent. And the balance of those
25 funds that are not encumbered or spent is 165.9

1 million. Out of that 165.9 million, the balance
2 of 13.9 million is in completed projects that are
3 being financially closed out and 152 million in
4 balances on financially active projects.

5 Expenditures through the fourth quarter are 1
6 billion 98.7 million as shown on page 475. This
7 is a \$77.1 million increase in expenditures over
8 the previous quarter, which is, as Ms. Langan
9 said, pretty significant and the largest actual
10 quarter that we've had in expenditures. Purchase
11 orders in place are 330.2 million.

12 Next slide. In addition to SMART Program
13 funding that's identified in the project budgets
14 the district also set aside reserves in the
15 amount of 738 million for additional costs
16 identified in the Atkins Risk Assessment. The
17 district's finance team worked with Atkins to
18 adjust the reserve to address risks so that the
19 SMART Program is financially feasible. The
20 balance was 118 million.

21 So to address Recommendation Number 5 in the
22 TaxWatch report, first I'd like to thank Bob Nave
23 and the TaxWatch team for providing this report
24 and his analysis. So for Recommendation 5
25 TaxWatch recommends that the district staff brief

1 the BOC on its plan to move another 22 to 36
2 million to the reserve to mitigate the risks.

3 So on September 5th, 2023 the board adopted
4 our district educational facilities plan. Now,
5 this increased the SMART Reserve by 47 million to
6 meet the level of the risk outlined in that risk
7 assessment.

8 Now, this is also expected, that the
9 projects, as they're completed, project balances
10 would be recovered in the financial closeout
11 phase of the project and we'll put that money
12 back into our reserve. The unallocated reserve
13 as shown in the DFP at the time it was adopted
14 was 120.3 million.

15 And that concludes the budget portion; if you
16 have questions?

17 MR. HILLBERG: Any questions?

18 (No response.)

19 MR. HILLBERG: No?

20 Mr. Nave?

21 MR. NAVE: No comments.

22 MR. HILLBERG: No? Okay.

23 MR. NAVE: Exactly what we wanted to hear.

24 MR. HILLBERG: Thank you, Mr. Shim.

25 Okay. Moving on to the actions taken by the

1 district to award more SMART program contracts to
2 women owned and African-American owned companies.

3 MS. FREEMAN: Good evening. Lavinia Freeman,
4 Economic Development & Diversity Compliance
5 Department. In Q4 our efforts to engage the
6 African-American, Non-Minority, SBEs and
7 Caucasian Owned Women Firms included many, many
8 outreach events and numerous targeted marketing
9 efforts, which I'll elaborate on. Our efforts in
10 this quarter resulted in six African-American
11 firms and five Caucasian women owned firms
12 participating in six pre-bid meetings which were
13 held during the reporting period. They
14 represented 42 percent of all certified firms in
15 attendance. And certified firms as a whole
16 represented 45 percent of firms attending
17 mandatory pre-bid meetings. In Q4 D. Stephenson
18 construction an MBE certified African-American
19 owned firm was awarded a \$9.1 million contract
20 for Cooper City High School. In addition
21 subcontractor commitments account for an
22 additional 2 million for African-American owned
23 firms.

24 Next slide. Some of our methods to engage
25 certified suppliers and appeal to them to

1 participate in district procurements includes
2 promoting all BCP procurement opportunities on
3 all of our social media platforms. During the
4 quarter. EDDC completed 160 solicitation
5 notification campaigns which included targeted
6 marketing and social media posts, as well as
7 sharing opportunities to do business with Broward
8 Schools. And we also make a routine concerted
9 effort to retain your certified firms by sending
10 renewal notifications on 90, 60 and 30-day
11 intervals and we also highlight business theme
12 months, several of which are shown here, some of
13 our notifications about bid opportunities that
14 are on DemandStar.

15 Next slide.

16 We also collaborate with our agency partners
17 on an ongoing basis to invite their certified
18 suppliers to get certified with us and using our
19 tri-county reciprocal application in the B2GNow
20 platform. And our partners, of course, include
21 Miami-Dade Public Schools, the School District of
22 Palm Beach County, and a number of others which
23 I'll talk about related to the South Florida
24 Anchor Alliance.

25 During this reporting period EDDC

1 certification and marketing planned for the
2 launch of the reciprocal certification module and
3 we attended many events, including the Broward
4 Health Annual Supplier Diversity Business and
5 Health Expo. We also partner with the City of
6 Coconut Creek who is considering and working
7 towards developing their economic development
8 department and they wanted to glean from what we
9 were doing here in Broward schools.

10 Next slide.

11 Now we also partner with Score, where they
12 provide access to education and resources for our
13 firms and increase the number of firms doing
14 business with the district. We also participated
15 with the City of Miramar on a virtual minority
16 business spotlight meeting and numerous other
17 events.

18 Okay. This slide reflects our contractor
19 pre-qualification data and it drills down to the
20 number of unique certified bidders. During this
21 reporting period the total number of
22 pre-qualified certified contractors was 90; 47,
23 or 39 percent, are general contractors. Also, 6
24 unique general contractors submitted bid
25 proposals to the district, three of which were

1 African American.

2 And just to note, there are numerous factors
3 that affect a firm's participation on a prime
4 level and in effect touches the availability of
5 that supplier base. So similar sized projects,
6 financing, bonding limits, prompt payment and
7 other issues do affect whether a firm chooses to
8 try to do business with us.

9 Next slide.

10 This slide is a breakdown of the quarter's
11 pre-bid meeting and S/M/WBE attendance which
12 equated to 7 firms in Q4 or 45 percent of all the
13 firms in attendance. And follow up to target
14 marketing email campaigns of SMART bid
15 opportunities, our team members attend each SMART
16 bid pre-bid meeting and we present the S/M/WBE
17 bid requirements to make sure the primes are very
18 clear on what the requirements are. And we also
19 share the certification requirements for
20 attendees who are interested in getting certified
21 with us. And we help facilitate networking
22 between the primes and the subs that are there.

23 Between the two awarded contracts in Q4 the
24 S/M/WBE commitment total was 5.7 million out of
25 16.3 million, and that amounted to 35 percent.

1 And this slide you've seen before, just is an
2 example of bid language that you can find in
3 solicitations.

4 And you've also seen this slide which spells
5 out the different steps for marketing, which are
6 numerous for our small but mighty team.

7 Next slide.

8 This slide also -- this talks about the South
9 Florida Anchor Alliance, which I mentioned
10 before. It includes 11 major institutions
11 between Dade County and Broward County including
12 both school districts. This is a platform that
13 is really pretty revolutionary for the suppliers
14 and small businesses in the region because it
15 gives them access to all of our solicitations in
16 one place, whereas, they're not having to go to
17 each one and spending the time and energy. This
18 is funded by the Health Foundation of South
19 Florida through a \$2 million grant. And we are
20 working with the Alliance to -- it's actually a
21 \$10 billion marketplace between all of the
22 anchors, and right now we're really working to,
23 you know, iron out some of the kinks because this
24 is a new initiative and it's something that
25 hasn't been done before here, and so we're just

1 working with the platform, Avisare, to make sure
2 that Broward Schools procurements are linked to
3 Avisare. So, through DemandStar, which is what
4 we use for our bids, they had to -- they had to
5 enter into a contract with the vendor to do
6 integration work. So it's a work in progress,
7 but we're really excited about the promise that
8 it holds.

9 And, finally, these are just some of our
10 program metrics, talking about our applications,
11 contract review, and participation, and bid
12 activities, and community meetings, et cetera.
13 And that's the conclusion of our presentation.

14 If there are any questions I'll be happy to
15 answer them. Thank you.

16 MR. HILLBERG: Okay. Parth?

17 MR. PATEL: I'm sorry, I don't know
18 everyone's name. I just had a question on the
19 percentages for commitments on, I think, the
20 first slide that you showed for the Q4
21 information, is it like a year-to-date percentage
22 or is it just for that quarter.

23 MS. FREEMAN: This is for Q4.

24 MR. PATEL: Just for Q4?

25 MS. FREEMAN: Yes.

1 MR. PATEL: Is it possible to add like the
2 previous quarter's information moving forward?

3 MS. FREEMAN: Absolutely.

4 MR. PATEL: Just to have a nice side-by-side
5 comparison.

6 MS. FREEMAN: So you would like the previous
7 quarter?

8 MR. PATEL: Correct.

9 MS. FREEMAN: Okay. Sure thing.

10 MR. PATEL: Thank you.

11 MS. FREEMAN: You're welcome.

12 MR. HILLBERG: Thank you.

13 Okay. Next is Communications.

14 MS. GARTH: Good evening everyone. I'm
15 Yvonne Garth with Garth Solutions. We are the
16 communications liaison for the SMART Program.

17 For the quarter you can see, with so many
18 schools under construction, we have been busy out
19 visiting the schools and capturing the
20 activities, construction activities, as best as
21 we can. Because a lot of the work was behind the
22 scenes, so we're capturing content and making
23 sure that it's posted on the website. Just a
24 reminder that we do have the BCPS SMART Futures
25 website and every school has its own dedicated

1 web page that we update the individual school
2 pages as we get new content.

3 For this quarter we're really excited in that
4 we got 6,000 -- 6.8,000 -- 6,800, thank you, new
5 visitors to the website. A lot of our social
6 media posts are pushing and encouraging visitors
7 to the website so that they can get realtime
8 updates. So we're very proud of the increased
9 activity on the site.

10 Next slide, please.

11 We're also, for this quarter, had continued
12 to maintain good relationships with the local
13 media, with Our City Media and Tap Into Coconut
14 Creek. We had three stories that were picked up
15 for three schools, Hallandale High School,
16 Monarch High School and Miramar High School. So
17 it's nice, it's local community papers, and we
18 have been working very closely with the Office of
19 Communications, the district's Office of
20 Communication to keep this -- keep this going.

21 Next slide.

22 So a little sneak peek, a look ahead. You
23 know, you heard Kathleen talk about all of the
24 work that was happening over the summer, we were
25 out in the field capturing content, as I

1 mentioned, but also wanted to make sure that we
2 leveraged back to school and open houses to
3 remind parents, to remind students, about the
4 SMART Program, what's happening at their school.
5 So we were there, we had tables at the open
6 houses, and some swag materials that we handed
7 out. But more importantly we were encouraging
8 students and parents to go to the website. We
9 were giving out information, letting them know
10 where they can follow the progress.

11 Next slide, please.

12 And one other campaign we also wanted to
13 highlight is the Business to Broward. So we
14 worked closely with EDDC to identify small
15 minority and local businesses that have had an
16 opportunity to work on the SMART Program. We
17 captured their experiences through some short
18 videos. We interviewed them. And posted the
19 videos on social media. But also we sent out a
20 press release to the local media, just, again,
21 highlighting those businesses, highlighting the
22 economic impact the program has had in the local
23 communities.

24 We are excited to announce that the South
25 Florida Business -- I'm sorry, South Florida

1 Business Journal, picked up the story as well as
2 the Fort Lauderdale Chamber of Commerce
3 distributed the story to all of their members.
4 So it was good coverage and it's nice to -- one
5 of the challenges I know we've had on this
6 program is just the image of the business and
7 businesses wanting to do business here, and we
8 thought hearing from, you know, local firms that
9 have had good experiences with the district was a
10 positive message and story to get out.

11 So that is the Communications update. I'm
12 happy to answer any questions you might have.

13 MS. KRISHNAIYER: Not a question, but I think
14 it was a great idea to go to the open houses,
15 because, generally, parents don't visit the
16 schools after that or not look at anything the
17 children bring home. So I congratulate you on
18 that. That was really a great idea. Thank you.

19 MR. HILLBERG: With no further questions
20 we'll move to E, Resolution. I don't think we
21 can discuss that.

22 Next School Board -- F, Item F is Next School
23 Board Workshop. It's November 28th. I'm not
24 sure if I can make that or not, but I'll look at
25 my schedule. I was supposed to attend the last

1 board workshop but ended up catching a cold the
2 night before and had to cancel. So I'm back on
3 the list for the next one.

4 Yes, Omar.

5 MR. SHIM: Yeah, I was just going to say that
6 we sort of are going to look at how we're doing
7 the workshops and we're probably going to present
8 like a briefing, like a staff briefing like we do
9 here as a basis for the workshop, and then, you
10 know, the committee member can go ahead of us or
11 behind us or whatever.

12 MR. HILLBERG: Okay.

13 MR. SHIM: Just so we're prepared to provide,
14 you know, information to the board.

15 MR. HILLBERG: Okay.

16 MR. SHIM: And just so you know, there is a
17 public speaker.

18 MR. HILLBERG: Yes.

19 So that moves us to future meeting dates.
20 Any issues, future meeting dates?

21 (No response.)

22 MR. HILLBERG: No?

23 Okay. Moving ahead to recess the business
24 meeting, we didn't -- couldn't start the business
25 meeting, but, however, we'll convene the public

1 hearing. We do have a public speaker.

2 Please -- is there a microphone or --

3 One question I have -- if the -- if you
4 signed in, I've seen in previous speakers it's
5 hard to reach them, that we didn't ask for
6 something like an email address or something. I
7 had the impression --

8 MR. SHIM: Yeah, there is.

9 MR. NAVE: We have an email address, a phone
10 contact, so we can get you a response is what --

11 MS. BRENNAN: Sure. I only -- I've only
12 provided my email. If you need my phone number,
13 I'm happy to give it.

14 MR. HILLBERG: Okay.

15 MS. BRENNAN: My name's Esthel Brennan. I'm
16 the president of Riverside Park Residents'
17 Association. Riverside Park is the neighborhood
18 where you are right now. This is where Stranahan
19 lives. We're big advocates of the high school.
20 We feel like it's, you know, one of the crowning
21 jewels of our neighborhood. It sits right in the
22 middle. It's our, you know, little diamond in
23 our -- in our neighborhood.

24 I'm coming here tonight because I have some
25 concerns about the Stranahan culinary lab. Our

1 District 3 representative Sarah Leonardi had
2 brought up the question, what is the status of
3 upgrading electrical equipment facilities in the
4 Stranahan culinary lab so that students can use
5 the culinary equipment? And the response from
6 staff was, Applied Learning is collaborating
7 closely with Physical Plant Operations to conduct
8 a comprehensive assessment of the electrical and
9 plumbing systems in and around room 190, adhering
10 to the county's building requirements while
11 remaining within the confines of the Magnet
12 Schools Assistance Program grants. The original
13 drawings did not address the full scope of the
14 culinary lab's electrical, plumbing and
15 refrigeration needs and it will be necessary to
16 obtain new drawings if the assessment allows for
17 continuation of the project.

18 As a community we see this as a huge issue
19 and we're concerned -- I'm sorry I have notes in
20 two places, we're concerned with why it was not
21 included in the needs assessment list of
22 deficiencies. And why there is insufficient
23 funding and funds haven't been properly allocated
24 based on the needs assessment. And since this
25 wasn't noted as a deficiency it wasn't in the

1 SMART Bond.

2 So we want to know, I don't know how many of
3 you, I'm sure you've toured the school many
4 times, it has like beautiful potential in there
5 for the kids to really, really learn and grow in
6 that culinary lab, but they're unable to do so if
7 their needs aren't being met and they don't have
8 the proper equipment to use, refrigeration,
9 ovens, baking equipment, whatever else is needed
10 to properly run a culinary program.

11 So we ask that you look into what's going on
12 with that; how we can get those needs addressed
13 and get them properly funded.

14 And, again, I just want to reiterate that it
15 was not listed in the deficiencies.

16 MR. HILLBERG: Thank you.

17 MS. KRISHNAIYER: I have a question.

18 Is there a culinary program at Stranahan
19 right now or --

20 MS. BRENNAN: As far as I know there was, at
21 least before COVID. I haven't convened with Ms.
22 Dora. I don't know if there's anybody here that
23 knows. But I do know that they have two rooms.
24 They have one that's more of a home economics
25 room and one that has industrial culinary

1 capabilities. And I know that they were running
2 a culinary program here. And we are in a
3 hospitality mecca here, so it's kind of one of
4 those things that could provide job security
5 right out of school if college isn't someone's
6 path.

7 MS. KRISHNAIYER: So could we get that
8 answer? Because if the lack of equipment is
9 stopping the students from having a program, I
10 think it would --

11 MS. BRENNAN: We do have a culinary program?
12 We do have a culinary program here at Stranahan.

13 MS. KRISHNAIYER: But you need --

14 MS. BRENNAN: We need equipment to run it.
15 Right now if you go in there, there's no -- they
16 can't -- they can't properly learn.

17 MS. KRISHNAIYER: Thank you.

18 MR. HILLBERG: So we would like to see what
19 the status of the funding and scoping of the
20 electrical and -- Omar, go ahead.

21 MR. SHIM: No, I just was going to say,
22 although, that's not a part of the SMART Program
23 dollars, I believe it's part of a grant. So
24 we'll -- we'll -- we'll get back to the speaker
25 via email and I'll get a phone number so we can

1 exchange information.

2 MR. HILLBERG: Okay.

3 MS. KRISHNAIYER: Can you update us also?
4 Because that's one of the things parents -- you
5 know, I think our culinary programs are
6 wonderful. I've tasted the food many times and
7 it's impossible to differentiate between a master
8 chef and what the students produce. So it would
9 be good.

10 MR. HILLBERG: Okay. So let's -- okay.
11 Let's adjourn the public hearing and then
12 reconvene the business meeting.

13 Any additional discussion?

14 (No response.)

15 MR. HILLBERG: No? Go ahead.

16 CHIEF DEMOPOULOS: I would like to just --
17 Tommy Demopoulos. I'd like to say, thank you,
18 good job. From what I've seen, we're heading in
19 the right direction in many aspects of this. So,
20 good job.

21 I would like to express some concern really
22 about membership, which we've kind of talked
23 about, and you all are tasked with trying to
24 figure out how to properly get the membership,
25 but, also, I don't want to call it a direct waste

1 of time not having a quorum, but not having a
2 quorum, people do drive from very far places and
3 do, whether it's not go to kids' events or not go
4 to different events to be here, and to not have a
5 quorum, to me, is not acceptable. We do make
6 phone calls. I know if I don't hit "accept" I
7 get a phone call and an email saying, will you be
8 there? And I would imagine we all do. So,
9 understanding there are emergencies that do
10 happen last minute, I understand that, but if
11 there is something the day before or so, that way
12 we don't waste people's time, that would be much
13 appreciated.

14 Thank you.

15 MR. HILLBERG: Mr. Nave, could you provide a
16 cutoff time? I think you're the furthest
17 commuter to this meeting from Jacksonville;
18 right? Jacksonville or Tallahassee?

19 MR. NAVE: Tallahassee.

20 MR. HILLBERG: One of those. One of those
21 faraway places.

22 What is your cutoff time, really, a realistic
23 time, if we don't have a quorum?

24 MR. NAVE: I pick up my rental car at about
25 8:00 in the morning. I've gotten as far as I-75

1 and the turnpike to find out that a meeting is
2 being canceled for lack of a quorum. So, I don't
3 know. It's mostly tied to my hotel reservation.
4 If I get time to cancel the hotel reservation, so
5 that would be probably late morning.

6 MR. HILLBERG: The day before I would think
7 close of business; right?

8 MR. NAVE: That's better.

9 MR. HILLBERG: Yeah, 5 p.m. the day prior to
10 the meeting is your cutoff, should be cutoff time
11 whether we make it or not.

12 MR. NAVE: That works great for me. Thank
13 you.

14 MR. HILLBERG: If there's any disadvantages
15 or reasons why we can't do that, please, let me
16 know so we can have some informal policy so that
17 people don't go to incredible inconveniences to
18 get here for no reason.

19 Mr. Shim?

20 MR. SHIM: Yeah, so I just wanted to clarify
21 that if you do not have a quorum are you saying
22 that we should not have the meeting; or try to
23 reschedule the meeting; or we should do it like
24 this and do it without a quorum?

25 MR. HILLBERG: That has been a problem in the

1 past with not having a meeting and I hate -- I
2 don't want to repeat that.

3 I would, at the very minimum, release Mr.
4 Nave from coming. You could phone in. We've had
5 people do that before and that was okay.

6 So we could try something like that as a
7 first step. As abbreviated as the meeting is,
8 there may be some benefit for us being here and
9 discussing the issues. I don't want to call it
10 off completely.

11 MR. NAVE: It's important. It's a good
12 opportunity for us to discuss our findings and
13 our recommendations. And it is an inconvenience,
14 but it's not -- I mean, I've done it a number of
15 times. It's -- but I will talk to my leadership
16 and see what their thoughts are.

17 MR. HILLBERG: Is that a good option though,
18 5 p.m. the prior day and then you phone it in;
19 Zoom call or whatever? Talk to your management.

20 MR. NAVE: I appreciate that. I would
21 appreciate that option, but let's make that an
22 option.

23 MR. HILLBERG: Okay. So, to be determined.

24 MS. KRISHNAIYER: I have a question. I've
25 asked this before. I know we need a quorum to

1 vote. However, I think it's important, I agree
2 that these presentations be made, because it's
3 not just for us, but it's for the community also.
4 And that is very important that we are here.

5 Can it be done virtually? Because we're not
6 voting and the law says voting you have to be in
7 person. But if we are not voting it will help
8 everybody if they could do it -- I hate Teams, it
9 screws up my computer all the time. It does. I
10 mean, I have to do it on the iPad. I can't do it
11 on my desktop. But that's an option. And it
12 should be, and Steve mentioned calling in and
13 that's also an option, board members call in all
14 the time and they are able to vote. But I know
15 that's because there's a quorum present, you
16 know, physically. But I think that's an option.
17 I mean, I'm happy to come, but thinking of Mr.
18 Nave --

19 But we do need a meeting of some kind. I
20 agree with Steve. I think it's important for the
21 presentations to be made and everyone be able to
22 see it.

23 MR. HILLBERG: Mr. Nave?

24 MR. NAVE: And, again, I appreciate you all
25 looking out for me. I really do. But it's kind

1 of a Band-Aid type approach. The problem is that
2 the resolution of the membership that constitutes
3 the Bond Oversight Committee, I think we have to
4 take a good, hard look at that and if we have to
5 go back and amend 15-106 yet again to
6 reconstitute the Bond Oversight Committee, then
7 maybe that's -- that's, I think, a better way to
8 go. We have nine or so, then, you know, you only
9 need six or so to have a quorum or five. So --

10 MR. HILLBERG: Okay. So we have guidance to
11 move forward. Hopefully, it won't be an issue
12 because we'll have a robust membership.

13 Okay. Anything else?

14 (No response.)

15 MR. HILLBERG: I had one that I hesitate to
16 mention but the resolution by the board states,
17 it looks clear to me that they expect all the
18 projects in the bond to be wrapped up,
19 financially completed, the final step, by October
20 of 2025. And then in the report it says
21 substantial completion is the goal. And I think
22 that's a -- that has the potential for being a --
23 it could be as much as a year difference. So
24 that needs to be addressed moving forward.

25 Go ahead, Mr. Shim.

1 MR. SHIM: Yeah, and I think that, you know,
2 it's important when I look at the resolution that
3 the resolution is clear that we spend all the
4 bond dollars and we deliver the projects. And I
5 think that, that how it is perceived of how we
6 deliver the projects is really the key. You
7 know, we've been -- like, for example, this
8 building, you know, it's being used and one would
9 view it as a completed project, yet, you know,
10 there's still a warranty period and there's still
11 the financial closeout piece of it.

12 So the real question is, if all the bonds
13 dollars are spent and all of the pieces are being
14 used for its intended purpose, and that's what
15 the resolution says, is that an indication that
16 we have fulfilled the obligation that was
17 promised to the voters?

18 And that's -- that's -- you know, a lot of
19 people would say, no, you have to spend every
20 dollar in any project. But if you look at, for
21 example, Markham, we've expanded that project and
22 it's in the SMART Program, there's no bond
23 dollars on it, and it's virtually -- it's very
24 difficult based upon how you've expanded it to
25 meet that resolution.

1 So, you know, you could have other scope of
2 projects that are ongoing and there's a change
3 order to do a restroom that's looking forward on
4 what the needs are for today and not what was
5 promised in 2014.

6 So I think that it's just those nuances of
7 how you view the project and how you state it
8 that's important that how you meet the
9 resolution. And I think the intent of the
10 resolution is that we deliver these projects and
11 that we spend all the dollars that we raised with
12 the public. And, you know, if we read the letter
13 of the resolution and the intent, I think that
14 that's what we're trying to do.

15 MR. HILLBERG: Okay. Agreed.

16 If there's no further comments, and I don't
17 think there are, let's adjourn. Hopefully, the
18 rain will let us get out of here.

19 Thank you.

20 MR. SHIM: Can I just also say that this is
21 Vicki's last meeting and so I just wanted to
22 thank her for all of the years of what she has
23 done?

24 MR. HILLBERG: Yes, thank you, Vicki.

25 (Meeting was concluded at 6:56 p.m.)


REPORTER'S CERTIFICATE

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

STATE OF FLORIDA
COUNTY OF BROWARD

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

Dated this 5th day of October, 2023, Fort Lauderdale, Broward County, Florida.



TIMOTHY R. BASS
Court Reporter

A				
A&Es 24:8,11	AECOM 1:10,10 11:4 13:21 22:21 31:22	applications 40:10	availability 38:4	billion 32:16,16,22 32:23 33:6 39:21
A/E 23:2	affect 38:3,7	Applied 47:6	available 2:18	bit 24:6,16 30:24
abbreviated 2:9 53:7	African 38:1	appreciate 22:4 53:20,21 54:24	Avenue 1:24	Blanche 18:23 19:23 20:3 21:2
ability 13:5	African-American 35:2,6,10,18,22	appreciated 51:13	award 14:5 28:9,21 35:1	board 8:7,13,16 9:10 9:19 10:9,16,17,18 11:15,16 14:1,11 14:14 19:8,19 20:1 20:12 21:4,12 22:1 22:16 23:21 24:20 29:8 34:3 44:22,23 45:1,14 54:13 55:16
able 7:17 8:25 9:2 17:24 22:25 23:14 54:14,21	afternoon 32:11	approach 55:1	awarded 35:19 38:23	Bob 33:22
Absolutely 41:3	age 13:16	appropriate 30:10	aware 18:3	BOC 34:1
accept 51:6	agency 36:16	approval 2:12 8:14 8:17 10:10 11:11 31:15	B	bond 1:1,14 2:4 6:12 22:22 48:1 55:3,6 55:18 56:4,22
acceptable 51:5	agenda 10:16	approve 2:8 23:22	B2GNow 36:19	bonding 38:6
access 37:12 39:15	ago 10:9	approved 9:11 14:10 14:14 19:7 20:1 21:4,12 25:7	baby 19:20	bonds 56:12
accomplishment 15:11	agree 54:1,20	architect 21:5	back 15:14 24:11 27:21 34:12 43:2 45:2 49:24 55:5	breakdown 17:21 25:8 38:10
accomplishments 14:20	agreed 9:10,19 11:8 57:15	architectural 22:10	bad 31:4	breaking 7:11
account 35:21	ahead 2:16 14:12 17:14 42:22 45:10 45:23 49:20 50:15 55:25	areas 20:14	baking 48:9	Brennan 1:19 46:11 46:15,15 48:20 49:11,14
accounts 26:15	alarm 16:21	arm 16:14	balance 32:24 33:1 33:20	brief 29:13 33:25
acting 6:7	Alliance 4:9 36:24 39:9,20	art 20:20	balances 33:4 34:9	briefing 45:8,8
action 2:18	allocated 47:23	ascribed 25:9	Band-Aid 55:1	briefly 21:1,23
actions 21:19 34:25	allow 6:23 23:2	Ashley 1:11 24:15 25:4	Bar 3:24	bring 9:23 31:14 44:17
active 33:4	allows 47:16	aside 8:4 33:14	base 38:5	broader 4:17
activities 40:12 41:20 41:20	alluded 15:24	asked 10:20,25 15:16 17:10 18:2 29:23 53:25	based 14:13 17:25 47:24 56:24	broken 15:24
activity 32:13 42:9	altered 5:15	aspects 50:19	basically 20:18	brought 6:23 19:1 47:2
actual 5:22,23 33:9	amend 55:5	assessment 29:6 33:16 34:7 47:8,16 47:21,24	basis 36:17 45:9	Broward 1:1,16,17 4:1,4 5:16 36:7 37:3,9 39:11 40:2 43:13 58:3,11
ADA 19:2 21:1	amendment 29:1	Assistance 47:12	Bass 1:23,23 58:4,14	budget 1:9 18:14 19:24,25 28:3,8,11 28:15,18,19,21,23 29:1 32:10,12,13 32:14,19,21 34:15
Adam 3:25	American 38:1	associated 23:11	BCP 36:2	budgets 33:13
add 11:23 19:19 25:2 26:20 27:6 41:1	amount 26:7,17,21 26:23 33:15	association 1:16,18 3:24 4:1,2,7,8,15 5:18 46:17	BCPS 41:24	build 10:11
added 23:4	amounted 38:25	assume 23:1	Beach 22:12 23:9,17 36:22	builder 4:13,16 5:14
addition 19:15,18 33:12 35:20	amounts 25:7,10	assuming 4:23	beautiful 48:4	Builders 4:5 5:16
additional 19:2,10 24:3 28:14 33:15 35:22 50:13	analysis 19:10 33:24	assumption 30:2	beefier 30:13	building 8:1 9:11,14 9:17,18,20,24,25 11:12 12:10,11
address 9:18 19:3 23:6 33:18,21 46:6 46:9 47:13	analyze 26:8	Atkins 1:11 25:5 33:16,17	believe 4:10 32:9 49:23	
addressed 21:9 22:15 23:20 48:12 55:24	Anchor 36:24 39:9	attend 38:15 44:25	beneficial 6:14	
addressing 21:2 22:9	anchors 39:22	attendance 1:8 35:15 38:11,13	benefit 7:15 53:8	
adds 24:21	and/or 22:10,13,20 24:1,10	attended 37:3	best 7:24 8:8 13:11 41:20	
adhering 47:9	Andrews 1:24	attendees 38:20	Bethune 8:24 15:18	
adjourn 50:11 57:17	announce 43:24	attending 35:16	better 22:1 52:8 55:7	
adjust 33:18	announced 25:1	attention 31:14	bid 14:5 21:13 23:16 25:25 36:13 37:24 38:14,16,17 39:2 40:11	
adjustments 28:21 28:23,24	Annual 37:4	attributable 21:5	bidders 37:20	
adopted 34:3,13	answer 40:15 44:12 49:8	attributed 22:19	bids 40:4	
advance 6:4	anticipate 16:11,15	auditorium 15:17	big 18:6,13 29:21 46:19	
advocates 46:19	anybody 3:7 48:22	August 19:6	bigger 7:9,11	
	apologize 30:15 32:7	authorized 58:6	billing 15:3	
	appeal 35:25			
	application 36:19			

13:1,3 17:25 19:1 19:12 20:19 47:10 56:8 buildings 8:16,17 9:9 9:14 15:10 23:6,7 built 28:11 business 2:7 4:20 36:7,11 37:4,14,16 38:8 43:13,25 44:1 44:6,7 45:23,24 50:12 52:7 businesses 39:14 43:15,21 44:7 busy 13:22 15:3 41:18	caused 26:22 causes 28:15 center 1:4 6:19 14:17 centers 7:14 ceremony 14:15 certainly 11:23 17:12 23:20 certificate 11:21 58:1 certification 37:1,2 38:19 certified 35:14,15,18 35:25 36:9,17,18 37:20,22 38:20 certify 58:6 cetera 40:12 CGFO 1:17 Chair 31:10,11 challenges 23:8 44:5 Chamber 44:2 change 17:20 18:15 19:4 20:1,2,6,10,13 20:15,17,21 21:13 21:19 22:18 23:16 24:9,16 25:1,6,10 25:14 26:2,16 27:10,13 28:9,10 28:14,22 57:2 changed 4:11,12 8:21 9:8 changes 24:21 26:22 chef 50:8 chief 1:12 3:21,23 4:4 4:22 6:7 50:16 Chiefs 1:16 4:6 children 12:5 44:17 chiller 10:12 Choice 30:18 chooses 38:7 City 35:20 37:5,15 42:13 Civil 1:15 claims 24:8 clarify 11:23 52:20 clear 7:20 23:24 38:18 55:17 56:3 clearly 22:20 close 20:16 52:7 closed 33:3 closely 13:10 17:25 42:18 43:14 47:7 closeout 13:25 16:3 16:24 17:1 28:16	28:24 34:10 56:11 Coalition 4:5 5:16 Coconut 37:6 42:13 Cody 1:10 cold 45:1 collaborate 36:16 collaborating 47:6 college 49:5 combined 23:11 come 21:14 30:9 54:17 coming 46:24 53:4 comment 32:5 comments 6:2 10:25 19:13 34:21 57:16 Commerce 44:2 commitment 7:17 9:3 30:12 38:24 commitments 35:21 40:19 committed 32:24 committee 1:1,14 2:5 2:22 3:3,4,7 14:2 16:20 17:3,7,12 18:20,20 20:10 29:22 45:10 55:3,6 committee's 22:5 Communication 42:20 communications 41:13,16 42:19 44:11 communities 43:23 community 10:23 40:12 42:17 47:18 54:3 commuter 51:17 companies 35:2 comparison 41:5 compensated 24:12 complete 16:15,24 17:8 19:12,16 58:8 completed 10:3 14:21,24 16:8,12 17:18 18:24 30:18 33:2 34:9 36:4 55:19 56:9 completely 53:10 completing 16:15 20:13 completion 16:7 18:11,17,22 20:25	22:6 55:21 Compliance 35:4 comply 6:11 comprehensive 47:8 computer 54:9 concern 50:21 concerned 47:19,20 concerns 19:2 46:25 concerted 36:8 concluded 57:25 concludes 29:10 34:15 conclusion 21:14 40:13 condition 9:16 conduct 2:6 47:7 confines 47:11 confirm 15:2 congrats 19:19 congratulate 44:17 considerably 8:21 considerate 29:16 consideration 22:8 24:9 considering 37:6 consistent 17:22 constitutes 55:2 construction 4:17,19 5:11,13 7:5 13:25 16:2,22,25 23:3,13 24:2 25:17,19 27:19 28:9,21 35:18 41:18,20 construction's 26:4 consultant 29:1 contact 5:5 46:10 content 41:22 42:2 42:25 continuation 47:17 continue 11:17 continued 42:11 continues 22:21 contract 17:19 18:23 19:5,15 21:8,12 31:19,25 35:19 40:5,11 contracting 5:12,13 contractor 14:5 19:7 19:9 20:11 21:15 27:22 37:18 contractors 4:7 5:18 16:2 37:22,23,24	contracts 35:1 38:23 Control 1:11 convene 45:25 convened 48:21 conversation 8:6,7 conversations 11:3 converted 5:19 Cooper 35:20 copies 17:6 copy 32:2,5 Coral 15:17 correct 11:24 12:8 41:8 cost 7:15 23:13,15,24 23:25 24:2 25:23 25:25 26:1,14 costs 22:19 23:11 33:15 County 1:1,16,17 4:2 4:4 5:16 22:13 23:10,17 36:22 39:11,11 58:3,11 county's 47:10 couple 24:25 27:11 27:17 course 26:6 36:20 Court 58:4,14 cover 28:13 coverage 44:4 COVID 48:21 credit 27:13,21,24 28:24,25 credits 27:25 Creek 37:6 42:14 crowning 46:20 culinary 46:25 47:4,5 47:14 48:6,10,18 48:25 49:2,11,12 50:5 cumulative 25:13 cumulatively 27:9 currently 2:15 cutoff 51:16,22 52:10 52:10 cutting 14:15 19:17 19:21
C				
C 2:1 calendar 16:12,16 call 2:11 50:25 51:7 53:9,19 54:13 called 7:25 calling 54:12 calls 3:5 51:6 campaign 43:12 campaigns 36:5 38:14 cancel 45:2 52:4 canceled 52:2 capabilities 49:1 capital 1:9 22:22 32:12 captured 43:17 capturing 41:19,22 42:25 car 51:24 card 16:11 care 29:12 Carpenter 1:11 25:4 25:5 27:8,16 28:3 carveouts 7:2,13 15:25 cash 24:13 catching 45:1 categories 4:10,21 25:9 categorized 27:11,13 27:23 category 25:11 Caucasian 35:7,11 caught 31:1 cause 22:19				
D				
D 2:1 35:17 Dade 39:11 data 37:19 Dated 58:10				

dates 16:7 18:11,22 45:19,20	diamond 46:22	E 2:1,1 44:20	22:20 23:11 24:1 24:10 25:21 26:8	facilitate 22:6 38:21
day 23:16 25:25 51:11 52:6,9 53:18 58:10	difference 23:15,25 25:23 55:23	early 19:18,21	Erum 1:12	facilities 6:7 16:6 18:10 34:4 47:3
days 19:8	different 7:4 8:15 24:13 25:9 26:3 27:6 39:5 51:4	economic 35:4 37:7 43:22	Estates 14:16	factors 38:2
deadline 12:4	differentiate 50:7	economics 48:24	Esthel 1:19 46:15	fair 30:25
declined 5:17	difficult 56:24	EDDC 36:4,25 43:14	estimated 23:25	far 9:6 25:13 26:9 48:20 51:2,25
decreased 14:7,8	direct 50:25	education 37:12	et 40:12	faraway 51:21
decreases 28:20	direction 22:24 50:19	educational 34:4	evaluate 8:5	faster 7:11
dedicated 41:25	director 1:9,10,11 13:22 32:12	effect 38:4	evening 2:3 6:6 13:21 25:4 35:3 41:14	feasible 33:19
deficiencies 47:22 48:15	Disability 4:6	effort 36:9	evening's 16:6	February 14:11 19:11
deficiency 47:25	disadvantages 52:14	efforts 35:5,9,9	event 20:15	feel 46:20
define 8:11	discuss 2:13 44:21 53:12	either 27:17 32:23	events 35:8 37:3,17 51:3,4	felt 21:7
defined 10:14	discussed 23:20	elaborate 35:9	everybody 18:3 54:8	field 42:25
delay 26:14	discussing 53:9	electric 16:14	everyone's 40:18	fifth 13:8
delayed 14:6,9,9 17:17,18	discussion 50:13	electrical 47:3,8,14 49:20	exact 12:21	figure 50:24
delays 7:10 21:3	discussions 10:22	element 22:23	exactly 13:15 14:18 34:23	filled 3:15
deleted 23:5	distributed 44:3	Elementary 8:24 14:16 16:10	example 39:2 56:7,21	final 31:21 55:19
deliver 56:4,6 57:10	district 4:20 6:1,10 6:10,20 9:5 16:5 18:1,10 21:7,11,20 22:19,21 23:14 24:12 26:11 27:21 29:7,23 30:12,15 31:20 33:14,25 34:4 35:1 36:1,21 37:14,25 44:9 47:1	Ely 18:23 19:23 20:3 21:2	examples 27:17	finally 18:17 24:15 40:9
delivering 6:14,16 7:4	district's 33:17 42:19	email 38:14 46:6,9,12 49:25 51:7	exceed 23:12	finance 4:1 33:17
delivery 7:5,6	districts 39:12	embarked 7:21	exception 17:23	Finances 11:6
DemandStar 36:14 40:3	Diversity 35:4 37:4	embarrassed 30:17	exchange 50:1	financial 1:12 28:15 28:24 29:3 34:10 56:11
demolish 8:17	document 18:25	emergencies 51:9	excited 40:7 42:3 43:24	financially 33:3,4,19 55:19
Demopoulos 1:16 3:22,23 4:4,22 50:16,17	documents 5:23	employed 6:21	excuse 14:15 31:10 31:11	financing 38:6
department 18:1 19:1 35:5 37:8	doing 7:1 23:19 37:9 37:13 45:6	employing 7:17	execute 22:1	find 5:21 39:2 52:1
Deputy 11:5	dollar 56:20	encapsulates 9:15	expanded 56:21,24	findings 53:12
design 14:4 15:21 22:20 23:4 24:4 27:18	dollars 6:12 11:22 25:17,19 28:17 49:23 56:4,13,23 57:11	encouraging 42:6 43:7	expect 19:15 24:19 55:17	finish 10:5 20:17
desktop 54:11	Dora 48:22	encumbered 32:25	expected 34:8	finishing 20:22
detail 17:2 18:8,19 19:11 20:7 30:7,11	Douglas 16:13	ended 27:20 32:13 45:1	expended 28:10	fire 1:16 4:6 16:21,24
detailed 32:18	Dr 11:4,6	energy 39:17	expending 6:12	firm 35:19 38:7
details 17:9	draft 22:4,16 29:6	engage 35:5,24	expenditures 33:5,7 33:10	firm's 38:3
determinations 2:7	drawings 47:13,16	engineer 1:15 21:6	experience 4:15 5:8 5:11,12,20	firms 35:7,11,11,14 35:15,16,23 36:9 37:13,13 38:12,13 44:8
determine 8:8	drills 37:19	engineering 4:7 5:8 5:18,19 22:10	experiences 43:17 44:9	first 2:6 6:11 9:22 10:10 16:16 24:24 31:7 33:22 40:20 53:7
determined 12:22 53:23	drive 51:2	Enhancement 30:19	explain 18:13,14,16 20:5	fit 3:8 9:1
develop 22:1	<hr/> E <hr/>	enrollment 8:19 12:16	explains 17:6	five 31:2 35:11 55:9
developed 7:23		enter 40:5	Expo 37:5	fix 8:18
developing 37:7		entire 12:6,11 14:19	express 50:21	FL 1:24
development 22:9 35:4 37:7		equated 38:12	extend 19:10	flag 19:24
DFP 34:13		equipment 14:25 20:20,24 47:3,5 48:8,9 49:8,14	extended 5:3	flags 18:14 20:3,4 28:4,8
		error 22:2,13 26:5 31:1	<hr/> F <hr/>	Florida 1:5,9 3:24,25
		errors 21:24 22:10	F 44:22,22	

4:6,8,8 16:4 18:9 36:23 39:9,19 43:25,25 58:2,5,11 focus 16:22 follow 25:2 38:13 43:10 following 6:2 food 50:6 foregoing 58:7 forgot 4:13 26:12 form 3:24 former 10:19 formulated 9:5 Fort 1:5,24 44:2 58:10 forward 2:23 8:8 11:8,9,10,14 18:5 29:19 41:2 55:11 55:24 57:3 Foundation 39:18 four 31:7 fourth 13:7 33:5 FP&L 10:11 Freeman 1:12 35:3,3 40:23,25 41:3,6,9 41:11 fulfilled 56:16 full 26:6 47:13 fully 8:2 funded 8:20 11:20 39:18 48:13 funding 9:21 20:17 20:23 33:13 47:23 49:19 funds 7:24 21:16 32:25 47:23 further 7:19 8:5 44:19 57:16 furthest 51:16 future 45:19,20 Futures 41:24	29:25 38:20 give 10:24 11:16 14:18,20 46:13 given 8:14 9:21 22:9 22:24 gives 25:12 31:22 32:20 39:15 giving 43:9 Glades 15:17 glean 37:8 GMP 10:10,10 11:1 11:11 go 2:16 8:9 10:9 11:8 11:10 12:24 15:5 17:9 19:4 21:14 24:11,19 39:16 43:8 44:14 45:10 49:15,20 50:15 51:3,3 52:17 55:5,8 55:25 goal 55:21 GOB 19:5 goes 28:18 going 2:4 7:7 8:25 10:9 11:9,14 12:3 13:20 23:8 26:4 29:19 30:4,4,7,11 30:24 42:20 45:5,6 45:7 48:11 49:21 good 2:3 6:6 13:21 25:4 32:11 35:3 41:14 42:12 44:4,9 50:9,18,20 53:11 53:17 55:4 gotten 30:12 51:25 Government 3:25 graders 13:7,8 grades 12:20,24 13:2 13:16 grant 39:19 49:23 grants 47:12 graph 17:15 graphic 29:4 great 44:14,18 52:12 group 7:20 8:3,4,6,12 8:13 10:18 grow 48:5 guess 28:4 guidance 55:10 guidelines 22:18 23:1 guys 28:5 32:4	H	Hallandale 42:15 hand 24:14 handed 43:6 happen 51:10 happening 18:3 42:24 43:4 happy 40:14 44:12 46:13 54:17 hard 17:6 46:5 55:4 hate 53:1 54:8 head 3:16 heading 50:18 Health 37:4,5 39:18 hear 10:25 34:23 heard 42:23 hearing 44:8 46:1 50:11 held 15:19 35:13 help 22:6 30:9 38:21 54:7 helped 8:18 hesitate 55:15 Hi 25:4 32:4,11 high 1:3 12:16 15:17 18:23 19:5,14,23 20:8 35:20 42:15 42:16,16 46:19 highlight 20:8 36:11 43:13 highlighted 22:3 highlighting 43:21 43:21 Highlights 13:21 15:13 Hillberg 1:15 2:3 3:1 3:9,18,20 5:2,25 21:17 26:20 27:15 28:2 29:11 31:5,9 31:12 32:1,9 34:17 34:19,22,24 40:16 41:12 44:19 45:12 45:15,18,22 46:14 48:16 49:18 50:2 50:10,15 51:15,20 52:6,9,14,25 53:17 53:23 54:23 55:10 55:15 57:15,24 hire 14:5 hiring 16:1 hit 18:21 51:6	hold 11:1 holding 7:8 holds 40:8 home 44:17 48:24 hope 11:14 29:18 hopefully 18:6 55:11 57:17 hospitality 49:3 hotel 52:3,4 houses 43:2,6 44:14 huge 26:23 47:18 HVAC 7:14 14:25	I	I-75 51:25 idea 44:14,18 identified 19:13 22:12 33:13,16 identify 18:11,13,14 18:15 20:5 43:14 identifying 20:25 III 1:12 image 44:6 imagine 51:8 impact 19:10 43:22 imperfection 23:2 importance 31:17 important 6:13 22:23 53:11 54:1,4,20 56:2 57:8 importantly 43:7 impossible 50:7 impression 46:7 include 16:5 36:20 included 27:5 31:21 35:7 36:5 47:21 includes 36:1 39:10 including 37:3 39:11 incomplete 31:2 inconvenience 53:13 inconveniences 52:17 increase 26:14 28:15 33:7 37:13 increased 19:25 29:1 32:15,21 34:5 42:8 increases 28:19 32:19 incredible 52:17 indicated 15:15 indication 56:15 individual 42:1 industrial 48:25 influx 14:2	informal 52:16 information 13:13 21:22 40:21 41:2 43:9 45:14 50:1 initial 10:16 initiated 26:21 initiative 39:24 input 3:6 inspections 18:2,4 installed 20:20 instance 6:17,18 institutions 39:10 insufficient 47:22 integration 40:6 intended 6:16,18 56:14 intends 6:11 intent 7:22 57:9,13 intents 10:6 interested 20:12 38:20 internal 10:18 intervals 36:11 interviewed 43:18 invite 36:17 involved 4:19 iPad 54:10 iron 39:23 issue 19:1 32:10 47:18 55:11 issued 11:21 issues 4:18 8:19 18:16 20:9 21:1 38:7 45:20 53:9 item 18:12,17 27:1 44:22 items 10:18 23:3	J	Jacksonville 51:17 51:18 January 19:16 jewels 46:21 job 49:4 50:18,20 Journal 44:1 Judith's 30:8 jump 2:11 29:12 June 14:1 20:1 31:23 32:14	K	Kathleen 1:10 13:21
G	G 2:1 Garth 1:13,13 6:4 41:14,15,15 gate 16:14 general 4:11,14,21 37:23,24 generally 44:15 generator 10:13 getting 4:18 26:15										

25:21 30:8 42:23 keep 42:20,20 keeping 7:7,9 key 56:6 kids 48:5 kids' 51:3 Kiess 1:10 kiln 20:24 kind 2:14 25:20 29:15 30:9 49:3 50:22 54:19,25 kinds 23:8 kinks 39:23 know 3:2 6:17 7:8,15 7:21 8:25 10:14,22 11:7,13,17 12:21 13:7,9 18:7 20:10 24:5 25:15 26:11 27:2,5 28:12 39:23 40:17 42:23 43:9 44:5,8 45:10,14,16 46:20,22 48:2,2,20 48:22,23 49:1 50:5 51:6 52:3,16 53:25 54:14,16 55:8 56:1 56:7,8,9,18 57:1,12 knows 48:23 Krishnaiyer 1:17 3:10,13 4:3 5:21 12:5,9,13,15,19 13:1,6,12,15,18 24:18 25:3 44:13 48:17 49:7,13,17 50:3 53:24	Lavinia 1:12 35:3 law 54:6 leadership 8:7 29:7 53:15 learn 48:5 49:16 Learning 47:6 leaves 17:19 left 15:21 21:22 legal 21:10 length 26:25 Leonardi 19:20 47:1 let's 2:11 11:8,10 31:9 50:10,11 53:21 57:17 letter 57:12 letting 43:9 level 23:2 30:10 34:6 38:4 leveraged 43:2 liaison 41:16 Licata 11:4,6 limits 38:6 link 5:24 linked 40:2 list 3:18 32:18 45:3 47:21 listed 48:15 little 13:7 24:16 30:6 30:16,24 42:22 46:22 lives 46:19 Lloyd 14:16 local 42:12,17 43:15 43:20,22 44:8 long 12:5 look 12:17 17:6 18:24 26:8 28:1 42:22 44:16,24 45:6 48:11 55:4 56:2,20 looking 3:6 25:5,14 25:17 28:3 29:17 54:25 57:3 looks 55:17 lot 7:11,15 9:15 10:12 18:8 24:9,13 25:15 26:2 27:25 30:13,14 41:21 42:5 56:18 low 26:22,24 27:7 28:1	<hr/> M <hr/> M/WBE 1:12 Magnet 47:11 main 28:19 maintain 42:12 major 39:10 makeup 12:21 making 29:18 41:22 manage 15:16 22:25 management 53:19 manager 1:11 6:20 mandatory 35:17 market 26:3 marketing 35:8 36:6 37:1 38:14 39:5 marketplace 39:21 Markham 8:24 9:7 56:21 Marte 11:5 24:22 master 17:17 50:7 materials 43:6 matter 3:7 MBE 35:18 mean 7:12 12:10 26:16,22 28:5 29:9 53:14 54:10,17 meaning 6:22 7:2 means 6:15 mecca 49:3 media 1:4 6:19 7:14 14:17 36:3,6 42:6 42:13,13 43:19,20 meet 7:17 9:2 12:3 34:6 56:25 57:8 meeting 2:4,9,12 11:15,16 19:8 20:12 21:23 37:16 38:11,16 45:19,20 45:24,25 50:12 51:17 52:1,10,22 52:23 53:1,7 54:19 57:21,25 meetings 24:25 35:12 35:17 40:12 Meloni 1:11 6:6,6 12:8,10,14,17,21 13:4,9,14,17 15:14 15:24 24:23 29:14 member 3:24,25 19:20 45:10 members 1:14 5:3	38:15 44:3 54:13 membership 2:13,21 50:22,24 55:2,12 mention 30:21 55:16 mentioned 9:7 11:12 12:3 15:8 21:4 39:9 43:1 54:12 message 44:10 met 48:7 method 7:5,6 methods 35:24 metrics 40:10 Miami-Dade 36:21 microphone 46:2 middle 8:15 15:18 46:22 mighty 39:6 mike 2:10 million 15:3 25:8 28:22,25 32:15,16 32:17,23,23 33:1,1 33:2,3,6,7,11,15,20 34:2,5,14 35:19,22 38:24,25 39:19 minimize 21:20 minimum 53:3 minor 7:6 9:13 10:5 minority 4:4,13,16 5:14,16 31:17 37:15 43:15 minute 51:10 minutes 2:8,12 Miramar 37:15 42:16 misbehaving 2:10 mitigate 34:2 modified 23:4 module 37:2 mold 9:1 momentum 11:17 Monarch 42:16 money 21:7 25:15 26:23 28:13 34:11 month 15:3 monthly 31:20,20 months 10:9 36:12 morning 51:25 52:5 Motiwala 1:12 move 8:8 9:24 11:7 18:4 31:9 34:1 44:20 55:11 moved 14:4	moves 45:19 moving 5:25 15:12 18:6 26:19 29:3 34:25 41:2 45:23 55:24 <hr/> N <hr/> N 1:11 2:1 NAACP 4:6 5:17 name 40:18 name's 46:15 nature 18:14 20:6 Nave 1:9 29:11,13 31:7 33:22 34:20 34:21,23 46:9 51:15,19,24 52:8 52:12 53:4,11,20 54:18,23,24 necessary 47:15 need 27:3 28:7 46:12 49:13,14 53:25 54:19 55:9 needed 12:24 20:15 26:11 48:9 needs 3:14 8:6 9:17 47:15,21,24 48:7 48:12 55:24 57:4 negotiating 20:16 neighborhood 46:17 46:21,23 networking 38:21 never 31:3 new 19:14,18 21:22 22:22,22 39:24 42:2,4 47:16 newer 15:15 nice 41:4 42:17 44:4 night 45:2 nine 55:8 nod 14:20 Non-Minority 35:6 Northeast 19:5,14,23 21:3 Notary 58:4 note 6:13 15:13 38:2 noted 47:25 notes 47:19 58:9 notification 36:5 notifications 36:10 36:13 November 19:19 44:23
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

nuances 57:6	Operations 47:7	papers 42:17	phone 46:9,12 49:25 51:6,7 53:4,18	pre-bid 35:12,17 38:11,16
number 6:8 9:4,6,11 9:14 13:24 14:6 16:4 17:24 20:2 27:12 29:15 30:16 33:21 36:22 37:13 37:20,21 46:12 49:25 53:14	opportunities 36:2,7 36:13 38:15	Parent 1:17 4:2	Physical 47:7	Pre-Construction 1:11
numbers 16:23 30:17	opportunity 18:7 43:16 53:12	parents 43:3,8 44:15 50:4	physically 54:16	pre-qualification 37:19
numerous 35:8 37:16 38:2 39:6	opposed 7:6	Park 46:16,17	pick 51:24	pre-qualified 37:22
<hr/> O <hr/>	option 53:17,21,22 54:11,13,16	parking 10:13 11:12	picked 42:14 44:1	prepared 29:6 45:13
O 2:1	options 13:11	Parkway 8:15,23 15:17	pictures 30:6	preparing 13:23 19:9
obligation 56:16	order 2:11 17:20,20 18:15 19:4 20:1,2,6 20:13,15,17 21:13 21:19 23:16 26:2 26:17 28:10,22 57:3	part 4:15 5:10 7:9 49:22,23	piece 56:11	present 5:3 10:20 38:16 45:7 54:15
obtain 47:16	orders 20:10,21 22:18 24:10,16 25:6,10,14 27:10 27:13 28:9,14 33:11	Parth 1:17 4:1 40:16	pieces 20:23 56:13	presentation 6:3 16:20 32:3,6 40:13
obviously 14:23 21:8 22:14 23:22 24:24	organization 5:10	participate 5:17 36:1	piggyback 25:20	presentations 2:16 6:1 54:2,21
occupancy 6:15	organizations 3:15	participated 37:14	place 1:4 33:11 39:16	president 46:16
October 6:12 9:3 11:15 12:4 18:24 19:18,21 55:19 58:10	Organized 3:21	participating 35:12	places 47:20 51:2,21	President/CEO 1:13
offhand 12:18 13:9	original 7:22 8:10 9:10 15:22 47:12	participation 11:21 31:17,18,24 38:3 40:11	plan 11:14 26:12 27:20 34:1,4	press 43:20
Office 42:18,19	originally 8:22 13:3	particular 11:20 12:19	planned 8:22 37:1	pretty 17:11,22 27:7 30:6 33:9 39:13
officer 1:12 6:7	outlined 34:6	particulars 18:21	planning 15:14,20 16:23	previous 29:5 33:8 41:2,6 46:4
Officer's 4:1	outreach 35:8	partner 37:5,11	plans 23:2 25:24	price 26:1,15
okay 2:11 3:1,9,19 5:2,25 13:6,17,19 21:17 25:3 27:15 29:11 30:23 31:6,9 32:1,9 34:22,25 37:18 40:16 41:9 41:13 45:12,15,23 46:14 50:2,10,10 53:5,23 55:10,13 57:15	outside 11:22,25	partners 36:16,20	Plant 47:7	priced 27:22
old 8:1,16 23:5	outstanding 17:19 21:15	parts 14:23	platform 36:20 39:12 40:1	primary 18:12,18
Omar 1:9 2:19 5:6 30:8 32:11 45:4 49:20	ovens 48:9	Patel 1:17 32:4 40:17 40:24 41:1,4,8,10	platforms 36:3	primes 38:17,22
omission 22:14	overall 19:15 27:25	path 49:6	played 15:6	principal 12:23,23 13:10
omissions 21:24 22:2 22:11,20 23:12 24:1,10 25:22 26:9	Oversight 1:1,14 2:4 55:3,6	pause 10:20	please 6:5 13:13 15:4 17:11 42:10 43:11 46:2 52:15	principals 13:4
ones 5:15 13:7	owed 21:7	pay 26:13	pleases 18:20	prior 52:9 53:18
ongoing 18:12 36:17 57:2	owned 35:2,2,7,11,19 35:22	payment 38:6	plumbing 47:9,14	probably 8:2 20:7,9 28:6 45:7 52:5
open 2:4,24 43:2,5 44:14	owner 26:21 27:9,14 27:23	peek 42:22	point 10:17 11:19,25 26:17	problem 2:15 52:25 55:1
opened 15:9	<hr/> P <hr/>	people 4:19 5:3 51:2 52:17 53:5 56:19	pointing 2:14	proceed 11:9,17
Operation 11:5	P 2:1	people's 51:12	policies 25:2	proceedings 58:7
	P.E 1:15	perceived 56:5	policy 21:19,25 22:3 22:9,14,16,17 23:10,18 24:19,21 25:1,2,22 52:16	process 9:22 22:2 24:22
	p.m 1:6,6 52:9 53:18 57:25	percent 16:14 17:7,8 19:12 23:12,13,17 24:1 25:18,19 26:10,16 31:24 35:14,16 37:23 38:12,25	population 13:5,11	procurement 36:2
	page 27:4 31:22 32:17 33:6 42:1	percentage 25:16 40:21	portables 6:23,25 9:24 10:1,2,5 12:6 12:7,20,22,25 13:16	procurements 36:1 40:2
	pages 30:6 42:2	percentages 40:19	portion 2:21 7:3 8:1 29:10 34:15	produce 50:8
	paid 26:10	period 17:16 27:18 35:13 36:25 37:21 56:10	position 5:5,8	professional 24:4
	Palm 22:12 23:9,17 36:22	person 54:7	positions 2:24,24 3:11	program 1:10 6:20 9:15 13:22 15:22 22:7,22 25:13 26:9 27:9 32:14 33:12 33:19 35:1 40:10 41:16 43:4,16,22 44:6 47:12 48:10 48:18 49:2,9,11,12
		personally 24:7	positive 44:10	
		phase 9:22 10:7,8,8 10:14 11:2,11 14:5 34:11	possible 2:17 41:1	
		phases 15:20	posted 41:23 43:18	
			posts 36:6 42:6	
			potential 48:4 55:22	
			PPO 27:19	

49:22 56:22	pursue 2:25 23:14 25:22 26:6	26:25 30:6 32:5 39:13,22 40:7 42:3 44:18 48:5,5 50:21 51:22 54:25 56:6	relocated 10:4 remain 14:12 remaining 16:7,18 28:17 47:11 remind 43:3,3 reminder 28:7 41:24 renewal 36:10 renovating 8:1,16 9:9 renovation 6:24 18:18 renovations 9:12,13 18:12 rental 51:24 repeat 53:2 replace 9:19 replaced 27:19,23 replacement 9:11 replacing 12:12 report 14:7 16:6 17:13 18:8,11 27:4 29:5,10,22 30:2,4 30:13,21 31:20 32:13,18,20 33:22 33:23 55:20 58:7 Reported 1:22 Reporter 58:4,14 REPORTER'S 58:1 reporting 1:23 17:16 17:22 31:19,22 35:13 36:25 37:21 representative 47:1 represented 35:14,16 request 27:24 requested 27:10 requests 27:14 required 18:15 20:6 26:5 requirements 38:17 38:18,19 47:10 reschedule 52:23 Research 1:9 reservation 52:3,4 reserve 28:13 33:18 34:2,5,12,12 reserves 33:14 reset 14:10,13 17:14 Residents' 46:16 resolution 4:22 5:1 6:11 7:18 44:20 55:2,16 56:2,3,15 56:25 57:9,10,13 resolving 21:15	resources 37:12 response 6:9 9:5 18:9 29:14,16,20 34:18 45:21 46:10 47:5 50:14 55:14 restroom 57:3 resulted 35:10 retain 36:9 reveal 23:3 review 10:21 16:4 18:8 22:18 29:7 30:1,2 40:11 reviews 10:18 Revised 21:19 revision 4:25 revolutionary 39:13 rework 26:6,7 ribbon 14:15 19:17 19:21 right 3:3,11,12,16 4:5,25 23:19 24:11 25:14,25 27:8,20 39:22 46:18,21 48:19 49:5,15 50:19 51:18 52:7 right-hand 17:21 Rights 4:6 risk 29:3,6 33:16 34:6,6 risks 33:18 34:2 Riverglades 16:10 Riverside 46:16,17 Robert 1:9 robust 55:12 roof 7:3,3,8 20:14 roofing 7:13 20:18 roofs 14:25 room 10:13 20:24 47:9 48:25 rooms 48:23 routine 36:8 rules 3:8 run 48:10 49:14 running 15:2 49:1
programs 50:5 progress 30:14 40:6 43:10 project 1:11 7:3,7,9 7:12,22,23 8:21 9:23 10:24 11:1,7 11:10,18,20 12:2 16:13 17:17 20:11 23:12 28:11,17 32:19 33:13 34:9 34:11 47:17 56:9 56:20,21 57:7 projecting 31:24 projects 6:14,16 7:6 7:20 8:2,9,23,25 9:1,8 13:24,25 14:4 14:6,8,9,12,23,24 15:1,14,15,16,18 15:21,23 16:1,3,7,9 16:18,21 17:1,3,14 17:17 18:5,18 22:25 30:19,22,23 31:2 33:2,4 34:9 38:5 55:18 56:4,6 57:2,10 promise 40:7 promised 56:17 57:5 promoting 36:2 prompt 38:6 proper 48:8 properly 47:23 48:10 48:13 49:16 50:24 proposals 37:25 proposed 18:11,22 prosecuting 21:6 proud 42:8 provide 6:2 13:10 22:17 37:12 45:13 49:4 51:15 provided 6:10 17:23 19:12 24:4 26:13 46:12 providing 6:21 33:23 public 1:1,19 22:13 23:10 24:25 29:9 36:21 45:17,25 46:1 50:11 57:12 58:5 Purchase 33:10 purpose 22:17 56:14 purposes 10:6	<hr/> Q Q3 30:18,20 Q4 35:5,17 38:12,23 40:20,23,24 quarter 13:22,24 14:8,19 16:16 25:7 28:4,20,20 30:19 32:13,15 33:5,8,10 35:10 36:4 40:22 41:7,17 42:3,11 quarter's 32:12 38:10 41:2 quarterly 13:20 15:13 17:13 32:18 question 3:10 24:19 32:4 40:18 44:13 46:3 47:2 48:17 53:24 56:12 questions 18:2 29:25 34:16,17 40:14 44:12,19 quick 3:10 24:18 32:4 quickly 2:17 quite 11:24 15:11 24:6,21 27:12 quorum 2:5,14 51:1 51:2,5,23 52:2,21 52:24 53:25 54:15 55:9	realtime 42:7 reason 27:16 29:21 52:18 reasonable 23:1 reasons 27:12 28:19 52:15 recall 31:15 received 19:7 26:11 recess 45:23 reciprocal 36:19 37:2 recommendation 6:8 9:4,6 16:4 18:9 23:24 29:21 30:15 30:16,25 31:3 33:21,24 recommendations 2:22 3:1,4 6:9 29:15,17,18 31:7 53:13 recommended 16:5 18:10 recommending 21:25 23:9,19 recommends 33:25 reconstitute 55:6 reconvene 50:12 record 58:8 recovered 34:10 recovery 23:24 reduce 17:24 21:20 reflects 37:18 refrigeration 47:15 48:8 regarding 21:24 region 39:14 regular 11:15 reimbursement 23:15 reiterate 23:23 24:5 28:5 48:14 related 36:23 relation 26:23 relationships 42:12 relatively 27:2 release 43:20 53:3 released 20:23 29:8 relevant 18:16 20:25 relocate 6:24	<hr/> R R 1:12,23 2:1 58:4,14 rain 57:18 raised 57:11 ramp 19:2 21:1 reach 46:5 reached 10:17 read 28:5,6 30:3 57:12 reader 16:11 ready 21:13 real 56:12 realistic 51:22 realized 7:23 31:1 really 2:6,13 17:25	<hr/> S S 2:1 S/M/WBE 31:22 38:11,16,24 safety 16:18,19 17:2 Sarah 47:1 saying 11:24 22:8

25:21 51:7 52:21	services 7:5 24:3	sneak 42:22	Stoneman 16:13	tables 43:5
says 54:6 55:20 56:15	set 8:4 33:14	social 36:3,6 42:5	stopping 49:9	take 11:14 28:12 55:4
SBBC 1:9	sets 29:19	43:19	stories 42:14	taken 5:15 7:2 15:22
SBEs 35:6	share 17:12 38:19	solicitation 36:4	story 44:1,3,10	21:20 24:8 34:25
scenes 41:22	sharing 36:7	solicitations 39:3,15	Stranahan 1:3 20:3,8	talk 15:7 18:22 24:16
SCEP 16:7	Shelley 1:11 6:6	Solutions 1:13 41:15	20:18 21:11 46:18	27:3 36:23 42:23
schedule 14:10,13,13	shift 13:5	somebody 3:8	46:25 47:4 48:18	53:15,19
17:14,15,18 18:13	Shim 1:9 2:20 3:3,12	someone's 49:5	49:12	talked 11:6 21:23
19:17 44:25	3:16,19 4:10,25 5:7	soon 20:22 24:23	strategies 6:21 7:16	24:5 25:15 31:16
scheduled 16:6	5:22 11:23 15:2	sorry 19:23 25:18	strategy 7:12	50:22
school 1:3 8:15 9:16	32:11,11 34:24	40:17 43:25 47:19	structural 9:17	talking 22:5 23:5
10:23 11:15 12:6	45:5,13,16 46:8	sort 7:10 8:4 11:22	student 10:4 13:11	26:25 40:10
12:11 15:10,17,18	49:21 52:19,20	25:23 45:6	students 6:25 9:25	talks 17:13 39:8
17:7 18:23 19:5,14	55:25 56:1 57:20	South 1:24 4:8 36:23	12:13 43:3,8 47:4	Tallahassee 51:18,19
19:24 20:9 21:4,25	short 43:17	39:8,18 43:24,25	49:9 50:8	Tap 42:13
30:18 35:20 36:21	show 15:4	space 6:17,22,22,24	subconsultants 31:18	target 38:13
39:12 41:25 42:1	showed 15:9 27:4	6:25	subcontractor 35:21	targeted 35:8 36:5
42:15,16,16 43:2,4	40:20	speaker 1:19 45:17	subject 27:1	tasked 50:23
44:22,22 46:19	showing 31:23	46:1 49:24	submitted 37:24	tasted 50:6
48:3 49:5	shown 17:4 32:17,19	speakers 46:4	subs 38:22	taxpayers 30:1,3
schools 1:1 14:21	33:6 34:13 36:12	speaking 11:4 27:2	substance 30:14	TaxWatch 1:9 6:1,9
15:8 18:13 22:13	shows 32:18	Specialist 1:12	substantial 55:21	16:5 18:10 33:22
23:10 29:24 30:7	side 10:12 17:21	specific 3:11 17:9	success 3:6	33:23,25
36:8,21 37:9 40:2	side-by-side 41:4	spells 39:4	suggest 5:4,5	Teacher 4:2
41:18,19 42:15	signed 46:4	spend 56:3,19 57:11	suggestion 2:21 5:6	Teachers 1:17
44:16 47:12	significant 9:14 33:9	spending 39:17	Suite 1:24	team 15:11 24:6
scope 7:3,25 8:10,11	similar 38:5	spent 32:24,25 56:13	summer 10:3 13:23	33:17,23 38:15
9:8,10 10:11,14	single 15:9	spoke 21:1	14:3,22 15:4 30:22	39:6
47:13 57:1	sir 32:7	spotlight 37:16	42:24	teams 14:21 54:8
scoping 49:19	site 6:23 42:9	sprinkler 16:25	superintendent	Technology 4:9
Score 37:11	sits 46:21	stabilizing 23:7	10:19,19 11:5	tell 3:13
screws 54:9	six 35:10,12 55:9	staff 6:1,20 9:25 10:4	supplier 37:4 38:5	term 7:1
second 10:8	sized 38:5	22:24 33:25 45:8	suppliers 35:25	terminated 20:11
section 29:22 30:1,3	slide 6:4,5 13:20,20	47:6	36:18 39:13	21:11
30:5,5,11	13:24 15:12 16:17	standard 17:11 29:19	support 22:5	termination 21:12
security 16:18 49:4	17:11 25:6,12	start 16:19 28:12	supposed 44:25	terms 30:13
see 13:23 14:1,2	31:13 33:12 35:24	45:24	sure 13:14,17 18:1	thank 13:18 15:7
16:20,22 17:15	36:15 37:10,18	started 7:21 9:2,22	22:23 24:12 38:17	25:3 29:14 32:1
18:25 26:21 31:5	38:9,10 39:1,4,7,8	29:18	40:1 41:9,23 43:1	33:22 34:24 40:15
41:17 47:18 49:18	40:20 42:10,21	state 57:7 58:2,5	44:24 46:11 48:3	41:10,12 42:4
53:16 54:22	43:11	states 55:16	surprised 26:21	44:18 48:16 49:17
seen 21:21 39:1,4	slides 17:5	status 16:17,19 17:2	sustain 22:19	50:17 51:14 52:12
46:4 50:18	slight 26:13	17:8 18:6 47:2	SW 1:4	57:19,22,24
send 5:24	small 8:12 17:5 27:1	49:19	swag 43:6	theme 36:11
sending 36:9	39:6,14 43:14	steal 3:21	sweeping 28:16	thereof 58:9
Senior 1:10	SMART 9:1 11:22	stenographic 58:9	swing 6:21,22,25	thing 2:6 26:12 41:9
sense 8:9 9:19	12:1 15:22 28:13	stenographically	switch 13:19	things 7:1,10 11:13
sent 43:19	32:14 33:12,19	58:7	switchgears 14:25	14:24 22:6 24:8,11
September 1:5 19:8	34:5 35:1 38:14,15	step 53:7 55:19	system 16:11	49:4 50:4
34:3	41:16,24 43:4,16	Stephenson 35:17	systems 47:9	think 4:5,12,17 5:7
series 14:3 24:7	48:1 49:22 56:22	steps 39:5		6:13 14:1 15:1
Service 1:23	snapshot 31:23	Steve 1:15 54:12,20		21:18 27:17 28:6
			T	

30:9 40:19 44:13 44:20 49:10 50:5 51:16 52:6 54:1,16 54:20 55:3,7,21 56:1,5 57:6,9,13,17 thinking 30:23 54:17 thought 19:22 30:21 44:8 thoughtful 29:16 thoughts 53:16 three 14:4 15:21,23 28:18 29:24 37:25 42:14,15 thunder 3:21,23 tied 52:3 time 10:15,21 26:14 28:6,14 31:1 34:13 39:17 51:1,12,16 51:22,23 52:4,10 54:9,14 time-wise 7:15 Timeframes 16:17 times 21:21 26:2 48:4 50:6 53:15 Timothy 1:23 58:4 58:14 today 57:4 Tommy 1:16 50:17 tonight 46:24 top 3:16 total 14:6,22 16:21 17:1 25:10 27:9 32:14,22 37:21 38:24 totalled 28:22,23,25 totalling 16:23 touches 38:4 toured 48:3 transaction 32:21 transcript 58:8 tri-county 36:19 true 58:8 try 38:8 52:22 53:6 trying 8:11 11:7 50:23 57:14 turn 24:15 turnpike 52:1 two 4:10,21 16:9 17:5 20:13 38:23 47:20 48:23 type 23:6,18 29:19 55:1	types 8:23 28:8 typically 24:23 <hr/> U Uh-huh 28:2 unable 48:6 unallocated 34:12 uncompensated 24:3 understand 12:7 17:4 51:10 understanding 22:2 30:10 51:9 underutilized 8:18 unique 37:20,24 update 4:11 14:20 42:1 44:11 50:3 updates 42:8 upgrading 47:3 use 6:16 7:2,24 40:4 47:4 48:8 utility 11:12 utilized 8:2 <hr/> V vacate 9:24 value 23:16 24:2 26:10 28:1 vault 10:11 11:13 vendor 40:5 version 5:1 versus 25:25 Vicki 57:24 Vicki's 57:21 video 15:4,5,6,8 videos 43:18,19 view 56:9 57:7 violation 21:8 virtual 37:15 virtually 54:5 56:23 visit 44:15 visiting 41:19 visitors 42:5,6 vote 2:7 54:1,14 voters 56:17 voting 54:6,6,7 VP 1:9 <hr/> W want 2:20 3:20 7:19 11:19 13:6 18:21 28:4 29:13 32:2 48:2,14 50:25 53:2	53:9 wanted 10:21,24 14:18,19 26:17 31:14 34:23 37:8 43:1,12 52:20 57:21 wanting 44:7 warranty 56:10 wasn't 4:14 47:25,25 waste 50:25 51:12 watch 14:7 way 31:5 51:11 55:7 ways 24:13 we'll 2:16 16:18 34:11 44:20 45:25 49:24,24,24 55:12 we're 6:18 7:1,4,17 7:21 8:11 12:12 15:1,2,19 16:1 20:21 21:2,13 22:8 23:9,18 25:13,17 28:16 39:22,25 40:7 41:22 42:3,8 42:11 45:6,7,13 46:19 47:19,20 50:18 54:5 57:14 we've 6:22 7:2 8:3 13:22 14:15 17:22 17:23 18:19 21:21 22:3 24:5 25:15 26:10,24 27:24 28:10 29:17 33:10 44:5 50:22 53:4 56:7,21 web 42:1 website 5:22,23 41:23,25 42:5,7 43:8 welcome 41:11 well-known 8:4 went 13:25 27:19 women 35:2,7,11 wonderful 50:6 work 7:10 9:8 10:5 10:12,14 14:21 17:9,19,20 18:15 18:23 19:6,16 20:6 20:13,15,18,19 21:6,13 22:22 23:6 23:18 24:22 25:24 25:25 26:1 40:6,6 41:21 42:24 43:16	worked 13:10 33:17 43:14 working 15:1,10 17:25 19:3,17 20:22 21:10 24:7 37:6 39:20,22 40:1 42:18 works 52:12 workshop 24:24 44:23 45:1,9 workshops 45:7 wouldn't 4:19 wrapped 55:18 wrong 30:17 <hr/> X <hr/> Y yard 10:13 yeah 12:10 13:12 29:9,13 45:5 46:8 52:9,20 56:1 year 15:10 16:12,16 31:16 55:23 year-to-date 40:21 years 57:22 Yvonne 1:13 41:15 <hr/> Z Zoom 53:19 <hr/> 0 <hr/> 1 1 6:8 9:4,11,14,24 12:10,11 13:1,3 18:12 23:17 26:16 29:15 32:16,16,22 33:5 1.5 25:8,18,18 1.8 28:25 10 28:22,23 39:21 100 16:23 11 28:22 39:10 110b 17:20 117 14:21 118 33:20 12.75 17:18 120.3 34:14 13.9 33:2 15 32:17 15-106 4:23 55:5	152 33:3 16.3 38:25 160 36:4 165.9 32:25 33:1 17 13:25 16:25 171 15:10 17th 11:15 180,000 27:4,6 1800 1:4 190 47:9 1B 10:8 11:2,11 1st 19:11 <hr/> 2 2 9:6 20:2 23:12,13 23:19 24:1 29:15 35:22 39:19 2014 7:22 8:22 57:5 2020 17:14 2021 18:24 2023 1:5 16:12 19:6 20:2 32:14 34:3 58:10 2024 16:16 19:11,16 2025 6:12 9:3 12:4 55:20 203 16:2 204 30:18 21 1:5 14:11,14 22 14:8 17:16,18,24 34:1 225 30:20 23-109 6:11 230 30:20 23rd 19:8 250,000 26:23 27:5,8 26 30:23 266 12:14 285 19:7 28th 44:23 <hr/> 3 3 18:6,13 28:21 29:21 29:21 47:1 30-day 36:10 30th 19:6 32:14 330.2 33:11 33301 1:24 33312 1:5 35 38:25 35,827 19:25 36 34:1
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

360,000 28:23	9		
39 37:23	9.1 32:15 35:19		
4	90 36:10 37:22		
4 14:5 15:13 16:4	954-463-3326 1:25		
18:17 30:15,16,19	97 16:2		
31:16	98.7 33:6		
42 35:14	99 26:9		
42.46 31:24			
427 32:20			
428.9 32:23			
45 35:16 38:12			
452 32:20			
47 14:12 17:14 34:5			
37:22			
475 33:6			
5			
5 33:21,24 52:9 53:18			
5.7 38:24			
5:39 1:6			
500 1:24			
51,800,000 14:22			
585.7 32:16			
594.8 32:16,22			
5th 1:4 34:3 58:10			
6			
6 14:8 20:19 30:5			
37:23			
6,000 42:4			
6,800 42:4			
6.8,000 42:4			
6:56 1:6 57:25			
60 15:2 36:10			
60,000 29:2			
61 16:14			
633 1:24			
68 16:25			
7			
7 16:1 38:12			
738 33:15			
77.1 33:7			
8			
8 30:6			
8:00 51:25			
81 16:22			
82,405 16:10			
89 17:1			