

Page 1

KC WRIGHT ADMINISTRATION CENTER
 BOARD ROOM
 600 SE 3RD AVENUE
 FORT LAUDERDALE, FLORIDA
 January 25, 2021
 5:43 p.m. - 7:33 p.m.

ATTENDANCE:

Omar Shim, SBBC Capital Budget Director
 Judith M. Marte, SBBC Chief Financial Officer
 Robert Nave, Florida TaxWatch, VP of Research (Virtual)
 Frank L. Girardi, Task Assignment Executive Director
 Capital Programs
 Kathleen Langan, Senior Program Director, AECOM
 Ashley Carpenter, Atkins, Project Control Manager
 Robert Ballou, Director, Economic Development &
 Diversity Compliance
 Susan Cantrick, Director, Applied Learning
 Shawn Cerra, Director of Athletics & Student
 Activities
 Gregory T. Boardman, Project Manager III
 Phillip H. Dunn, II, Chief Information Officer
 Yvonne Garth, Garth Solutions, President/CEO

Bond Oversight Committee Members:

Adam Rabinowitz, Esq., The Florida Bar
 Latha Krishnaiyer, Broward County Parent Teachers
 Association
 Laura Aker Reece, Florida Government Finance Officers
 John C. Herbert, Florida Government Finance Officers
 Steve Hillberg, P.E., Civil Engineer
 Ann Siegel, Esq., Disability Rights Florida (Virtual)
 Tommy Demopoulos, Fire Inspectors Association of
 Broward County
 Brian Johnson, Minority Builders Coalition

Reported by:
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Page 2

1 PROCEEDINGS

2 ---

3 MR. RABINOWITZ: All right. Let's call this
 4 to order, the sooner the better.
 5 Good evening everyone. Nice to see everybody
 6 in person.
 7 The first order of business other than
 8 calling the matter to order is the approval of
 9 the minutes for the prior meeting. Do I hear a
 10 motion to approve the minutes?
 11 MR. HILLBERG: I have a question. There are
 12 no meeting minutes because it's a video-based
 13 format; right? So I'm not sure how we can
 14 approve the meeting minutes, although I didn't
 15 review the whole two and a half hour meeting.
 16 BECON TECHNICIAN: Are we ready to go live,
 17 gentlemen?
 18 MR. RABINOWITZ: Apparently, we didn't.
 19 BECON TECHNICIAN: Stand by.
 20 MR. RABINOWITZ: All right. Now, we can
 21 start.
 22 Now, we're ready?
 23 All right. We will call this meeting to
 24 order. The first order of business is supposed
 25 to be the approval of the minutes for the

Page 3

1 meetings. As Mr. Hillberg pointed out, there are
 2 no actual hard minutes for us to actually
 3 approve.
 4 Is my understanding correct, Omar?
 5 MR. SHIM: Yes. There is actually a video, a
 6 recorded minutes, so --
 7 MS. AKER REECE: I move it. It has to be
 8 correct. It's a video.
 9 CHAIRMAN RABINOWITZ: I don't think anybody
 10 can manipulate that. Is there a second to the
 11 motion?
 12 MS. KRISHNAIYER: Second.
 13 CHAIRMAN RABINOWITZ: And all those in favor
 14 say aye.
 15 COMMITTEE MEMBERS: Aye.
 16 CHAIRMAN RABINOWITZ: Okay. Wonderful.
 17 Motion passes.
 18 The second order of business is the approval
 19 of different -- or additional members of our
 20 esteemed committee. I want to make sure that
 21 everyone's had an opportunity to see the CVs of
 22 the individuals and are there any questions
 23 relative to those individuals, their
 24 qualifications and their prospective
 25 participation on this organizational committee?

Page 4

1 MR. HILLBERG: No.
 2 MS. KRISHNAIYER: No.
 3 CHAIRMAN RABINOWITZ: So should we just move
 4 them in individually or should we move them in as
 5 a body? I think we'll just move them in as a
 6 body.
 7 All right. Hearing that there's no
 8 questions, I think that we still need a motion to
 9 approve the individuals that are identified, John
 10 Herbst, if I pronounce it incorrectly, I'm sorry,
 11 Jose Cortes, Brian Johnson, and Tommy, I will
 12 definitely mess this up, this name, Demopoulos.
 13 MR. DEMOPOULOS: Demopoulos.
 14 MS. AKER REECE: So moved.
 15 CHAIRMAN RABINOWITZ: Great. All those in
 16 favor say aye.
 17 COMMITTEE MEMBERS: Aye.
 18 CHAIRMAN RABINOWITZ: Wonderful.
 19 Congratulations to everybody.
 20 MRS. MARTE: Sir?
 21 CHAIRMAN RABINOWITZ: Yes.
 22 MRS. MARTE: If I may, through the Chair,
 23 welcome them to the committee on behalf of the
 24 Superintendent. I look forward to their input,
 25 their ideas and their suggestions. And I want

1 to, up front, thank them, as we do the rest of
2 the committee for their service to the District
3 in this role.

4 CHAIRMAN RABINOWITZ: Thank you. We
5 appreciate that. And I'll say I'm sorry in
6 advance, too.

7 And so, hearing that, can they join us here
8 now? Or for spacial reasons they have to stay
9 like this? That's totally fine.

10 MR. SHIM: Yes, I think there's enough room
11 because there's two new members that are here,
12 and if I'm not mistaken there are two on-line.
13 We can confirm that. As well as Ann is on-line.
14 So you pretty much should have a full committee,
15 but with the physical quorum and then the on-line
16 members.

17 CHAIRMAN RABINOWITZ: All right. Fair
18 enough. Question?

19 MS. AKER REECE: Yeah, I'm actually -- John's
20 replacing me, so I just wanted to say it was
21 great to work with you all and thanks to staff
22 for of the hard work. And please be nice to him.

23 So, I'm taking off, actually. Thank you.

24 MR. RABINOWITZ: All right. Wonderful.
25 Thanks so much.

1 court validated the GOB, which was the next step
2 in the process in early 2015.

3 And then the Board, in May, approved the --
4 or amended our District Educational Facilities
5 Plan to include the SMART Program, which at the
6 time was \$984 million, which included the \$800
7 million that was voted in the General Obligation
8 Bond as well as \$184 million of additional
9 District funding.

10 In Quarter 3 2015 the school district hired
11 the initial Program Management Team and in
12 Quarter 4 we had the District conduct a Disparity
13 Study to stimulate local economic growth.

14 In Quarter 1 of 2016 the initial PMOR
15 develops and establishes the program
16 infrastructure and protocols.

17 In Quarter 2 in 2016 the first projects moved
18 from Planning to Design.

19 And in Quarter 4, 2018 there was a
20 Re-Baseline Schedule.

21 But I just wanted to -- oh, in Quarter 3,
22 2020 there's a new PMOR hired. And that's kind
23 of, at least the latter parts of that are the
24 construction piece, but I know initially we
25 actually did -- we accelerated the Music and Art

1 (Ms. Aker Reece exited proceedings.)

2 MR. HERBST: Good evening everybody, I'm John
3 Herbst, City Auditor for City of Fort Lauderdale
4 and hopefully I'll do half as good a job as
5 Laura.

6 MR. RABINOWITZ: Did she do that to your arm?

7 MR. HERBST: She twisted my arm and here I
8 am.

9 CHAIRMAN RABINOWITZ: Fair enough. Welcome.
10 That moves us to our next order of business.
11 You're going to join us up here? Wonderful.
12 That makes you Tommy.

13 MR. DEMOPOULOS: Yes, sir, Tommy Demopoulos.

14 MR. RABINOWITZ: You're Irish; right?

15 All right. Wonderful. Welcome everybody.

16 That moves us on to our quarterly reports.
17 We'll start with Technology.

18 MR. SHIM: Well, before we get to Technology,
19 I just wanted to back up a little bit and give a
20 little bit of a history and context of the
21 program for the new members.

22 And this slide is just basically, you know,
23 historical. In 2014 the Needs Assessment was
24 conducted. Also in Quarter 4 the voters approved
25 an \$800 million general obligation bond. And the

1 program as well as some of the Technology was
2 accelerated and we started that a lot sooner. So
3 that's basically kind of a background.

4 MR. HILLBERG: That was a good graphic. I
5 liked that.

6 MR. SHIM: Sorry?

7 MR. HILLBERG: I liked that graphic.

8 CHAIRMAN RABINOWITZ: Which brings us to the
9 report from Mr. Dunn.

10 MR. SHIM: Mr. Dunn, I don't think he -- he
11 sent an email and said that his portion was
12 completed. So he didn't have anything other than
13 what's in the report that we have ongoing.

14 MR. RABINOWITZ: Which then raises, before we
15 get there, obviously, the question that I asked
16 you off-line, we all read newspapers. We know
17 what has happened historically. And what has
18 been alleged. Nobody here is convicting anybody
19 here of anything, but given what has been
20 reported with the previous individual that
21 reported to this committee and provided reports,
22 and the answer very well may be that you can't
23 answer the question, and I understand that as an
24 attorney, but -- and this may be a question that
25 gets directed to the general counsel. That

1 being, to the extent that there are any efforts
2 to recoup any bond dollars associated with the
3 allegations that have been lodged against,
4 forgive me, his name is escaping me, the
5 individual who has been the target or whatever
6 word you want to utilize, and alleged to have
7 engaged in wrongdoing, will the school board take
8 action to try to recoup any of those moneys to
9 the extent there was impropriety concerning the
10 utilization of bond dollars?

11 MRS. MARTE: So, as an attorney, you know
12 what I'm going to answer. The District does not
13 speak to ongoing investigations. What I will say
14 is, I will share with the Superintendent the
15 committee's concerns as well as the excerpt from
16 the transcription. And, certainly, given that
17 the allegations surround at least partially
18 dollars from the SMART Program we certainly
19 understand the committee's concern and will keep
20 you up to date.

21 CHAIRMAN RABINOWITZ: We appreciate that.
22 Only because we would be remiss if we didn't ask
23 the question. And, again, I'm not looking for
24 the specific strategy, just something that it is
25 being addressed, it is being looked into, there

1 but in an abundance of caution and with
2 everyone's safety in mind I decided to sit this
3 one out, kind of ride it out from the sideline.

4 So in any event, I expect to be at the next
5 meeting. So, again, I hope you understand.

6 The one question I had and there was nobody
7 from technology to answer it, for the last couple
8 of reports the only outstanding technology
9 product was the power supply project. The last
10 report said that it had been pushed back and the
11 expectation was that it would be completed in
12 December of 2020. The only question I would have
13 is, has that been done? Do you know?

14 MR. SHIM: Through the Chair, we'll have to
15 get back with you, but I think that's the
16 presumption because he did email and say that all
17 projects are completed.

18 MR. NAVE: I'm good. Well, if that's the
19 case, then the technology portion of the first
20 release of bond money would be complete; right?

21 CHAIRMAN RABINOWITZ: They're shaking their
22 heads.

23 MR. SHIM: Yes.

24 MR. NAVE: Okay. I can't see you guys. Okay
25 then I will probably in the next quarterly report

1 has been discussion, without saying what it is,
2 with general counsel and outside counsel to, you
3 know, try to determine whether or not there was
4 an alleged misappropriation of bond dollars and
5 what action or if any action whatsoever would be
6 taken to try to recoup those dollars? Because
7 that's our job, so I'm just asking the question.

8 MRS. MARTE: I acknowledge that concern and
9 we'll make sure that it is relayed to the
10 Superintendent.

11 MR. RABINOWITZ: Wonderful. Thank you so
12 much. I appreciate it.

13 That brings us to -- well, I guess that
14 brings us to Music, Art & Theater, Ms. Cantrick?
15 Omar?

16 MR. SHIM: Through the Chair, I know that Bob
17 Nave is on-line, so I don't know -- I know that
18 as far as the way that we have been doing it is
19 that he would comment on each one.

20 CHAIRMAN RABINOWITZ: Yeah, go ahead, Bob.
21 Sorry. Since you're not here --

22 MR. NAVE: No, I want to apologize for not
23 being there in person. This is the first time in
24 five years that I'm not able to attend, but --
25 (inaudible). So we reopened the office today,

1 I will probably make a statement to that effect
2 and move this to the back of the report if that's
3 okay with the committee.

4 MR. SHIM: Yes.

5 MR. RABINOWITZ: All right. So our
6 stenographer is advising me that there is
7 difficulty hearing those people that are online.

8 So, Bob, if you could get as close to your
9 microphone as possible, that would be appreciated
10 because we're having difficulty in the room
11 hearing you. Okay?

12 MR. NAVE: All right. You can see how close
13 I am to my microphone. Is this better?

14 CHAIRMAN RABINOWITZ: Yeah, we're looking at
15 the top of your head, but other than that it's
16 wonderful.

17 MR. NAVE: I didn't even shave. I'm sorry.
18 I was told that you guys wouldn't see me.

19 MR. RABINOWITZ: We're delighted to see you,
20 but we want to hear you as well.

21 MR. NAVE: I know. I appreciate that. Can
22 you hear me better now?

23 Isn't technology grand?

24 MR. RABINOWITZ: Yeah, can we get some
25 technology dollars for our friend, Bob?

1 I'm just kidding.

2 MR. NAVE: I'll try to speak a little louder
3 if that helps. But this project has been done
4 and all of the technology spend will have been
5 completed and I will recognize that in my next
6 report and probably push this back to an appendix
7 in the report, if that's okay with the committee.

8 CHAIRMAN RABINOWITZ: That's fine by me.
9 Does anybody have any concern about an appendix?

10 MR. HILLBERG: No.

11 CHAIRMAN RABINOWITZ: Hearing none, that will
12 be fine. Thank you.

13 MR. NAVE: Okay. Then that's all I have on
14 Technology.

15 CHAIRMAN RABINOWITZ: Okay. Wonderful.
16 Let's move on to the next category, which is
17 Music, Art and Theater Equipment.

18 MS. CANTRICK: Good evening, everyone. Susie
19 Cantrick, Director of Applied Learning.

20 We are quickly approaching the completion of
21 our portion of the SMART Bond. We are very
22 excited about that. For this quarter we were
23 successful in delivering 641 items. I can tell
24 you that as of today's date we have delivered all
25 musical instruments to all schools. Yes. Very

1 MR. HILLBERG: Sorry to keep bugging you
2 about the kilns.

3 MS. CANTRICK: No. Hey, it's a good
4 question. If they have been delivered to the
5 schools they should be able to be used. So I
6 thank you for that.

7 And for Theater, 38 of the 39 schools at the
8 end of this quarter had all their equipment. We
9 have one school remaining that needed additional
10 wiring that was not figured into the cost at the
11 time we ordered these items for the school, so we
12 needed to backtrack a little bit. But we worked
13 with the school, we were working with the vendor
14 and -- and we're hoping that that will be
15 completed by the end of the next quarter.

16 And that's all I have.

17 MR. RABINOWITZ: I have a practical question.
18 I know my kids are not, physically, back in
19 school. But what about -- what's happening? I
20 understand that the equipment was all actually
21 delivered to the schools. Some of it may or may
22 not have been actually installed at this point,
23 but are kids actually playing instruments at home
24 online? I mean, what --

25 MS. CANTRICK: Yes, they are. They are.

1 excited about that.

2 Next slide, please. Thank you.

3 Kilns, all kilns have been delivered to all
4 schools. We were able to order 136 kilns. Some
5 schools, depending on their program, were able to
6 order two kilns and others one kiln, but we were
7 able to provide a kiln to every school that
8 requested a kiln.

9 MR. HILLBERG: On the kilns, if I may?

10 CHAIRMAN RABINOWITZ: Sure.

11 MR. HILLBERG: How many of them are complete,
12 done and in service.

13 MS. CANTRICK: There are two at one school,
14 Stranahan, that are remaining to be installed
15 because of the building that -- the room and the
16 building within which they were intended to be
17 placed is falling apart, is my understanding. So
18 what we've done is we have reviewed other
19 potential places for those two kilns. We've put
20 in work orders for the electric fanning, there's
21 one other item that escapes me at this moment.
22 But the work orders are in, we're waiting for
23 those to be completed, and then those will be the
24 last two kilns that need to be installed. But
25 all other kilns are installed.

1 CHAIRMAN RABINOWITZ: Wow.

2 MS. CANTRICK: And our teachers are teaching
3 students who are at home and in their classrooms.
4 And we actually purchased specific masks for
5 playing instruments and specific masks for
6 theater, for singing and chorus, to enable a
7 sense of safety and the ability to play those
8 instruments. So the masks for instruments that
9 have a mouthpiece have a hole in them so that the
10 students can play those instruments. But they
11 are playing their instruments. Yeah, our
12 elective classes are happening and our children
13 are engaged. So I'm very proud of that. And our
14 -- my team has created content for all of those
15 programs and the teachers are using it and very
16 excited. It's content written specifically for
17 the challenges that the teachers are facing.

18 CHAIRMAN RABINOWITZ: Thank you for letting
19 us know.

20 MR. HERBST: Mr. Chair, if I may? So my only
21 comment would be with respect to the musical
22 instruments, having the benefit of 10 years on
23 the audit committee and living through all the
24 property audits that we've gone through is they
25 tend to wander away without a lot of internal

Page 17

1 controls, they disappear a lot.
 2 So given the amount of money that we're
 3 spending on instruments, I see Joris is not here
 4 tonight, but I'm hoping that we've got more
 5 robust inventory control than we've had because
 6 they are popular items that disappear.
 7 MS. CANTRICK: Certainly. So I can respond
 8 to that, if you'd like. I've worked very closely
 9 with auditing, and so the instruments actually
 10 were ordered from my department so that we could
 11 help to manage and support the schools with their
 12 inventory and we have also ensured that the
 13 serial numbers are supplied on the invoices. And
 14 when they are not, that the principals are
 15 working with their staff to get the physical
 16 serial numbers off of each time and putting them
 17 into the system. So we work very closely with
 18 auditing to ensure that all of that information
 19 is addressed accordingly.
 20 MR. HERBST: Excellent. Thank you.
 21 MS. KRISHNAIYER: Just to look back, are
 22 there still schools without music programs?
 23 MS. CANTRICK: Yes.
 24 MS. KRISHNAIYER: How many?
 25 MS. CANTRICK: If you hold for one moment I

Page 18

1 can pull that up.
 2 MS. KRISHNAIYER: And are they mostly
 3 elementary?
 4 MS. CANTRICK: I would say they are. So --
 5 so the size of the school dramatically plays a
 6 part in that. So we have worked consistently
 7 reaching out to principals looking at
 8 opportunities for sharing teachers across schools
 9 that have smaller populations. In addition, what
 10 we are now looking at doing with the successes
 11 we've had with distance learning is looking at
 12 those schools that don't have music programs or
 13 art programs and offering distance -- kind of
 14 offering virtual programs. For students who want
 15 to take music or want to take art and they don't
 16 have those programs at their schools, we are
 17 working right now on putting together those
 18 opportunities for next year for schools that
 19 don't have those programs.
 20 MS. KRISHNAIYER: But we can't do it this
 21 year? I noticed when you mentioned that the
 22 Superintendent had asked the Broward delegation
 23 if there was an opportunity to do virtual
 24 education for AP classes, et cetera, so would you
 25 require a waiver from the legislature or this

Page 19

1 could be done?
 2 MS. CANTRICK: This could be done. This
 3 could be done.
 4 MS. KRISHNAIYER: Okay.
 5 MS. CANTRICK: And we are also -- actually,
 6 AP is part of this discussion. It's a collective
 7 discussion across the district and AP classes are
 8 part of that discussion.
 9 MS. KRISHNAIYER: Great. Thank you. I
 10 really -- I think everybody would be delighted if
 11 those kids got the music because they need it the
 12 most.
 13 MS. CANTRICK: Agreed. Yep.
 14 CHAIRMAN RABINOWITZ: Anything else?
 15 MS. KRISHNAIYER: Thank you.
 16 CHAIRMAN RABINOWITZ: All right. Let's move
 17 on to Athletics.
 18 Oh, Bob, anything?
 19 MR. NAVE: Thank you. Yeah, one quick
 20 question. In the quarterly report all of the
 21 theater upgrades were supposed to be completed by
 22 the end of December. So I just wanted to ask,
 23 have they been done or are there still things to
 24 be done.
 25 MS. CANTRICK: All of the theater upgrades

Page 20

1 have been completed except for one high school
 2 which needed additional wiring, but all of the
 3 other schools, their lighting and sound systems
 4 have been put into place.
 5 MR. NAVE: Thank you.
 6 MS. CANTRICK: You're welcome.
 7 CHAIRMAN RABINOWITZ: Thank you.
 8 Now we can move on to athletics.
 9 MR. CERRA: Good evening. My name is Shawn
 10 Cerra, Director of Athletics & Student
 11 Activities.
 12 As you can see, we're coming down the
 13 homestretch. I'm very proud to say that our
 14 final project, which is the weight room at
 15 Northeast, is actually being prepped and the work
 16 started this morning. So we're getting ready to
 17 put the floor in this week and then the equipment
 18 shortly thereafter.
 19 This will close out our Athletics portion of
 20 the SMART Project. As you can see, we've already
 21 finished 29 weight rooms. We did those about a
 22 year and a half ago and beyond. And then the 15
 23 tracks. So once Northeast is tightened up, and
 24 we anticipate that being hopefully no later than
 25 the month of March, we will be 100 percent

Page 21

1 finished.

2 So at this time I'll entertain any questions.

3 MR. RABINOWITZ: Any questions?

4 (No response.)

5 CHAIRMAN RABINOWITZ: Hearing none, Bob?

6 MR. NAVE: Yeah, the only question I had

7 Shawn answered that, so thank you.

8 MR. CERRA: Thank you.

9 MR. RABINOWITZ: Facilities and Construction.

10 MR. HILLBERG: What's the plan for this

11 report as we move forward? We are now coming on

12 the edge of having sections 1 through 4 complete.

13 I did want to say that I like the way that

14 Technology and the charter schools was handled.

15 This item is complete and here's a link to go

16 look at the last report or something like that.

17 So we're going to gradually, I think, narrow

18 down into sections 5, 6, 7, 8, which won't go

19 away ever until we're done, and I just wondered,

20 are we looking at ways of modifying the report so

21 that maybe decrease some redundancy, shrink the

22 size of this and maybe save some of this for

23 posterity?

24 MR. SHIM: Yes, we are going to, as we

25 complete these sections, you know, advise

Page 22

1 everybody to close out their sections. So, you

2 know, as you said, we are very, very close to

3 doing that for the first four sections.

4 MR. HILLBERG: Thank you.

5 MR. GIRARDI: Ready?

6 MR. RABINOWITZ: Sure.

7 MR. GIRARDI: Good evening. Frank Girardi,

8 Executive Director of Capital Programs. I'd like

9 to start off by welcoming the new members to the

10 committee.

11 With that, before I turn it over to Kathleen

12 Langan who is the deputy director of AECOM who is

13 running the program for us, I just want to make a

14 few comments. Most of it will be covered in the

15 presentation.

16 We did have a Board Workshop on December 17th

17 where we did a State of the SMART Program to the

18 Board members with the resetting of the schedule.

19 So that has come out. They had some questions.

20 We are still working on the schedule and we'll be

21 going back to another workshop on February 9th to

22 bring them an update on that.

23 So, with that, a lot of my comments will be

24 part of the presentation, so let's go through the

25 presentation and then I'll be available for the

Page 23

1 questions after that.

2 So, Kathleen?

3 MS. LANGAN: Thank you, Frank. Kathleen

4 Langan, AECOM program director. Good evening,

5 glad to be here.

6 I wanted to start with just a review of the

7 State of the Program. As Frank indicated we

8 presented the State of the Program and then we

9 also included recommendations for contingencies

10 that we feel is important.

11 MRS. MARTE: I'm asking them to bring your

12 mike up a little bit louder.

13 MS. LANGAN: Can you hear me?

14 We came with recommendations, so we showed

15 the State of the Program. We spent a lot of

16 time, obviously, working on the reset schedule,

17 which as you can see from the last -- this is our

18 re-baselining, this is our resources again, where

19 we started with the 2018 schedule, we looked at

20 the resources that the 2018 schedule required,

21 and then we developed a resource diagram for the

22 2020 reset schedule, having, as you can see, the

23 resource basis, one project manager overseeing

24 eight projects in construction, enhancements to

25 e-Builder, that's that last one there.

Page 24

1 We're projecting plan completion for the

2 program the end of 2025. There are maybe 10 to

3 15 projects that go into '26 that are in

4 closeout.

5 As Frank had indicated, the Board had asked

6 us to look to see how we can improve on that

7 schedule and we are in the process of working

8 through that, looking at that. As we indicated

9 to the Board, it is a resource-driven issue, not

10 just for project management but what the market

11 here in Broward County can stand and actually

12 South Florida for roofers. So we're busy setting

13 that.

14 I guess we moved to the next page. I

15 apologize for that.

16 Future Reporting, we spent a lot of time

17 looking at the database in our discussions and

18 how we look at the program over the last few

19 months and there was a lot of issues with data

20 quality. And so we have worked with our team to

21 develop how we can update you all and the Board

22 on projects through e-Builder and we have

23 developed with e-Builder and folks as well as

24 Atkins a project profile that each project

25 manager will be updating their projects. We have

<p style="text-align: right;">Page 25</p> <p>1 added to that a risk register so that we're 2 always tracking the risk of each individual 3 project by the project manager. And we have 4 provided training for our project managers over 5 the last two weeks. January will be the first -- 6 the end of January will be the first data 7 collection and it is actually all electronic. So 8 we are excited about that.</p> <p>9 As you can see for the report moving forward, 10 for this one we'll have a spotlight data which 11 will reflect the 2020 reset schedule. So this 12 report we can have. And obviously the next one, 13 the flagged questions will be temporarily removed 14 as we don't have any projects to flag as we 15 redevelop this schedule.</p> <p>16 And then we have a short video for you on the 17 highlights of the schools under construction. 18 (Video played.) 19 MS. LANGAN: Thank you.</p> <p>20 As you can see, the Primary Renovations, this 21 is a pretty standard view of the progress of the 22 projects divided by phase. This is something 23 that you've seen before. So the gray line down 24 below is data through September 30, 2020 and then 25 the up above, the orange, is data through</p>	<p style="text-align: right;">Page 27</p> <p>1 construction underway, as mentioned, is 2 completing the weight room renovation, that's 90 3 percent complete. We have received approval of 4 the roofing permit, so that was indeed started.</p> <p>5 Outstanding are ADA renovations, electrical, 6 HVAC, fire alarm and sprinklers, roofing repairs, 7 safety and security upgrades and STEM labs.</p> <p>8 The new classroom addition, the design is in 9 progress and we are actually in the building 10 department for the design code review.</p> <p>11 School Choice Enhancement, 94 percent 12 complete, that was implementation. And the 13 weight room construction is underway.</p> <p>14 Stranahan High School, construction that is 15 complete, Building 1, HVAC improvements; Building 16 4, the media center; Building 5 roofing, HVAC and 17 restrooms; Building 6, STEM lab, HVAC and 18 roofing; roofing and interior work in 7; Building 19 9, restrooms and fire sprinkler; Building 13 and 20 14, HVAC improvements; Building 15, the gymnasium 21 HVAC system; Building 20, the STEM lab 22 renovations; Building 23, nursing lab and 23 classroom egress improvements are all complete.</p> <p>24 Underway we have Building 1, roofing; 25 Buildings 2 and 3, roofing, HVAC and electrical;</p>
<p style="text-align: right;">Page 26</p> <p>1 November 30.</p> <p>2 As you can see, we've made progress over -- 3 since we actually took over in September.</p> <p>4 We will give you updates on the Big 3 and 5 this is Blanche Ely, listing out what was 6 complete from construction starting with the 7 media center, moving through the outdoor dining 8 structure, replacement of the chiller plant, 9 Buildings 1, 4, 14 and 15 are all completed.</p> <p>10 The Construction Underway are Building 1, 11 roofing repairs, Building 2 the STEM lab, 12 restroom, roofing, HVAC and fire sprinkler 13 upgrades. Building 14, wheelchair ADA lift. 14 That is actually expected to be completed at the 15 end of December and the HVAC improvements. 16 Building 17, ADA improvements and HVAC upgrades. 17 Buildings 18 and 26, STEM labs, that's expected 18 to be complete at the end of December and locker 19 room ADA.</p> <p>20 The School Choice Enhancements all at Blanche 21 Ely are complete. The school is deliberating on 22 how to use the remaining funds. And then the 23 weight room renovations and track upgrades are 24 also complete.</p> <p>25 Moving to Northeast High School, the</p>	<p style="text-align: right;">Page 28</p> <p>1 Building 4, roof replacement; Building 8, roofing 2 prep; Building 13, 14 and 15, roofing; Building 3 17, renovations are ongoing; Building 20, STEM 4 lab renovations and roofing repairs are ongoing.</p> <p>5 The cafeteria at Stranahan High School, that 6 design is in progress and actually being reviewed 7 by the building department.</p> <p>8 School Choice Enhancement is 93 percent 9 complete with the implementation and the weight 10 room and track is complete.</p> <p>11 The School Choice Enhancement Program, 230 12 schools are in the School Enhancement Program. 13 We have completed 146 schools. We are underway 14 in 67 schools. And we are in planning or design 15 in 17 schools. And you can see the breakdown of 16 the years towards the right.</p> <p>17 And with that we are happy to answer any 18 questions that you may have.</p> <p>19 CHAIRMAN RABINOWITZ: I'll start with the 20 first question. And maybe, Frank, maybe this is 21 for you. I don't know if you would be best at 22 answering this.</p> <p>23 There was a period of approximately nine or 24 10 months that kids were not, physically, in 25 school due to the pandemic. There have been -- I</p>

1 think I'm the last remaining person that's on the
2 original committee. To say that there has been a
3 delay would be an understatement in the delivery
4 of construction services and utilization of bond
5 dollars. I think the public at large is
6 dismayed.

7 But that being said, was any progress
8 genuinely made over the last nine or 10 months in
9 light of the fact that there are millions of kids
10 that didn't, physically, make it into school in
11 the year 2020?

12 MR. GIRARDI: Sure, I can answer that and
13 then if Kathleen has got anything to add she can
14 do that.

15 The big biggest thing -- the biggest part of
16 the program that has moved forward quicker is the
17 roofing. Roofing we were able to go into
18 multiple buildings, not have to worry about
19 shifting kids around from building to building.
20 At some points when schools are almost at their
21 capacity we have to move four or five -- four or
22 five classrooms out, do that roof, move them back
23 in, move another four or five out. Over the last
24 few months or over the last nine months with the
25 schools pretty much empty up until October we

1 The other issues were manufacturing where you
2 have plants manufacturing windows, HVA systems.
3 If someone on that line got sick, the whole line
4 shut down, which then delayed - -like Falcon Cove
5 and Cypress Bay additions, those got delayed
6 because we couldn't get windows. And the same
7 thing with the HVAC.

8 So, yes, some areas moved along quicker.
9 Probably the most important part or the toughest
10 part of the program, the roofing, was able to
11 move quicker. And that's a big part. I don't
12 know if Kathleen has anything else to add to
13 that.

14 MS. LANGAN: No, agreed. As Frank said, the
15 building department happened to be shut down for
16 a while and then coming back up online gave us
17 quite a big backlog.

18 I also think that, you know, when we
19 developed the 2020 reset schedule and compared it
20 to the 2018, we looked at a lot of trends and
21 looked at the delays that were associated with
22 the 2018 schedule.

23 With regard to, you know, the pandemic, we're
24 still seeing some crews short. If someone gets
25 sick, obviously, they're shutting that crew down.

1 were able to go in and I believe one of our
2 roofers had 300 men out doing roofs. So we've
3 been able to hit the roofs harder, which is one
4 of our biggest issues on trying to get the roofs
5 done. That was -- that was a plus.

6 Now that kids and teachers are back it's a
7 little easier still to move them around, so we
8 are still making good progress. Once schools go
9 completely occupied then we have to go back and
10 it's going to slow down a little bit.

11 The roofers, losing a lot of their private
12 work and other work just because construction has
13 somewhat stopped, were able to beef up their
14 crews. So the roofing is where we made our
15 biggest -- biggest impact.

16 If we had permits we were able to move those
17 projects quicker. But we didn't get permits any
18 quicker during the pandemic. One of the reasons
19 is that in the beginning the building department
20 shut down for about a month. And then when they
21 were doing inspections, for safety reasons,
22 people were working from home, they'd come in,
23 get the plans, take them home, come back, they'd
24 let it sit for three days, then the next person.
25 So permitting slowed down a little bit.

1 But I think in general, as Frank said, roofing
2 was probably where we made the most headway.

3 MR. GIRARDI: And one of the other areas that
4 slowed us down is, when we were still going out
5 to bid and we were putting -- we were bringing
6 awards to the Board, once we got the awards the
7 contractors needed to go to government agencies
8 to register their bonds. That was part because
9 they were shut down for a while.

10 So, yes, there's a lot of little pieces that
11 slowed us down, but I think the roofing was where
12 we made our biggest gain.

13 MR. RABINOWITZ: I wasn't trying to channel
14 my inner Bruce either.

15 MR. GIRARDI: No, no, I think even with the
16 new members here, it gives them an idea of where
17 we're at and how we're moving forward.

18 MR. RABINOWITZ: Fair enough. I think Steve
19 has a question.

20 MR. HILLBERG: Yes. On the diagram of the
21 phases, there would be a separate category where
22 projects are done; right? So are we missing some
23 projects or -- the last count was at least 21.

24 MS. LANGAN: Construction closeout.

25 MR. GIRARDI: Right.

1 MR. HILLBERG: So it's all in there?

2 MR. GIRARDI: Future -- I think in future
3 reporting we're looking to break this down even
4 more. On the construction closeout there's
5 different phases of closeout.

6 MR. HILLBERG: Yeah.

7 MR. GIRARDI: So that's where it may show 21,
8 but we may have only brought 14 to the Board,
9 which is our actual closeout. Once we go to the
10 Board and close it out, they approve the
11 closeout, it then stays in capital until they get
12 the financial part closed out, because there's
13 still open purchase orders. The architect, their
14 purchase order stays open for a year because they
15 have to do the six-month warranty and 12-month
16 warranty.

17 So it would be nice that when we go to the
18 Board that we just close the POs and we're done,
19 but that takes a little more time to get all the
20 purchase orders closed out. But we are looking
21 to take that phase to probably substantial
22 completion, which is the project's pretty much
23 done, then we have Board closeout, we have issues
24 with the building department that, as we get to
25 the end of the project, all of a sudden some

1 things come up that there might be some ancillary
2 added scope which delays the project. The
3 project's closed out, but there's new scope to
4 the contract to do by January. So we're trying
5 to break those out of that closeout. That
6 closeout will probably have four more breakdowns.
7 It'll be broken down into four more different
8 categories. And then the last one will be
9 closed, closed, closed.

10 MR. RABINOWITZ: Latha?

11 MS. KRISHNAIYER: Just a question regarding
12 the Big 3. We always go back to them and those
13 are the three schools everyone's watching. Do we
14 have an estimate of when they'll be done?

15 Because, you know, it comes up every time,
16 Ely and Stranahan and Northeast, and we hear from
17 those parents all the time also. So do we have
18 any idea how they're progressing and when we can
19 see some real, you know, progress there?

20 MR. GIRARDI: I could start and then Kathleen
21 can chime in. I know that Stranahan is farthest
22 along of all three. Stranahan is moving along
23 really well. I don't know the dates, but that
24 one should be closing out sometime in the near
25 future. I don't know what near future is, but

1 that's going to be the first one.

2 Ely has also been moving along well.

3 Northeast, of course, it kind of slowed down
4 a little bit. They're now moving. We've got the
5 weight room that's almost done, that building.
6 They're doing other roofing. And then the big
7 one is the addition went to the building
8 department. So once we get the LOR, the letter
9 of recommendation, we can then go to the
10 construction manager and say put your -- put the
11 drawings out to bid and get us a GMP so that
12 addition can start. And additions like that
13 should, without any issues with trending that
14 AECOM's been looking at, should finish -- usually
15 something like that, two-story, 24 classrooms, 12
16 to 16 months once it's started. You know, once
17 we get that permit then we go -- just so you
18 know, once we receive the LOR we'll go out to
19 bid, or the contractor will go out to bid, get
20 the GMP and that will go to the Board, they
21 approve that, and then we're ready for
22 construction.

23 MS. KRISHNAIYER: And as a follow-up, the
24 reset schedule, is there any way it could be sent
25 to us? I know it was presented to the Board.

1 MR. GIRARDI: The Board received it at the
2 December 17th workshop and there were a lot of
3 questions they had. One or two Board members
4 wanted us to really look at it, to take another
5 look at it to see if we could kind of bring some
6 of the projects in sooner. Because I think that
7 one showed finishing third quarter of '26, where
8 now we feel like we should be mostly done by end
9 of '25, with stragglers going into '26 in one of
10 those four phases of closeout.

11 So I don't know if Kathleen has anything to
12 add.

13 MS. LANGAN: No, I wanted to say we can send
14 it to you. But, as Frank indicated, the Board
15 has asked us to look at some other things and we
16 will have that to them at the February 9th
17 workshop.

18 MR. GIRARDI: We can send you what we have
19 now with draft on it so you can see what the
20 Board received and then that will give you
21 something to compare it to when we do submit the
22 final. So we'll get that out. Tomorrow you will
23 all have that.

24 One thing I can ask, if someone can send us,
25 if Omar has it, the email of the new members so

1 we can get it out to everyone.

2 MRS. MARTE: If you forward us the document
3 we have all the emails, we'll just send it. If
4 you forward us the document we'll distribute it.

5 MR. DEMOPOULOS: Mr. Chairman, I'm new, so
6 bear with me a little bit. Is this the part with
7 safety in it, the construction -- you know,
8 SMART, I see Safety, but I see everybody else has
9 a section, Music & Art, Athletics, Technology,
10 but Safety is not a section. So is that included
11 in this portion?

12 MR. GIRARDI: Safety?

13 MR. DEMOPOULOS: Yeah, SMART; right? Safety
14 Music & Art, Athletics, Technology.

15 MR. GIRARDI: The part of safety that's in
16 the SMART program is fire sprinklers, fire
17 alarms.

18 MR. DEMOPOULOS: So is that in this section
19 to discuss any of that? I saw the key words up
20 there, the sprinklers, fire alarms, so I figured
21 that was a part of this section.

22 CHAIRMAN RABINOWITZ: Single point of entry.

23 MS. LANGAN: I think we completed and we
24 probably should show that, the separated single
25 point of entry projects. Those have been

1 that we are sprinklering.

2 MR. DEMOPOULOS: So am I going to, like, go
3 to a code official to get this -- and I'm not
4 talking about just sprinklers, fire alarms -- the
5 big issue also now Broward County just upgraded
6 our radio system to a new radio frequency and I
7 know, personally, we've had a lot of issues with
8 Broward County Schools with communication with
9 our radios. And I know that was going to be a
10 topic of some of this.

11 MR. GIRARDI: Right. I don't think that
12 would go through her, that would go through Ed, I
13 believe. I could find that out for you, who you
14 would have to go to, but, yeah, you could contact
15 Vicky --

16 MR. DEMOPOULOS: I know Vicky very well, I go
17 back and forth with her, but I didn't know what
18 is included in this bond money for safety.

19 MR. GIRARDI: The safety portion of it is the
20 single point of entries, which we completed
21 probably two years ago, maybe even longer than
22 that. Then it is fire sprinkler and fire alarm.
23 There's not much in the way of security as part
24 of the bond. That's a different --

25 MR. DEMOPOULOS: So when you -- and I

1 completed and so I think that was a big -- that
2 was a big part of the safety. And then,
3 obviously, as Frank mentioned, fire sprinklers
4 and security are within the project as outlined
5 in the original scope of work.

6 MR. DEMOPOULOS: So is there a place I can go
7 to to find out which schools are lacking those
8 fire protection pieces and where they are in
9 these projects? Like, hey, there's 10 more
10 buildings that are missing fire sprinklers or how
11 could I track that?

12 MR. GIRARDI: Well, we have been working with
13 our chief fire official, Vicki Stanford, and
14 prior to that was the previous chief. They've
15 reviewed the buildings for the fire sprinklers.
16 There have been some major changes that buildings
17 do not need them and then there were some that
18 they did find that did not have them that did
19 need them. But for the most part I think there
20 were more sprinklers that were removed that were
21 not needed. Of course, all of our new buildings
22 are completely sprinklered. But the old ones we
23 don't have to sprinkler unless due to code issues
24 depending on -- whatever the issue is to make
25 them where we need sprinklers, those are the ones

1 apologize to keep going. With the single point
2 of entry and you say everything's 100 percent,
3 does that include -- what does that -- because I
4 know some schools when you go in the front
5 vestibule area all I have to do is break the
6 glass and it's really not hardened vestibule. So
7 I'm just wondering, what is that?

8 MR. GIRARDI: That's a good point. That's a
9 good point.

10 What we did with the bond program was to
11 build that single point where the whole campus
12 was locked and the only way you could get in was
13 going through the administration office, the
14 administrative office. What some schools did in
15 the beginning, after the February 14th, was use
16 their \$100,000 school choice enhancement money to
17 put in an AI phone at the front, put video at the
18 front. They used other things to enhance
19 security, but the single point of entry was more
20 to corral everyone, where for you to get on
21 campus you had to go through the administration
22 prompts. They would check you in, use the Star
23 system at the time, it's a new system now, and
24 once you were checked in, then you could go to
25 wherever you needed to go on campus. But during

1 class time, from when the bell rang in the
2 morning and everything locked down then when the
3 bell rings at the end of the day it opens up
4 again.

5 MRS. MARTE: If I may?

6 CHAIRMAN RABINOWITZ: Please.

7 MRS. MARTE: So for the new committee
8 members, I'm Judith Marte, I'm the chief
9 financial officer. I'm the liaison for this
10 committee. Actually, my right hand, Omar Shim
11 is.

12 The report in front of you will not have the
13 kind of details you're looking for intentionally,
14 because security, as you are I'm sure aware is
15 not subject to public records and those
16 discussions happen behind closed doors. If you
17 have specific concerns given your role and the
18 position you have on the committee, along with
19 Vicki, you may know Brian Katz.

20 MR. DEMOPOULOS: Who?

21 MRS. MARTE: Brian Katz is in charge of
22 security and would have those specific details.
23 All you're going to see in this report is, if you
24 go into the details of different schools, it may
25 say single point of entry, but we've tried to

1 summarize that to be careful not to disclose any
2 security in these documents.

3 MR. DEMOPOULOS: I get that.

4 MR. GIRARDI: That's an excellent point.
5 Because in any of our reporting we did not report
6 school names.

7 MR. DEMOPOULOS: I get that. I'm not talking
8 about details. I'm just wondering what schools
9 are lacking sprinklers or fire alarms or radio --
10 I know I'm required by code every year to go into
11 your schools and I have to give a list of items
12 that do and don't work and every year it's the
13 same things all the time.

14 MR. GIRARDI: And I think the best thing to
15 do with that would be talk to Vicky, talk to
16 Brian.

17 MR. DEMOPOULOS: I believe some of that
18 probably should be covered under this bond. But,
19 yes, thank you very much.

20 MR. RABINOWITZ: That probably brings us to
21 Bob. We don't want to forget about him.

22 MR. NAVE: I'm sorry?

23 MR. RABINOWITZ: Did we wake you? Bob, we're
24 looking for your issues relative to.

25 MR. NAVE: I did have one question to Frank.

1 And I watched the December 17th Board Workshop so
2 I understand the reaction that some of the
3 members to pushing the completion date back a
4 couple of years. But the question I have is, how
5 will the second quarter report address the
6 schedule, the 2020 reset schedule, if the Board
7 isn't going to approve it or reject it on
8 February 9th?

9 MR. GIRARDI: You can respond. I think I got
10 the question.

11 MS. LANGAN: So I think what you're asking
12 Bob is, how will we report on the 2020 reset
13 schedule if the Board hasn't accepted it on the
14 February 9th Board Workshop? And we are actually
15 right now using the 2020 reset schedule to manage
16 our projects. Obviously, you know, we have to
17 have a tool that's solid and accurate to manage
18 by. Clearly, the 2018 schedule was not that
19 document. And so we are using the 2020 to manage
20 our projects and we will be using that to report
21 on. Should other projects move up somewhat that
22 we're sending out to the Board, they'll be
23 individual projects, we don't actually foresee
24 being able to move the program back to 2023 as
25 the 2018 schedule had indicated. It's not

1 doable. The resources aren't there. And as you
2 know from watching the State of the Program, we
3 showed how it wasn't achievable. So we are using
4 the 2020 and that's what we'll be reporting on.

5 MR. GIRARDI: And I think also with your
6 question, the way I kind of understood it, you're
7 talking about our next meeting that we are
8 putting the report together now which is through
9 December 31st; is that what you're talking about?

10 MR. NAVE: Correct.

11 MR. GIRARDI: And if I get this wrong,
12 Kathleen, please jump in, I think that will still
13 be under the old 2018. No? No? I told you
14 they'll correct me if I'm wrong.

15 MS. LANGAN: That will be the 2020 schedule
16 as well.

17 MR. NAVE: Okay. Thank you.

18 MS. SIEGEL: Actually, if I could, I had a
19 question about the ADA renovations that were to
20 be done on Stranahan. Were they completed?
21 Because I didn't see them mentioned on the list.

22 MS. LANGAN: Yes, actually, I think there's
23 one outstanding --

24 MRS. MARTE: Wheelchair lift.

25 MS. LANGAN: I think there was one

Page 45

1 outstanding on Stranahan, an ADA lift that was
 2 still in process.
 3 MR. GIRARDI: I believe there were three
 4 lifts in the scope of work. Two were in the
 5 gymnasium, both of those are completed and
 6 operational and accepted by the state inspector.
 7 The one that is in the, I believe auditorium,
 8 there was termite issues and some of that area
 9 had to be rebuilt, which slowed that one down.
 10 But that one should be, if not completed, soon,
 11 very soon.
 12 MS. SIEGEL: And I thought there were
 13 restroom concerns at Stranahan.
 14 MR. GIRARDI: The restrooms, as we go into
 15 the buildings, and I don't know if we can get
 16 that slide back up, any restroom renovations in
 17 buildings, as we go in them, they're done as
 18 we're in the building. So we're not going to go
 19 through all the restrooms. So Building 5 --
 20 let's see. In Building 5 there were restroom
 21 renovations. I don't know what other ones had
 22 it, but any time we went into the new
 23 buildings -- we're doing buildings one building
 24 at a time. We're getting the whole building,
 25 where there's no students there. So when we're

Page 46

1 in there, that's when we're doing the ADA
 2 restroom renovations and the ADA. So the only
 3 one that wouldn't be done would be anything
 4 coming up where it says "under construction".
 5 MS. SIEGEL: Okay. And we wouldn't have
 6 listed those out under ADA like we did for the
 7 other schools?
 8 MR. GIRARDI: I don't know how the others
 9 were done.
 10 MS. SIEGEL: I notice what you did, and I
 11 think it was Ely, you talked about ADA restrooms
 12 in Building 14, and then you talked about
 13 Northeast having some ADA renovations still
 14 outstanding. But I didn't notice anything with
 15 Stranahan. And I know that Stranahan has been
 16 plagued with ADA issues for years with requests
 17 for, you know, updates that were approved but
 18 never happened. So I'm concerned about the ADA,
 19 specifically, the ADA renovations at Stranahan.
 20 MS. LANGAN: You are correct. We can add
 21 that and break those out. You are correct, those
 22 are not listed and we should list them. We'll
 23 break that out for future reports.
 24 MS. SIEGEL: So would it be possible then to
 25 get an update on what was done for Stranahan on

Page 47

1 the next report even though it technically has
 2 been done previous to that reporting?
 3 MS. LANGAN: Yes.
 4 MR. GIRARDI: We'll do it in a little more
 5 detail breaking out more of the ADA.
 6 MS. SIEGEL: Thank you.
 7 MR. RABINOWITZ: Anything else from anyone?
 8 (No response.)
 9 MR. RABINOWITZ: Moving on to budget.
 10 MR. SHIM: Thank you very much. Omar Shim,
 11 Director of Capital Budget.
 12 This quarterly budget activity report is for
 13 the quarter that ended September 30th, 2020. The
 14 total SMART Program budget increased by 33.7
 15 million over the last quarter from 1 billion
 16 256.6 million to 1 billion 290.3 million, which
 17 is shown on page 615 of the actual BOC Report.
 18 The detail listed -- a detail list showing
 19 each of the projects that had budget increases is
 20 shown on pages 619 through 633. And that is our
 21 keeping track of all the products that have went
 22 to the Board and had changes that increased the
 23 program.
 24 From that total, 1 billion 290, 766 million
 25 is either committed or expended and the balance

Page 48

1 of the funds that are not expended or encumbered
 2 is 524 million.
 3 So, as you can see, expenditures through the
 4 first quarter are 478.6 million. This is a 43.3
 5 million increase in expenditures from the
 6 previous quarter. Purchase orders in place are
 7 287.1 million. This growth in expenditures are
 8 largely, of course, due to the construction
 9 activity since most of nonconstruction activity
 10 is pretty much concluded.
 11 So in addition to the SMART Program funding
 12 there are identified in the project budgets, the
 13 Board satisfied reserve funding, as you know, to
 14 cover the risks that were identified in the
 15 Atkins risk assessment. Now, to mitigate those
 16 risks the Board initially set aside 225 million
 17 and then after that the Board increased that by
 18 211 million after we issued the sale of the COPs.
 19 And also there's 47 million that was added to the
 20 SMART Program to cover the cost of the new PMOR.
 21 So that brings the total reserves up to 483
 22 million overall and right now there's the
 23 remaining balance, it's 169.8 million.
 24 And I just wanted to go over that September
 25 1st, 2020 the Board adopted the current five-year

Page 49

1 District Educational Facilities Plan and that
 2 plan sustains funding for the SMART Program
 3 projects and it also adds funding for maintaining
 4 all the schools in the district. It continues a
 5 five-year technology refresh cycle for students
 6 and for staff, and it continues our replacement
 7 cycle for buses and student transportation.
 8 Continues to lease/purchase our white fleet
 9 vehicles. And we also had funding from our
 10 security grant implementing school security
 11 upgrades. And it includes the funding for the
 12 PMOR.
 13 So that concludes my presentation.
 14 MRS. MARTE: May I add something? Through
 15 the Chair, just as an update on some of the
 16 financial information around the program.
 17 At the last Board meeting this past Tuesday
 18 the Board authorized the finance staff to go out
 19 to the financial market and issue the third
 20 tranche of bonds. As you can see from the actual
 21 expenditures we're in a place where we need some
 22 cash. We have plenty of cash to keep going while
 23 we're doing the financing, but we are authorized
 24 to go out into the market for the third tranche
 25 of bonds, \$220 million phase value par with an

Page 50

1 estimated yield of about 278 million based on
 2 tremendous, tremendous favorable market
 3 conditions. And that will leave about 200
 4 million, less than 200 million left to issue.
 5 CHAIRMAN RABINOWITZ: I just want to make
 6 sure, I'm clear on one thing that Omar said, and
 7 I thank you for providing that.
 8 If I understand the approval that was
 9 obtained in September, we know that the projects
 10 that were originally anticipated, assuming you
 11 had a prospective budget of a billion dollars for
 12 those projects, are you now telling us that all
 13 those projects and any cost overruns associated
 14 with them and the overruns have been set forth in
 15 the new financial plan set forth over the next
 16 five years, so we don't have to worry about these
 17 things actually getting done? Am I generally
 18 understanding what you're telling us?
 19 MRS. MARTE: The very succinct answer to that
 20 question is yes. In addition to, after we've
 21 added the 47 million for the extended PMOR
 22 contract and the known cost increases, we still
 23 have both in the SMART Program and in unreserved
 24 capital, uncommitted dollars. So over and above
 25 the yes answer, we still have capital reserves

Page 51

1 which I use for things like the emergency devices
 2 we had to procure and all of that because of
 3 COVID, the Polycoms that we bought to help our
 4 teachers learn during COVID, so there are capital
 5 dollars available for other things, as well as,
 6 in the event there are additional overruns, to
 7 add into the program if we need to.
 8 CHAIRMAN RABINOWITZ: Thank you. Any other
 9 questions?
 10 (No response.)
 11 CHAIRMAN RABINOWITZ: Bob?
 12 MR. NAVE: No questions. I would point out
 13 that our report shows the overlapping 20 months
 14 or so the financial risk has remained relatively
 15 stable, but I do want to point out as Atkins
 16 pointed out that with their top-end risk estimate
 17 of 524 million, that the District did not have
 18 enough reserves in the first quarter.
 19 MR. RABINOWITZ: Bob, do you want to repeat
 20 that a little more slowly?
 21 MR. NAVE: Yeah, one of the things that we've
 22 all looked at over the last couple of years, of
 23 course, is the financial risk. And over the last
 24 20 months or so it's remained relatively stable,
 25 at least at the 70 percent risk. But Atkins

Page 52

1 pointed out in their report that the top of their
 2 risk estimate was 524 million and if that did
 3 happen then the District did not have enough
 4 money in the reserves to cover that risk.
 5 CHAIRMAN RABINOWITZ: Do you want to clarify
 6 that?
 7 MRS. MARTE: So to that point, if the 100
 8 percent risk were to materialize the delta
 9 between those two things would come out of
 10 several things. First of all, the unallocated
 11 fund balance. But in the allocation of the DEFP
 12 there are also dollars that would add to the
 13 unallocated reserve that could potentially be a
 14 buffer if the need were to arise from the SMART
 15 Program.
 16 I think, Omar, what might be helpful is to
 17 get, when we send the packet out to the committee
 18 tomorrow, send them our latest reserve update.
 19 So every month before the Board votes on any
 20 items relative to the SMART Program the finance
 21 staff prepares an update to the Board of exactly
 22 where we are with finances and where, if need be,
 23 although, as Mr. Nave pointed out, the last 20
 24 months, thankfully, have been very stable as far
 25 as the parameters around the program. In that

Page 53

1 memo we point out and outline very clearly what
 2 some of the additional opportunities for funding
 3 would be should the need arise.
 4 So in the DEFP, potential land sales aren't
 5 included, you know, there's a lot of other
 6 things, but I think maybe that memo would give
 7 you some additional clarity.
 8 CHAIRMAN RABINOWITZ: Okay. Anything else?
 9 (No response.)
 10 CHAIRMAN RABINOWITZ: Hearing none, we can
 11 move on to Diversity.
 12 MR. BALLOU: Thank you. Robert Ballou,
 13 Director of Economic Development & Diversity
 14 Compliance.
 15 Just hang out on that slide and then we'll
 16 skip almost to the end.
 17 First, I want to thank TaxWatch for their
 18 recommendations to the report. We continue to
 19 utilize the recommendations that they made
 20 previously and they show up in the report, and
 21 I'm going to do a summary for you.
 22 If you go to the next slide you just see
 23 quickly here's how we look, we're roughly 50/50
 24 male versus female and the ethnicity is generally
 25 mixed and equally balanced.

Page 54

1 If you go to the next slide, this just goes
 2 over our certifications of how everything is
 3 equally mixed in certifications.
 4 And then go forward two slides. One more.
 5 Sorry. Okay. One more. I sound like a band
 6 teacher now, one more time.
 7 No, that's fine.
 8 So what we've identified is, this is one of
 9 the slides that TaxWatch recommended we put
 10 together. What we've identified is this where
 11 our gap is in terms of our work. With your
 12 disparity study, what our target goals are versus
 13 our goals. So what you see from here is
 14 African-American suppliers, we have a target of
 15 19 percent and we're at roughly 8. And
 16 women-owned companies we have a target at 17
 17 percent and we're almost 9. So those two
 18 categories of business is where we put our
 19 heightened effort in to seek out more
 20 African-American and women suppliers to do
 21 business with us on the district. So we're
 22 working with AECOM in developing opportunities
 23 for inclusion within roofing and really all areas
 24 of construction. Not to take anything away from
 25 anyone else, but to add opportunities for

Page 55

1 specifically those two categories. Working
 2 through the goal setting committee to identify
 3 goals that will enhance the inclusion of
 4 African-American and women on contracts as a
 5 prime or a subcontractor, but at any rate to work
 6 within our local business community to make sure
 7 that our actual procurement is as equal as the
 8 general spread of our suppliers.
 9 Next slide?
 10 And this shows you we've actually seen an
 11 increase in women-owned companies over the last
 12 quarter, so that was positive.
 13 Next slide.
 14 And continuing, our -- 30 percent is our
 15 average. We were 25 percent at total diversity
 16 spend the previous quarter, we went up to 30
 17 percent. And a good portion of that increase
 18 went to women-owned businesses, which we were
 19 happy about.
 20 And next slide.
 21 And this is the last slide that basically
 22 completes the report. It just shows that in
 23 total we said we wanted to do 30 percent
 24 diversity spend, our cumulative breakdown is
 25 we're at 30 percent diversity spend.

Page 56

1 So we're excited about meeting the goal, now
 2 we need to work within the subgroups of the goal.
 3 And so with that we truly believe by the end of
 4 the project our actual diversity spend will be 35
 5 percent and not 30, but with 35 percent having a
 6 20 percent utilization of African-American and
 7 women versus the current 8 and 9 percent.
 8 And so, again, a good shout-out to TaxWatch
 9 for prodding us to break out the data this way so
 10 that we could really use the data and information
 11 and make different management decisions going
 12 forward.
 13 And that concludes my report.
 14 CHAIRMAN RABINOWITZ: Questions?
 15 MR. JOHNSON: This is Brian Johnson. Through
 16 the Chair, may I make some quick observations?
 17 CHAIRMAN RABINOWITZ: Who is this?
 18 MR. JOHNSON: Brian Johnson.
 19 CHAIRMAN RABINOWITZ: Okay. Sure.
 20 MR. JOHNSON: I just want to say thank you to
 21 TaxWatch for your recommendations to have this
 22 data illustrated in a way that we can better
 23 understand and appreciate the real progress or
 24 lack thereof that's being made. I specifically
 25 intend on my presence on this particular

Page 57

1 committee to be a louder voice for this part of
 2 the discussion. Because, as we see in the slide
 3 there, we see that there is a substantial
 4 inventory of African-American and black
 5 contractors, but very paltry utilization of them.
 6 And the frustrating part as an African is that
 7 has been mostly predictable. And so in
 8 predicting that in advance and offering
 9 suggestions in advance that are supposed to be
 10 adopted, it becomes frustrating for the
 11 African-American construction community and the
 12 women's construction community to see that we're
 13 still lagging so far behind after five years. So
 14 I'll just -- again, thanks to TaxWatch for asking
 15 for the improvements in the style of the data,
 16 but certainly I want this committee to appreciate
 17 the pace or the slow pace of meeting the expected
 18 target of the disparity study and joining
 19 Africans and others in expecting that staff and
 20 the program managers will accelerate performance
 21 in those areas.
 22 MR. BALLOU: And, for the record, I
 23 recommended Brian Johnson be on this committee to
 24 continue to push us to achieve our goals.
 25 MR. HERBST: And I thank you again, Mr.

Page 58

1 Ballou and thank you Mr. Chair for allowing me to
 2 make that comment.
 3 MR. RABINOWITZ: My pleasure. Anyone else?
 4 MR. HILLBERG: Is there a way to increase
 5 targets in participation for Native Americans?
 6 MR. BALLOU: The targets were based on the
 7 availability of suppliers of Native American and
 8 Asian suppliers. So I know we have a smaller
 9 population and we've reached out, so we would
 10 increase our target for Native Americans
 11 specifically when we get more Native American
 12 suppliers that we find that are available.
 13 MR. HILLBERG: So the efforts are going to be
 14 ongoing.
 15 MR. BALLOU: Yes, sir.
 16 MR. HILLBERG: Just because there's no target
 17 doesn't mean there's no improvement?
 18 MR. BALLOU: It doesn't mean there's a lack
 19 of desire. We want to make sure that our
 20 business -- this is all about local business
 21 development. And if you're in the local area we
 22 want to do business with you, plain and period.
 23 And so next year we'll embark on another
 24 disparity study. So that disparity study will
 25 also have more -- the census will be updated and

Page 59

1 we'll also have more census data and we'll be
 2 looking at all areas, especially Native Americans
 3 and Asians to relook at our targets in those two
 4 areas.
 5 MR. HILLBERG: Thank you.
 6 CHAIRMAN RABINOWITZ: Anything else?
 7 (No response.)
 8 CHAIRMAN RABINOWITZ: Hearing none, we can
 9 move on to Communications.
 10 MS. GARTH: Good evening. This is Yvonne
 11 Garth with Garth Solutions. We are your
 12 communications liaison for the SMART Program.
 13 So we continue to focus a lot of our efforts
 14 using digital and social media especially given
 15 the dynamics that we are under with this
 16 pandemic, but we have been very diligent about
 17 posting on social media on a daily basis. We
 18 post at least five days out of the week, Monday
 19 through Friday. And what we focus on is going
 20 out into the field on a weekly basis to capture
 21 images, photos, a lot of digital footage, area
 22 footage that you see, because a lot of the work
 23 is not easily seen by the public, especially now
 24 with a lot of the population not going to the
 25 schools. So we are capturing on photo and video

Page 60

1 the progress that we've made and making an effort
 2 to post at least five days out of the week
 3 related to any work underway.
 4 In addition to that, you know, given the
 5 circumstances, we have not been able to go out
 6 into the community, physically, as much as we
 7 would like. One of the things that we've started
 8 to do is, what we call them internally, explainer
 9 videos, but leveraging through presentations
 10 using voiceover on those presentations so that
 11 they can stand alone and distributing those in
 12 the school community. We've done a handful of
 13 them for Parkway, Lauderdale Manor and Lauderdale
 14 and Dillard and a few other schools and we'll
 15 continue. Moving forward, we do have a big focus
 16 ongoing out to school community meetings, SAC
 17 meetings, but if we can't, then using other
 18 methodologies to get the information out there.
 19 Next slide.
 20 We have been very -- continue to be very
 21 focused on the new website. I think all of you
 22 may have gotten the link to the new website. I
 23 know the new members have not. We'll certainly
 24 share that. We welcome feedback. In the
 25 previous quarter we focused on building out some

Page 61

1 additional features which are community pages.
 2 So now each Board member has a page dedicated to
 3 their district. The schools are sorted by
 4 districts and you can go to their district page
 5 and find out what's happening at the schools in
 6 that particular district.
 7 In addition to that we've also developed
 8 pages for every municipality, every city in
 9 Broward County. And, again, there, a dedicated
 10 page for each city features the schools that feed
 11 and serve those communities and anyone can go to
 12 their page, their city page, and look at the
 13 progress that's happening at every school.
 14 The next step on this is to work with the
 15 legislative team to make sure that the cities are
 16 aware that this feature is available and to
 17 encourage them to help us promote it.
 18 Next slide.
 19 The website officially launched at the end of
 20 October. And in that launch, you know, we worked
 21 very closely with Ms. Koch and the district
 22 communications team to make sure that the
 23 announcement that the website was live was sent
 24 out through ParentLink. It was also sent to all
 25 district staff. We did a social media campaign

Page 62

1 announcing it. If you go to the district site
 2 today you will find that the new website -- the
 3 SMART website is promoted on that site as well.
 4 So thank you to Ms. Koch and her team for helping
 5 us navigate through that.
 6 Next?
 7 The launch, itself, we didn't -- there were
 8 actually elements of the launch that we had to
 9 pause a little bit and I wanted to make sure I
 10 noted that. We did get quite a bit of it done.
 11 As I mentioned, with the announcement at the end
 12 of October the site has been live. When we post
 13 on social media we do tag the website and
 14 encourage people to go to the website. However,
 15 we did not move forward with the aggressive
 16 promotion of the website and that was in part due
 17 to the time that we intended to do that the
 18 district was portioning students going back to
 19 school and we didn't want to get that message
 20 lost in that communication. But the other part
 21 of it is, as you heard earlier, the schedule has
 22 been reset and we've been holding a little bit to
 23 aggressively promote the website because we want
 24 to make sure that the information on the
 25 individual school pages reflect the new 2020

Page 63

1 schedule reset. The last thing we want to do is
 2 create any confusion as far as completion dates
 3 and other timing information on the school pages.
 4 So our intent right now, as that schedule, as
 5 you heard, is generally almost done, is to update
 6 the information on the website and move forward
 7 with a campaign to promote the site later in
 8 February.
 9 But in the meantime, just so you know, we do
 10 update the website biweekly with the latest
 11 images and we go out into the field monthly with
 12 the latest data.
 13 Next steps are we are working with AECOM and
 14 their team as they billed out eBuilder and the
 15 features there. The goal is to integrate --
 16 we'll have access to a dashboard that easily
 17 updates the information, it will make it much
 18 more seamless for us to automatically update the
 19 website as the information is updated in
 20 eBuilder. So that should create a lot of
 21 efficiencies and also eliminate any data
 22 integrity issues moving forward. And, again,
 23 really our focus for the next quarter is to
 24 promote the website once its been updated with
 25 the new schedule.

Page 64

1 And that is update from Communications. I
 2 will welcome any questions that you might have.
 3 CHAIRMAN RABINOWITZ: Any questions?
 4 MS. KRISHNAIYER: Just a suggestion. You
 5 cannot go out into the community, but can you
 6 access those meetings via virtually and speak to
 7 the, you know, various community organizations
 8 that are meeting? Because when they hear
 9 directly from you, I think all schools have the
 10 capability, if they're meeting like the SACs are,
 11 having various meetings in person.
 12 MS. GARTH: Yes, thank you for that comment.
 13 We are actually intending to do just that. In
 14 some cases we've already done that. We had a --
 15 when we're added to the schedule for the SAC
 16 meetings we do participate virtually and are able
 17 to provide updates that way. We've also done
 18 similarly at city commission meetings, when we're
 19 invited and added to the agenda, we are able to
 20 provide updates virtually.
 21 MR. RABINOWITZ: Any other questions?
 22 (No response.)
 23 CHAIRMAN RABINOWITZ: Bob.
 24 MR. NAVE: It's not so much a question as an
 25 observation and I think Yvonne has done a real

Page 65

1 good job of remembering all the good things that
 2 are going on in the program. But if I'm a
 3 Broward County taxpayer, I'm not going to be real
 4 happy that it's going to take until 2023 to
 5 complete these projects now. And it's possible
 6 within the next month rolling out a 2022 schedule
 7 to push it back a couple of years. And I think
 8 if the district were to make a better effort to
 9 help the taxpayer understand that the big reason
 10 that these contracts are being pushed back is
 11 that they have 13 million square feet of roofing.
 12 And, Frank, I know in your reports a couple
 13 reports ago there were diagrams showing kind of
 14 the equating that to, you know, 300 football
 15 fields or six lanes of highway or Interstate 595
 16 for a 12-mile stretch. And I don't think the
 17 taxpayers understand the enormity of the roofing
 18 project. And when it's announced that we could
 19 delay it two more years, I don't know, if I was a
 20 taxpayer I would want more information.
 21 MS. GARTH: Thank you for that suggestion,
 22 Bob. It's a very good one. We've done that a
 23 few times. I think you offered that suggestion
 24 previously and we actually did do a push and a
 25 post on the football field imagery to get some

Page 66

1 information out there. And we do periodically
 2 insert in our social media calendar Facts About
 3 Smart. You know, and I think that given your
 4 suggestion we can go back and take a look at our
 5 calendar and try to add more content that helps
 6 to educate the public.
 7 I will also say that, you know, once the
 8 schedule has been reset and finalized it is our
 9 intent to put out and to help educate,
 10 communicate that to the public and to help them
 11 understand what has happened and to reset
 12 expectations where they are concerned
 13 district-wide as well as individually at each
 14 school.
 15 MR. NAVE: I think that's wise to do.
 16 MR. RABINOWITZ: Yeah, to dovetail on what
 17 Bob said, Frank, when communicating to the public
 18 about any delays, because we can always just
 19 simply say COVID, right, but I think that your
 20 explanation when I asked you the question about
 21 what's going on, what kind of fast-forwarded and
 22 what didn't, it presents an opportunity to
 23 communicate with the public, for example, that
 24 you had supplier issues because of COVID. A
 25 person who gets -- you know one person gets ill

Page 67

1 on the line, that means you're not getting
 2 product. Or one person gets sick on top of a
 3 roof, then all the roofers, you know, have to sit
 4 out for the quarantine period. Whatever may be a
 5 thing for people to better understand what's
 6 happening in the environment.
 7 Because I asked the question because I was
 8 curious. You know, in my mind, kids aren't
 9 there, so you could have construction workers
 10 running everywhere; right? It's just the way I
 11 see it. I don't do construction. I'm a lawyer,
 12 but I don't go to the courtroom, I'm on Zoom now.
 13 But at the end of the day, I think that it's
 14 important like using an analogy that you're
 15 working on 300 football fields or the reasons why
 16 you're having delays, to provide analogies,
 17 examples or whatever to explain to the public --
 18 they don't want to hear that there are more
 19 delays. They do understand COVID. But it's
 20 understanding that when one sector of business is
 21 shut down, for example, the building department
 22 shut down for a month, you're not going to get a
 23 permit.
 24 MR. GIRARDI: Right.
 25 CHAIRMAN RABINOWITZ: You say that to me, I

Page 68

1 understand that. But at the end of the day, has
 2 that -- you have to ask yourself, those things
 3 that have caused delays over the last approximate
 4 year or what we will see in the coming future
 5 because of the pandemic, have those been
 6 effectively communicated to the public so this
 7 way they better understand why there may be more
 8 delays, or even really when there's good news
 9 about where you now hopefully have gotten closer
 10 to what we previously projected would be a finish
 11 line, not there, I get that, but it presents an
 12 opportunity for you to work with Communications
 13 to appraise the public as to what their -- can
 14 better modulate their expectations.
 15 MR. GIRARDI: I think that's a great point.
 16 In addition to that, and what Bob was saying
 17 about the roofing and the football field, a third
 18 of this program is air-conditioning. There's
 19 other things that we're doing that no one sees.
 20 So if we can put it out there in a way where
 21 just, I don't want to say common folk, but people
 22 that don't know construction, could look at that
 23 and say, wow, it's like we just -- the
 24 air-conditioners we're putting in is equal to
 25 doing 50,000 homes. So maybe going a little bit

Page 69

1 farther than just the roofing and everything else
 2 we're doing, but it is a good point about the
 3 COVID and what we just explained to you here
 4 today, to put that out to the public.
 5 CHAIRMAN RABINOWITZ: Great.
 6 MR. GIRARDI: So I will a work with Yvonne
 7 and her team.
 8 MS. GARTH: Thank you, Mr. Chair, those are
 9 excellent suggestions.
 10 CHAIRMAN RABINOWITZ: I'm in the words
 11 business.
 12 Anything else?
 13 (No response.)
 14 MR. RABINOWITZ: We can move on to the School
 15 Board briefing.
 16 Anything to report?
 17 MS. KRISHNAIYER: It was so long ago. It
 18 really was. But I think much of what they
 19 expressed they expressed again on the 17th. I
 20 heard pretty much the same things. They were
 21 concerned about the delays, you know,
 22 specifically, and they were also concerned about
 23 us not meeting and about new members. So I think
 24 Frank answered all those questions, but they were
 25 specifically concerned, just about every one of

Page 70

1 them, that things were not moving along as fast
 2 as they should. And that's just about it. I
 3 don't think there was much else said. And I was
 4 surprised that they wrapped up so quickly.
 5 MRS. MARTE: Well, if I may, the majority of
 6 the reason they wrapped up so quickly is they
 7 were anticipating that workshop where they were
 8 going to get detailed answers to their questions.
 9 But they were very concerned about membership on
 10 the Bond Oversight Committee and that being
 11 addressed, which has happened tonight.
 12 MR. RABINOWITZ: Wonderful. That brings us
 13 to the next School Board meeting on February 9th.
 14 I've successfully avoided them for the last few
 15 years. I know for a fact I can't go on February
 16 9th. It's a couple of days before my birthday
 17 but I'm going to be on a Zoom trial, believe it
 18 or not, for final hearing and arbitration.
 19 So does that mean somebody else wants to
 20 cover it again?
 21 MR. HILLBERG: I'm probably up.
 22 CHAIRMAN RABINOWITZ: What's that?
 23 MR. HILLBERG: I'm up.
 24 CHAIRMAN RABINOWITZ: All right. Fair
 25 enough. Wonderful. There you go.

Page 71

1 There are future dates scheduled already, we
 2 see them for March 8th, June 14th, October 25th
 3 and December 13th. At this juncture in time I
 4 think let's stay with one meeting at a time. I
 5 think we should know -- with the addition of new
 6 members what is the quorum number that we need to
 7 be in the meeting? Because we had that issue
 8 last time. But we just added four new members,
 9 so we shouldn't run into that issue again of
 10 having to cancel the meeting at the last moment.
 11 MR. SHIM: You still need five members
 12 because we do have a nine-member requirement.
 13 MR. RABINOWITZ: Okay. So, so long as we
 14 have -- we know as we sit here today that we
 15 could have at least five members present for the
 16 next meeting of this committee on March 8th. I
 17 mean, I know that I'm available. I'm looking at
 18 my phone. But is everyone else still free on
 19 that prospective date, March 8th?
 20 MR. HILLBERG: Sure.
 21 MS. KRISHNAIYER: Yes.
 22 MR. HERBST: Yes.
 23 CHAIRMAN RABINOWITZ: Things change, but
 24 that's the world we live in.
 25 So I think we're fine with that date in the

Page 72

1 foreseeable future, which is like six weeks from
 2 now.
 3 Moving on from meeting dates, is there any
 4 other business to discuss today?
 5 MR. HILLBERG: I would like to add something
 6 about the schedule reset, if I may. Actually,
 7 two things.
 8 CHAIRMAN RABINOWITZ: Please.
 9 MR. HILLBERG: So here we are on the third
 10 scheduled reset of the program. I understand the
 11 leveling resources and the important concern. I
 12 want to weigh it though against the cost of
 13 delaying projects. A delayed project cost will
 14 go up due to increased deterioration, just
 15 inflation and also the perception of the delay.
 16 So there are some -- some counterweights to just
 17 smoothing out the resources and it's -- it's --
 18 it doesn't seem to be a concrete thing a lot of
 19 times that is -- in, like, bidding there is
 20 flexibility, and I know that one of my projects
 21 we had a company come from Georgia. So I would
 22 like to see a discussion when the project
 23 schedules are spread out due to resources, the
 24 other side is it's offsetting the delay costs.
 25 It's a balance. It's a good idea and we are

Page 73

1 considering the delay costs in the projects.
 2 MS. LANGAN: That is something that the Board
 3 was concerned about as well and that we are
 4 looking at. I think there is some reason when
 5 you think about resources, because it's not just
 6 project management resources, it's general
 7 contractors. It's more importantly roofers,
 8 frankly. And so we have spent the last two weeks
 9 having to sit down individually with roofing
 10 companies who know how to do business in Broward,
 11 who know how to do the roofs in Broward. We've
 12 talked to them about strategies to increase labor
 13 force. Even to the extent that we're looking at
 14 and talking to them about sponsorship for people
 15 who may over the last year to year and a half
 16 been deported, would they consider sponsoring
 17 those folks to bring them back to work on those
 18 schools that they worked on before successfully.
 19 So we're looking at a lot of different avenues.
 20 I can tell you right now that the -- there are so
 21 many concerns about the inner-workings of the
 22 controls that we put in place over the last five
 23 years. If you listened to the state of the
 24 program, one of the trends that we ran is that it
 25 takes 192 days to get a change order approved

Page 74

1 starting at RFI, going through an AFI, going
 2 through the entire process. So there is those
 3 challenges. I've got scheduled two meetings with
 4 roofers, very large roofers who just won't work
 5 for Broward County Public Schools for some of
 6 these reasons.
 7 So we're looking at every avenue. We
 8 certainly understand the potential for, you know,
 9 the inflation. We're working with Atkins.
 10 Obviously, there's more years to pay people like
 11 our firms and Atkins. So we're aware of it and
 12 we're looking at every avenue we possibly can.
 13 MR. HILLBERG: Thank you.
 14 MR. HERBST: Could I piggyback on that? So
 15 I've been the city auditor for Fort Lauderdale
 16 for 15 years so a construction audit is in my
 17 wheelhouse. And I just had a conversation today
 18 with our staff about change orders that we're
 19 looking at that are all being driven, again, to
 20 piggyback on that about price increases over what
 21 we anticipated when we floated our bonds. And
 22 I've seen this in a number of projects both here
 23 locally and in other municipalities I've been
 24 involved with. And, I'm just curious, when the
 25 bonds were put out there and the original project

Page 75

1 plans were put out there, what type of inflation
 2 factors were figured in? Were you looking CPI?
 3 Were you looking at ENR projection for inflation
 4 or were you looking at ENR's projection for the
 5 southeast?
 6 So help me understand where we were in terms
 7 of forward looking and how that also fit into we
 8 knew the inflation three years out but we're
 9 really six years out, so we've got a three-year
 10 gap in there.
 11 MR. GIRARDI: So the person sitting behind me
 12 is the perfect person to answer that question,
 13 Ashley Carpenter, from Atkins.
 14 MS. CARPENTER: Yeah, thanks for the
 15 question. I think -- you're asking a really good
 16 question. So in 2014 when the budgets were put
 17 together for the SMART Program and the needs
 18 assessment was costed out, that was -- just for
 19 your knowledge, that was just done by a firm
 20 that's no longer with the district, but they put
 21 this together alongside with district staff to
 22 get an idea of, you know, how much the SMART
 23 Program was going to cost, and, yes, they did
 24 include inflation. It was at a rate of 3 percent
 25 per year, which in 2014 seemed to be a fairly

Page 76

1 reasonable inflation rate. But, as you
 2 mentioned, the term of that inflation was a lot
 3 shorter than actually what the SMART Program has
 4 ended up being, as well as the fact that the
 5 economy then went on a tear and the inflation
 6 actually was a whole lot higher than three
 7 percent for a bunch of years until now, you know,
 8 until 2020. So there were some gaps there with
 9 inflation which we've covered in the risk
 10 assessments that have been assessed. But, yeah,
 11 there was definitely a big gap there in inflation
 12 and there were other gaps as well as far as those
 13 budgets in terms of unit prices. Roofing was a
 14 huge one. There's been a lot of discussion with
 15 the board and the public around this, but
 16 roofing, there was a huge gap in the unit pricing
 17 to the tune of about \$300 million.
 18 MR. HERBST: Thank you.
 19 MR. HILLBERG: So also as we move forward now
 20 as this is reset again, can we emphasize the
 21 efforts taken to hold projects to their schedule?
 22 I hear project controls and I hear that projects
 23 are being flagged, but I don't see the actions
 24 that people take. Like when a deadline is coming
 25 up, is the consultant called and told you've a

Page 77

1 deadline in a month. You better make it. I
 2 don't care if you work all weekend. Something
 3 like that. There's a bunch of tools that can be
 4 done like, I don't know that the school board
 5 does it, but working on weekends or working,
 6 shifting it to after the school day or school
 7 hours, you know, working around that, or even
 8 night work. We in the city resort to that under
 9 duress and sometimes that's the only time we can
 10 get it done and we pay for it and we get it done.
 11 So I would like to see what other things you can
 12 do to push people to meet their deadlines. And
 13 in the case of a lot of these they're contracted
 14 and they entered into it freely and they know the
 15 deadlines are coming and they should be held to
 16 it. And I've seen some of the things like the
 17 consultants have to pay a contingency or some
 18 kind of late fee or being late in missing their
 19 schedule, which is a good step, but also just
 20 emphasizing that the project schedules must be
 21 upheld.
 22 MR. GIRARDI: Well, I'll let Kathleen answer
 23 one part, but with regards to -- I'll let her
 24 answer what they're doing now moving forward now
 25 that they've come into the program to keep

Page 78

1 contractors on time and on schedule. With that,
 2 the -- I lost my train of thought there for a
 3 second.
 4 With regards to working nights and weekends,
 5 a lot of our roofing starts at midnight, 2:00 in
 6 the morning. So they're working nights,
 7 weekends. A lot of times when they're getting
 8 close to the end of the schedule, especially with
 9 new additions, it always seems that no matter
 10 when you start an addition, the start of school
 11 is when they all finish. And that's when they're
 12 working two shifts, seven days a week because we
 13 have to get the school open for the start of
 14 school.
 15 So we do get into those areas of working
 16 nights and weekends. And now is a beautiful time
 17 to work on roofs, but when we get into the
 18 summer, most of the work's got to be done at
 19 night because it rains at 2:00 almost every day.
 20 And if there's a certain amount of percentage of
 21 rain they will not start that day. And the
 22 nights are usually the best time. The torching
 23 needs to be done during the day because you need
 24 good light to do that to make sure it cures
 25 right.

Page 79

1 But holding the contractors accountable and
 2 making changes, I'll let Kathleen answer that
 3 part.
 4 MS. LANGAN: Thanks, Frank.
 5 What I'll say is that the lack of schedule
 6 management throughout the last four years has
 7 been severe. It's just really been a letdown to
 8 the program. So there's so many issues that
 9 have -- that we've looked at of reasons for
 10 delay, that being a large one. There's vendor
 11 evaluation. We're experiencing, now, problems
 12 with vendors and contractors who simply cannot
 13 seem to perform. We're calling their bonding
 14 companies. I've got four meetings, four meetings
 15 this week on that alone, with bond companies and
 16 contractors.
 17 So that has to change and we do have SOPs
 18 written on vendor evaluation, but we have to do a
 19 better job of communicating that up through
 20 Procurement and making it stick so that we're not
 21 bringing these folks back that can't perform.
 22 Some of the other strategies that we've
 23 brought on to the program for our construction
 24 managers, or construction coordinators as we call
 25 them out in the field, we've instituted a short

Page 80

1 term planning schedule. This is a concept that
 2 we use on programs like the SMART Program where
 3 there's a lot of smaller types of projects. It's
 4 very difficult to use a CPM for some of the firms
 5 that are here, the smaller firms and they may not
 6 be able to use those acceptable management tools.
 7 Whereas two weeks looking back, three or four
 8 weeks looking forward, you always know what is
 9 delaying and you know it on a daily to weekly
 10 basis rather than on a monthly update for your
 11 schedule.
 12 So we've taken strides like that. We have
 13 three schedulers now who are working with our
 14 project managers and whereas there were not so
 15 many before, we've invested there more in the
 16 program. So we think that we have put some
 17 strategies in place for better schedule
 18 management. It's definitely been a problem.
 19 Think about just when we schedule our jobs.
 20 Nobody thought to think, okay, the weather. In
 21 this region we lose, out of 100 days, we lose 40
 22 days. 40 days out of 100 to weather, rain. And
 23 as Frank said, it may rain one day and you say
 24 I'll get back on this roof in another day, but
 25 the inspector may say there's ponds in these

Page 81

1 three areas, you have to sweep the roof, you
 2 can't get on it for a second day.
 3 So it's so much more complicated than folks
 4 realize, but we are making a concerted effort.
 5 We've spent a lot of time training the project
 6 managers that we've kept on and we expect to be
 7 much more successful.
 8 MR. HILLBERG: Thank you.
 9 CHAIRMAN RABINOWITZ: Anyone else?
 10 I'll make a comment about this and this could
 11 be another ability to effectively communicate as
 12 well. You know, being successful, I think, in
 13 anything that anybody does is acknowledging where
 14 we didn't do things perfectly in the past, but
 15 how we're going to work on them in the future.
 16 So my suggestion to all of you is to get with
 17 Communication and talk about how you've -- you
 18 know, you're attempting to right the ship. How
 19 you are now being -- I don't want to use the word
 20 aggressive, that's not the right word. But it is
 21 an opportunity for you to communicate effectively
 22 with those people that have concerns about the
 23 direction that the bond dollars were utilized and
 24 how you're trying to really right the ship. And
 25 so there should be something in the

Page 82

1 communications sector to how you're now on top of
 2 these folks. You know, talking about -- I know
 3 what you're talking about also when you're having
 4 bond meetings, but the public does not. They may
 5 not. Or the vast majority may not. But there's
 6 importance to it; right?
 7 So it's a question of how you can effectively
 8 communicate with people and tell them that the
 9 sins of the of past will not be the actions of
 10 the future. So figure out how to deal with that
 11 and how to best communicate it. Because that's
 12 also important. Because they're just going to
 13 keep hearing delay, delay, delay; right? And
 14 they're not -- we live in this world of delay
 15 now, we understand it and we have better patience
 16 for it, but people still don't want to hear it.
 17 So you better have a reason why and tell them
 18 what you're doing to plan for it and what the
 19 tolerance level is going to be for it.
 20 Anything else?
 21 (No response.)
 22 CHAIRMAN RABINOWITZ: At this juncture we
 23 recess the business meeting, we convene the
 24 public meeting. Did anybody sign in online to be
 25 present for any particular reason; do we know?

Page 83

1 MR. SHIM: No, no one has signed on or
 2 provided any questions and I don't think we have
 3 anybody outside.
 4 MR. RABINOWITZ: All right. Wonderful.
 5 Then we reconvene the business meeting. Is
 6 there anything else left for us to discuss this
 7 evening?
 8 (No response.)
 9 MR. HILLBERG: Nope.
 10 MR. DEMOPOULOS: Actually, I had a quick
 11 question. This School Board Workshop meeting
 12 February 9th, are those something that we're
 13 going to have to go to? Should I put that on my
 14 calendar? Are those other days that we're going
 15 to have to get --
 16 CHAIRMAN RABINOWITZ: We typically find one
 17 of us to go to report about what happened in our
 18 meeting. So it's not something that you need to
 19 attend, too, unless you would like to go and be
 20 the representative.
 21 MRS. MARTE: If I may, though, they are
 22 televised. So if you did want to tune in for a
 23 bit of it, you certainly could.
 24 And to that point, through the Chair, if you
 25 want us to send the committee notices when the

Page 84

1 School Board Workshop will include topics around
 2 the SMART Program we're happy to do that.
 3 CHAIRMAN RABINOWITZ: Yeah, that would be
 4 wonderful.
 5 MRS. MARTE: That makes good sense.
 6 MR. HERBST: Is any of that time certain
 7 though? So, for example, I know folks come to my
 8 city commission meeting and they'll show up at
 9 1:30 and sit there until midnight waiting for
 10 their item to be called.
 11 MR. GIRARDI: Usually with that, when it
 12 comes to the BOC report to the Board it's the
 13 first one of the workshop at 10:00.
 14 MRS. MARTE: And the bigger question is -- so
 15 they are time certain, but as a fellow government
 16 employee, you know --
 17 MR. HERBST: Subject to change. Got it.
 18 MRS. MARTE: But our Chair does do a very
 19 good job, if you were to sign in, you would know
 20 where they are on the agenda and how far they are
 21 behind so you could sign off and come back on.
 22 MR. GIRARDI: And usually it's mainly staff
 23 at the workshops, so when we do have an outsider
 24 or someone from the committee coming in, that's
 25 when they try and make it time certain.

1 MRS. MARTE: No, but I think the question was
 2 around watching it remotely. They do keep track
 3 of when it's coming up and how far behind they
 4 are.
 5 MR. DEMOPOULOS: Yeah, I just didn't want to
 6 get thrown in, hey, go there and what do you say?
 7 So I'd rather get to learn what these are about
 8 and my days fill up as well.
 9 MR. GIRARDI: Well, if you wanted, these are
 10 all recorded and you could go back to old ones.
 11 So you could always go back to one of them and
 12 see how the committee members spoke to the Board
 13 and what they did to kind of give you an idea.
 14 CHAIRMAN RABINOWITZ: The meeting's tomorrow
 15 at 9:00. Be prepared.
 16 MRS. MARTE: Generally speaking, it's a
 17 summary of what happened here tonight.
 18 MR. DEMOPOULOS: Got it. Thank you.
 19 MRS. MARTE: And overall the committee's
 20 general concerns around the bond. That's
 21 generally what the update would be.
 22 MR. DEMOPOULOS: Thank you.
 23 CHAIRMAN RABINOWITZ: Anything else?
 24 (No response.)
 25 CHAIRMAN RABINOWITZ: Hearing none, I'll just

1 REPORTER'S CERTIFICATE
 2 STATE OF FLORIDA
 3 COUNTY OF BROWARD
 4 I, Timothy R. Bass, Court Reporter and Notary
 5 Public in and for the State of Florida at Large,
 6 hereby certify that I was authorized to and did
 7 stenographically report the foregoing proceedings, and
 8 that the transcript is a true and complete record of
 9 my stenographic notes thereof.
 10 I FURTHER CERTIFY that I am neither an
 11 attorney, nor counsel for the parties to this cause,
 12 nor a relative or employee of any attorney or party
 13 connected with this litigation, nor am I financially
 14 interested in the outcome of this action.
 15 Dated this 1st day of February, 2021, Fort
 16 Lauderdale, Broward County, Florida
 17 
 18 TIMOTHY R. BASS
 19 Court Reporter
 20
 21
 22
 23
 24
 25



1 look for a motion to adjourn, please.
 2 MS. KRISHNAIYER: So moved.
 3 MR. HILLBERG: Second.
 4 CHAIRMAN RABINOWITZ: All those in favor?
 5 We're done.
 6 (Meeting was concluded at 7:33 p.m.)
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<p>ability 16:7 81:11 able 10:24 14:4,5,7 15:5 29:17 30:1,3 30:13,16 31:10 43:24 60:5 64:16 64:19 80:6 abundance 11:1 accelerate 57:20 accelerated 7:25 8:2 acceptable 80:6 accepted 43:13 45:6 access 63:16 64:6 accountable 79:1 accurate 43:17 achievable 44:3 achieve 57:24 acknowledge 10:8 acknowledging 81:13 action 9:8 10:5,5 87:14 actions 76:23 82:9 Activities 1:11 20:11 activity 47:12 48:9,9 actual 3:2 33:9 47:17 49:20 55:7 56:4 ADA 26:13,16,19 27:5 44:19 45:1 46:1,2,6,11,13,16 46:18,19 47:5 Adam 1:15 add 29:13 31:12 36:12 46:20 49:14 51:7 52:12 54:25 66:5 72:5 added 25:1 34:2 48:19 50:21 64:15 64:19 71:8 addition 18:9 27:8 35:7,12 48:11 50:20 60:4 61:7 68:16 71:5 78:10 additional 3:19 7:8 15:9 20:2 51:6 53:2 53:7 61:1 additions 31:5 35:12 78:9 address 43:5 addressed 9:25 17:19 70:11 adds 49:3</p>	<p>adjourn 86:1 administration 1:1 40:13,21 administrative 40:14 adopted 48:25 57:10 advance 5:6 57:8,9 advise 21:25 advising 12:6 AECOM 1:8 22:12 23:4 54:22 63:13 AECOM's 35:14 AFI 74:1 African 57:6 African-American 54:14,20 55:4 56:6 57:4,11 Africans 57:19 agencies 32:7 agenda 64:19 84:20 aggressive 62:15 81:20 aggressively 62:23 ago 20:22 39:21 65:13 69:17 agreed 19:13 31:14 ahead 10:20 AI 40:17 air-conditioners 68:24 air-conditioning 68:18 Aker 1:17 3:7 4:14 5:19 6:1 alarm 27:6 39:22 alarms 37:17,20 39:4 42:9 allegations 9:3,17 alleged 8:18 9:6 10:4 allocation 52:11 allowing 58:1 alongside 75:21 amended 7:4 American 58:7,11 Americans 58:5,10 59:2 amount 17:2 78:20 analogies 67:16 analogy 67:14 ancillary 34:1 Ann 1:18 5:13 announced 65:18 announcement 61:23</p>	<p>62:11 announcing 62:1 answer 8:22,23 9:12 11:7 28:17 29:12 50:19,25 75:12 77:22,24 79:2 answered 21:7 69:24 answering 28:22 answers 70:8 anticipate 20:24 anticipated 50:10 74:21 anticipating 70:7 anybody 3:9 8:18 13:9 81:13 82:24 83:3 AP 18:24 19:6,7 apart 14:17 apologize 10:22 24:15 40:1 Apparently 2:18 appendix 13:6,9 Applied 1:10 13:19 appraise 68:13 appreciate 5:5 9:21 10:12 12:21 56:23 57:16 appreciated 12:9 approaching 13:20 approval 2:8,25 3:18 27:3 50:8 approve 2:10,14 3:3 4:9 33:10 35:21 43:7 approved 6:24 7:3 46:17 73:25 approximate 68:3 approximately 28:23 arbitration 70:18 architect 33:13 area 40:5 45:8 58:21 59:21 areas 31:8 32:3 54:23 57:21 59:2,4 78:15 81:1 arm 6:6,7 art 7:25 10:14 13:17 18:13,15 37:9,14 Ashley 1:8 75:13 Asian 58:8 Asians 59:3 aside 48:16</p>	<p>asked 8:15 18:22 24:5 36:15 66:20 67:7 asking 10:7 23:11 43:11 57:14 75:15 assessed 76:10 assessment 6:23 48:15 75:18 assessments 76:10 Assignment 1:7 associated 9:2 31:21 50:13 Association 1:16,19 assuming 50:10 athletics 1:10 19:17 20:8,10,19 37:9,14 Atkins 1:8 24:24 48:15 51:15,25 74:9,11 75:13 attempting 81:18 attend 10:24 83:19 ATTENDANCE 1:4 attorney 8:24 9:11 87:11,12 audit 16:23 74:16 auditing 17:9,18 auditor 6:3 74:15 auditorium 45:7 audits 16:24 authorized 49:18,23 87:6 automatically 63:18 availability 58:7 available 22:25 51:5 58:12 61:16 71:17 avenue 1:2,24 74:7 74:12 avenues 73:19 average 55:15 avoided 70:14 awards 32:6,6 aware 41:14 61:16 74:11 aye 3:14,15 4:16,17</p>	<p>65:7,10 66:4 73:17 79:21 80:7,24 84:21 85:10,11 background 8:3 backlog 31:17 backtrack 15:12 balance 47:25 48:23 52:11 72:25 balanced 53:25 Ballou 1:9 53:12,12 57:22 58:1,6,15,18 band 54:5 Bar 1:15 based 50:1 58:6 basically 6:22 8:3 55:21 basis 23:23 59:17,20 80:10 Bass 1:23,23 87:4,19 Bay 31:5 bear 37:6 beautiful 78:16 BECON 2:16,19 beef 30:13 beginning 30:19 40:15 behalf 4:23 believe 30:1 39:13 42:17 45:3,7 56:3 70:17 bell 41:1,3 benefit 16:22 best 28:21 42:14 78:22 82:11 better 2:4 12:13,22 56:22 65:8 67:5 68:7,14 77:1 79:19 80:17 82:15,17 beyond 20:22 bid 32:5 35:11,19,19 bidding 72:19 big 26:4 29:15 31:11 31:17 34:12 35:6 38:1,2 39:5 60:15 65:9 76:11 bigger 84:14 biggest 29:15,15 30:4 30:15,15 32:12 billed 63:14 billion 47:15,16,24 50:11 birthday 70:16</p>
B				
<p>back 6:19 11:10,15 12:2 13:6 15:18 17:21 22:21 29:22 30:6,9,23 31:16 34:12 39:17 43:3 43:24 45:16 62:18</p>	<p></p>			

bit 6:19,20 15:12 23:12 30:10,25 35:4 37:6 62:9,10 62:22 68:25 83:23	broken 34:7 brought 33:8 79:23 Broward 1:16,19 18:22 24:11 39:5,8 61:9 65:3 73:10,11 74:5 87:3,16	15:3,25 16:2 17:7 17:23,25 18:4 19:2 19:5,13,25 20:6	67:25 69:5,10 70:22,24 71:23 72:8 81:9 82:22 83:16 84:3 85:14 85:23,25 86:4	code 27:10 38:23 39:3 42:10 collection 25:7 collective 19:6 come 22:19 30:22,23 34:1 52:9 72:21 77:25 84:7,21
biweekly 63:10 black 57:4 Blanche 26:5,20 board 1:1 7:3 9:7 22:16,18 24:5,9,21 32:6 33:8,10,18,23 35:20,25 36:1,3,14 36:20 43:1,6,13,14 43:22 47:22 48:13 48:16,17,25 49:17 49:18 52:19,21 61:2 69:15 70:13 73:2 76:15 77:4 83:11 84:1,12 85:12	Bruce 32:14 budget 1:5 47:9,11 47:12,14,19 50:11 budgets 48:12 75:16 76:13 buffer 52:14 bugging 15:1 build 40:11 Builders 1:20 building 14:15,16 26:10,11,13,16 27:9,15,15,16,17 27:18,19,20,21,22 27:24 28:1,1,2,2,3 28:7 29:19,19 30:19 31:15 33:24 35:5,7 45:18,19,20 45:23,24 46:12 60:25 67:21	capability 64:10 capacity 29:21 capital 1:5,7 22:8 33:11 47:11 50:24 50:25 51:4 capture 59:20 capturing 59:25 care 77:2 careful 42:1 Carpenter 1:8 75:13 75:14 case 11:19 77:13 cases 64:14 cash 49:22,22 categories 34:8 54:18 55:1 category 13:16 32:21 cause 87:11 caused 68:3 caution 11:1 census 58:25 59:1 center 1:1 26:7 27:16 Cerra 1:10 20:9,10 21:8 certain 78:20 84:6,15 84:25 certainly 9:16,18 17:7 57:16 60:23 74:8 83:23	challenges 16:17 74:3 change 71:23 73:25 74:18 79:17 84:17 changes 38:16 47:22 79:2 channel 32:13 charge 41:21 charter 21:14 check 40:22 checked 40:24 chief 1:6,12 38:13,14 41:8 children 16:12 chiller 26:8 chime 34:21 choice 26:20 27:11 28:8,11 40:16 chorus 16:6 circumstances 60:5 cities 61:15 city 6:3,3 61:8,10,12 64:18 74:15 77:8 84:8 Civil 1:18 clarify 52:5 clarity 53:7 class 41:1 classes 16:12 18:24 19:7 classroom 27:8,23 classrooms 16:3 29:22 35:15 clear 50:6 clearly 43:18 53:1 close 12:8,12 20:19 22:1,2 33:10,18 78:8 closed 33:12,20 34:3 34:9,9,9 41:16 closely 17:8,17 61:21 closeout 24:4 32:24 33:4,5,9,11,23 34:5 34:6 36:10 closer 68:9 closing 34:24 Coalition 1:20	comment 10:19 16:21 58:2 64:12 81:10 comments 22:14,23 commission 64:18 84:8 committed 47:25 committee 1:14 3:15 3:20,25 4:17,23 5:2 5:14 8:21 12:3 13:7 16:23 22:10 29:2 41:7,10,18 52:17 55:2 57:1,16,23 70:10 71:16 83:25 84:24 85:12 committee's 9:15,19 85:19 common 68:21 communicate 66:10 66:23 81:11,21 82:8,11 communicated 68:6 communicating 66:17 79:19 communication 39:8 62:20 81:17 communications 59:9,12 61:22 64:1 68:12 82:1 communities 61:11 community 55:6 57:11,12 60:6,12 60:16 61:1 64:5,7 companies 54:16 55:11 73:10 79:14 79:15 company 72:21 compare 36:21 compared 31:19 complete 11:20 14:11
Boardman 1:11 Bob 10:16,20 12:8,25 19:18 21:5 42:21 42:23 43:12 51:11 51:19 64:23 65:22 66:17 68:16 BOC 47:17 84:12 body 4:5,6 bond 1:14 6:25 7:8 9:2,10 10:4 11:20 13:21 29:4 39:18 39:24 40:10 42:18 70:10 79:15 81:23 82:4 85:20 bonding 79:13 bonds 32:8 49:20,25 74:21,25 bought 51:3 break 33:3 34:5 40:5 46:21,23 56:9 breakdown 28:15 55:24 breakdowns 34:6 breaking 47:5 Brian 1:20 4:11 41:19,21 42:16 56:15,18 57:23 briefing 69:15 bring 22:22 23:11 36:5 73:17 bringing 32:5 79:21 brings 8:8 10:13,14 42:20 48:21 70:12	buildings 26:9,17 27:25 29:18 38:10 38:15,16,21 45:15 45:17,23,23 bunch 76:7 77:3 buses 49:7 business 2:7,24 3:18 6:10 54:18,21 55:6 58:20,20,22 67:20 69:11 72:4 73:10 82:23 83:5 businesses 55:18 busy 24:12	care 77:2 careful 42:1 Carpenter 1:8 75:13 75:14 case 11:19 77:13 cases 64:14 cash 49:22,22 categories 34:8 54:18 55:1 category 13:16 32:21 cause 87:11 caused 68:3 caution 11:1 census 58:25 59:1 center 1:1 26:7 27:16 Cerra 1:10 20:9,10 21:8 certain 78:20 84:6,15 84:25 certainly 9:16,18 17:7 57:16 60:23 74:8 83:23 CERTIFICATE 87:1 certifications 54:2,3 certify 87:6,10 cetera 18:24 Chair 4:22 10:16 11:14 16:20 49:15 56:16 58:1 69:8 83:24 84:18 Chairman 3:9,13,16 4:3,15,18,21 5:4,17 6:9 8:8 9:21 10:20 11:21 12:14 13:8 13:11,15 14:10 16:1,18 19:14,16 20:7 21:5 28:19 37:5,22 41:6 50:5 51:8,11 52:5 53:8 53:10 56:14,17,19 59:6,8 64:3,23	code 27:10 38:23 39:3 42:10 collection 25:7 collective 19:6 come 22:19 30:22,23 34:1 52:9 72:21 77:25 84:7,21 comes 34:15 84:12 coming 20:12 21:11 31:16 46:4 68:4 76:24 77:15 84:24 85:3 comment 10:19 16:21 58:2 64:12 81:10 comments 22:14,23 commission 64:18 84:8 committed 47:25 committee 1:14 3:15 3:20,25 4:17,23 5:2 5:14 8:21 12:3 13:7 16:23 22:10 29:2 41:7,10,18 52:17 55:2 57:1,16,23 70:10 71:16 83:25 84:24 85:12 committee's 9:15,19 85:19 common 68:21 communicate 66:10 66:23 81:11,21 82:8,11 communicated 68:6 communicating 66:17 79:19 communication 39:8 62:20 81:17 communications 59:9,12 61:22 64:1 68:12 82:1 communities 61:11 community 55:6 57:11,12 60:6,12 60:16 61:1 64:5,7 companies 54:16 55:11 73:10 79:14 79:15 company 72:21 compare 36:21 compared 31:19 complete 11:20 14:11	
	C			
breakdown 28:15 55:24 breakdowns 34:6 breaking 47:5 Brian 1:20 4:11 41:19,21 42:16 56:15,18 57:23 briefing 69:15 bring 22:22 23:11 36:5 73:17 bringing 32:5 79:21 brings 8:8 10:13,14 42:20 48:21 70:12	C 1:17 2:1 cafeteria 28:5 calendar 66:2,5 83:14 call 2:3,23 60:8 79:24 called 76:25 84:10 calling 2:8 79:13 campaign 61:25 63:7 campus 40:11,21,25 cancel 71:10 Cantrick 1:10 10:14 13:18,19 14:13			

21:12,15,25 26:6 26:18,21,24 27:3 27:12,15,23 28:9 28:10 65:5 87:8 completed 8:12 11:11,17 13:5 14:23 15:15 19:21 20:1 26:9,14 28:13 37:23 38:1 39:20 44:20 45:5,10 completely 30:9 38:22 completes 55:22 completing 27:2 completion 13:20 24:1 33:22 43:3 63:2 Compliance 1:9 53:14 complicated 81:3 concept 80:1 concern 9:19 10:8 13:9 72:11 concerned 46:18 66:12 69:21,22,25 70:9 73:3 concerning 9:9 concerns 9:15 41:17 45:13 73:21 81:22 85:20 concerted 81:4 concluded 48:10 86:6 concludes 49:13 56:13 concrete 72:18 conditions 50:3 conduct 7:12 conducted 6:24 confirm 5:13 confusion 63:2 Congratulations 4:19 connected 87:13 consider 73:16 considering 73:1 consistently 18:6 construction 7:24 21:9 23:24 25:17 26:6,10 27:1,13,14 29:4 30:12 32:24 33:4 35:10,22 37:7 46:4 48:8 54:24	57:11,12 67:9,11 68:22 74:16 79:23 79:24 consultant 76:25 consultants 77:17 contact 39:14 content 16:14,16 66:5 context 6:20 contingencies 23:9 contingency 77:17 continue 53:18 57:24 59:13 60:15,20 continues 49:4,6,8 continuing 55:14 contract 34:4 50:22 contracted 77:13 contractor 35:19 contractors 32:7 57:5 73:7 78:1 79:1,12 79:16 contracts 55:4 65:10 control 1:8 17:5 controls 17:1 73:22 76:22 convene 82:23 conversation 74:17 convicting 8:18 coordinators 79:24 COPs 48:18 corral 40:20 correct 3:4,8 44:10 44:14 46:20,21 Cortes 4:11 cost 15:10 48:20 50:13,22 72:12,13 75:23 costed 75:18 costs 72:24 73:1 counsel 8:25 10:2,2 87:11 count 32:23 counterweights 72:16 County 1:16,19 24:11 39:5,8 61:9 65:3 74:5 87:3,16 couple 11:7 43:4 51:22 65:7,12 70:16 course 35:3 38:21 48:8 51:23	court 7:1 87:4,19 courtroom 67:12 Cove 31:4 cover 48:14,20 52:4 70:20 covered 22:14 42:18 76:9 COVID 51:3,4 66:19 66:24 67:19 69:3 CPI 75:2 CPM 80:4 create 63:2,20 created 16:14 crew 31:25 crews 30:14 31:24 cumulative 55:24 cures 78:24 curious 67:8 74:24 current 48:25 56:7 CVs 3:21 cycle 49:5,7 Cypress 31:5	decided 11:2 decisions 56:11 decrease 21:21 dedicated 61:2,9 definitely 4:12 76:11 80:18 DEFP 52:11 53:4 delay 29:3 65:19 72:15,24 73:1 79:10 82:13,13,13 82:14 delayed 31:4,5 72:13 delaying 72:13 80:9 delays 31:21 34:2 66:18 67:16,19 68:3,8 69:21 delegation 18:22 deliberating 26:21 delighted 12:19 19:10 delivered 13:24 14:3 15:4,21 delivering 13:23 delivery 29:3 delta 52:8 Demopoulos 1:19 4:12,13,13 6:13,13 37:5,13,18 38:6 39:2,16,25 41:20 42:3,7,17 83:10 85:5,18,22 department 17:10 27:10 28:7 30:19 31:15 33:24 35:8 67:21 depending 14:5 38:24 deported 73:16 deputy 22:12 design 7:18 27:8,10 28:6,14 desire 58:19 detail 47:5,18,18 detailed 70:8 details 41:13,22,24 42:8 deterioration 72:14 determine 10:3 develop 24:21 developed 23:21 24:23 31:19 61:7 developing 54:22	development 1:9 53:13 58:21 develops 7:15 devices 51:1 diagram 23:21 32:20 diagrams 65:13 different 3:19 33:5 34:7 39:24 41:24 56:11 73:19 difficult 80:4 difficulty 12:7,10 digital 59:14,21 diligent 59:16 Dillard 60:14 dining 26:7 directed 8:25 direction 81:23 directly 64:9 director 1:5,7,8,9,10 1:10 13:19 20:10 22:8,12 23:4 47:11 53:13 Disability 1:18 disappear 17:1,6 disclose 42:1 discuss 37:19 72:4 83:6 discussion 10:1 19:6 19:7,8 57:2 72:22 76:14 discussions 24:17 41:16 dismayed 29:6 disparity 7:12 54:12 57:18 58:24,24 distance 18:11,13 distribute 37:4 distributing 60:11 district 5:2 7:4,9,10 7:12 9:12 19:7 49:1 49:4 51:17 52:3 54:21 61:3,4,6,21 61:25 62:1,18 65:8 75:20,21 district-wide 66:13 districts 61:4 diversity 1:9 53:11 53:13 55:15,24,25 56:4 divided 25:22 doable 44:1 document 37:2,4
D				
D 2:1				
daily 59:17 80:9				
dashboard 63:16				
data 24:19 25:6,10 25:24,25 56:9,10 56:22 57:15 59:1 63:12,21				
database 24:17				
date 9:20 13:24 43:3 71:19,25				
Dated 87:15				
dates 34:23 63:2 71:1 72:3				
day 41:3 67:13 68:1 77:6 78:19,21,23 80:23,24 81:2 87:15				
days 30:24 59:18 60:2 70:16 73:25 78:12 80:21,22,22 83:14 85:8				
deadline 76:24 77:1				
deadlines 77:12,15				
deal 82:10				
December 11:12 19:22 22:16 26:15 26:18 36:2 43:1 44:9 71:3				

format 2:13
Fort 1:2,24 6:3 74:15
 87:15
forth 39:17 50:14,15
forward 4:24 21:11
 25:9 29:16 32:17
 37:2,4 54:4 56:12
 60:15 62:15 63:6
 63:22 75:7 76:19
 77:24 80:8
four 22:3 29:21,21
 29:23 34:6,7 36:10
 71:8 79:6,14,14
 80:7
Frank 1:7 22:7 23:3
 23:7 24:5 28:20
 31:14 32:1 36:14
 38:3 42:25 65:12
 66:17 69:24 79:4
 80:23
frankly 73:8
free 71:18
freely 77:14
frequency 39:6
Friday 59:19
friend 12:25
front 5:1 40:4,17,18
 41:12
frustrating 57:6,10
full 5:14
fund 52:11
funding 7:9 48:11,13
 49:2,3,9,11 53:2
funds 26:22 48:1
FURTHER 87:10
future 24:16 33:2,2
 34:25,25 46:23
 68:4 71:1 72:1
 81:15 82:10

G

G 2:1
gain 32:12
gap 54:11 75:10
 76:11,16
gaps 76:8,12
Garth 1:12,12 59:10
 59:11,11 64:12
 65:21 69:8
general 6:25 7:7 8:25
 10:2 32:1 55:8 73:6
 85:20

generally 50:17
 53:24 63:5 85:16
 85:21
gentlemen 2:17
genuinely 29:8
Georgia 72:21
getting 20:16 45:24
 50:17 67:1 78:7
Girardi 1:7 22:5,7,7
 29:12 32:3,15,25
 33:2,7 34:20 36:1
 36:18 37:12,15
 38:12 39:11,19
 40:8 42:4,14 43:9
 44:5,11 45:3,14
 46:8 47:4 67:24
 68:15 69:6 75:11
 77:22 84:11,22
 85:9
give 6:19 26:4 36:20
 42:11 53:6 85:13
given 8:19 9:16 17:2
 41:17 59:14 60:4
 66:3
gives 32:16
glad 23:5
glass 40:6
GMP 35:11,20
go 2:16 10:20 21:15
 21:18 22:24 24:3
 29:17 30:1,8,9 32:7
 33:9,17 34:12 35:9
 35:17,18,19,20
 38:6 39:2,12,12,14
 39:16 40:4,21,24
 40:25 41:24 42:10
 45:14,17,18 48:24
 49:18,24 53:22
 54:1,4 60:5 61:4,11
 62:1,14 63:11 64:5
 66:4 67:12 70:15
 70:25 72:14 83:13
 83:17,19 85:6,10
 85:11
goal 55:2 56:1,2
 63:15
goals 54:12,13 55:3
 57:24
GOB 7:1
goes 54:1
going 6:11 9:12
 21:17,24 22:21

30:10 32:4 35:1
 36:9 39:2,9 40:1,13
 41:23 43:7 45:18
 49:22 53:21 56:11
 58:13 59:19,24
 62:18 65:2,3,4
 66:21 67:22 68:25
 70:8,17 74:1,1
 75:23 81:15 82:12
 82:19 83:13,14
good 2:5 6:2,4 8:4
 11:18 13:18 15:3
 20:9 22:7 23:4 30:8
 40:8,9 55:17 56:8
 59:10 65:1,1,22
 68:8 69:2 72:25
 75:15 77:19 78:24
 84:5,19
gotten 60:22 68:9
government 1:17,17
 32:7 84:15
gradually 21:17
grand 12:23
grant 49:10
graphic 8:4,7
gray 25:23
great 4:15 5:21 19:9
 68:15 69:5
Gregory 1:11
growth 7:13 48:7
guess 10:13 24:14
guys 11:24 12:18
gymnasium 27:20
 45:5

H

H 1:12
half 2:15 6:4 20:22
 73:15
hand 41:10
handful 60:12
handled 21:14
hang 53:15
happen 41:16 52:3
happened 8:17 31:15
 46:18 66:11 70:11
 83:17 85:17
happening 15:19
 16:12 61:5,13 67:6
happy 28:17 55:19
 65:4 84:2
hard 3:2 5:22

hardened 40:6
harder 30:3
head 12:15
heads 11:22
headway 32:2
hear 2:9 12:20,22
 23:13 34:16 64:8
 67:18 76:22,22
 82:16
heard 62:21 63:5
 69:20
hearing 4:7 5:7 12:7
 12:11 13:11 21:5
 53:10 59:8 70:18
 82:13 85:25
heightened 54:19
held 77:15
help 17:11 51:3
 61:17 65:9 66:9,10
 75:6
helpful 52:16
helping 62:4
helps 13:3 66:5
Herbert 1:17
Herbst 4:10 6:2,3,7
 16:20 17:20 57:25
 71:22 74:14 76:18
 84:6,17
hey 15:3 38:9 85:6
high 20:1 26:25
 27:14 28:5
higher 76:6
highlights 25:17
highway 65:15
Hillberg 1:18 2:11
 3:1 4:1 8:4,7 13:10
 14:9,11 15:1 21:10
 22:4 32:20 33:1,6
 58:4,13,16 59:5
 70:21,23 71:20
 72:5,9 74:13 76:19
 81:8 83:9 86:3
hired 7:10,22
historical 6:23
historically 8:17
history 6:20
hit 30:3
hold 17:25 76:21
holding 62:22 79:1
hole 16:9
home 15:23 16:3
 30:22,23

homes 68:25
homestretch 20:13
hope 11:5
hopefully 6:4 20:24
 68:9
hoping 15:14 17:4
hour 2:15
hours 77:7
huge 76:14,16
HVA 31:2
HVAC 26:12,15,16
 27:6,15,16,17,20
 27:21,25 31:7

I

idea 32:16 34:18
 72:25 75:22 85:13
ideas 4:25
identified 4:9 48:12
 48:14 54:8,10
identify 55:2
II 1:12
III 1:11
ill 66:25
illustrated 56:22
imagery 65:25
images 59:21 63:11
impact 30:15
implementation
 27:12 28:9
implementing 49:10
importance 82:6
important 23:10 31:9
 67:14 72:11 82:12
importantly 73:7
impropriety 9:9
improve 24:6
improvement 58:17
improvements 26:15
 26:16 27:15,20,23
 57:15
inaudible 10:25
include 7:5 40:3
 75:24 84:1
included 7:6 23:9
 37:10 39:18 53:5
includes 49:11
inclusion 54:23 55:3
incorrectly 4:10
increase 48:5 55:11
 55:17 58:4,10
 73:12

increased 47:14,22 48:17 72:14	investigations 9:13	kidding 13:1	land 53:4	little 6:19,20 13:2 15:12 23:12 30:7 30:10,25 32:10 33:19 35:4 37:6 47:4 51:20 62:9,22 68:25
increases 47:19 50:22 74:20	invited 64:19	kids 15:18,23 19:11 28:24 29:9,19 30:6 67:8	lanes 65:15	live 2:16 61:23 62:12 71:24 82:14
indicated 23:7 24:5,8 36:14 43:25	invoices 17:13	kiln 14:6,7,8	Langan 1:8 22:12 23:3,4,13 25:19 31:14 32:24 36:13 37:23 43:11 44:15 44:22,25 46:20 47:3 73:2 79:4	living 16:23
individual 8:20 9:5 25:2 43:23 62:25	involved 74:24	kilns 14:3,3,4,6,9,19 14:24,25 15:2	large 29:5 74:4 79:10 87:5	local 7:13 55:6 58:20 58:21
individually 4:4 66:13 73:9	Irish 6:14	kind 7:22 8:3 11:3 18:13 35:3 36:5 41:13 44:6 65:13 66:21 77:18 85:13	largely 48:8	locally 74:23
individuals 3:22,23 4:9	issue 24:9 38:24 39:5 49:19 50:4 71:7,9	knew 75:8	late 77:18,18	locked 40:12 41:2
inflation 72:15 74:9 75:1,3,8,24 76:1,2 76:5,9,11	issued 48:18	know 6:22 7:24 8:16 9:11 10:3,16,17,17 11:13 12:21 15:18 16:19 21:25 22:2 28:21 31:12,18,23 34:15,19,21,23,25 35:16,18,25 36:11 37:7 39:7,9,16,17 40:4 41:19 42:10 43:16 44:2 45:15 45:21 46:8,15,17 48:13 50:9 53:5 58:8 60:4,23 61:20 63:9 64:7 65:12,14 65:19 66:3,7,25 67:3,8 68:22 69:21 70:15 71:5,14,17 72:20 73:10,11 74:8 75:22 76:7 77:4,7,14 80:8,9 81:12,18 82:2,2,25 84:7,16,19	latest 52:18 63:10,12	locker 26:18
information 1:12 17:18 49:16 56:10 60:18 62:24 63:3,6 63:17,19 65:20 66:1	issues 24:19 30:4 31:1 33:23 35:13 38:23 39:7 42:24 45:8 46:16 63:22 66:24 79:8	know 6:22 7:24 8:16 9:11 10:3,16,17,17 11:13 12:21 15:18 16:19 21:25 22:2 28:21 31:12,18,23 34:15,19,21,23,25 35:16,18,25 36:11 37:7 39:7,9,16,17 40:4 41:19 42:10 43:16 44:2 45:15 45:21 46:8,15,17 48:13 50:9 53:5 58:8 60:4,23 61:20 63:9 64:7 65:12,14 65:19 66:3,7,25 67:3,8 68:22 69:21 70:15 71:5,14,17 72:20 73:10,11 74:8 75:22 76:7 77:4,7,14 80:8,9 81:12,18 82:2,2,25 84:7,16,19	Latha 1:16 34:10	lodged 9:3
infrastructure 7:16	It'll 34:7	know 6:22 7:24 8:16 9:11 10:3,16,17,17 11:13 12:21 15:18 16:19 21:25 22:2 28:21 31:12,18,23 34:15,19,21,23,25 35:16,18,25 36:11 37:7 39:7,9,16,17 40:4 41:19 42:10 43:16 44:2 45:15 45:21 46:8,15,17 48:13 50:9 53:5 58:8 60:4,23 61:20 63:9 64:7 65:12,14 65:19 66:3,7,25 67:3,8 68:22 69:21 70:15 71:5,14,17 72:20 73:10,11 74:8 75:22 76:7 77:4,7,14 80:8,9 81:12,18 82:2,2,25 84:7,16,19	Lauderdale 1:2,24 6:3 60:13,13 74:15 87:16	long 69:17 71:13
initial 7:11,14	item 14:21 21:15 84:10	know 6:22 7:24 8:16 9:11 10:3,16,17,17 11:13 12:21 15:18 16:19 21:25 22:2 28:21 31:12,18,23 34:15,19,21,23,25 35:16,18,25 36:11 37:7 39:7,9,16,17 40:4 41:19 42:10 43:16 44:2 45:15 45:21 46:8,15,17 48:13 50:9 53:5 58:8 60:4,23 61:20 63:9 64:7 65:12,14 65:19 66:3,7,25 67:3,8 68:22 69:21 70:15 71:5,14,17 72:20 73:10,11 74:8 75:22 76:7 77:4,7,14 80:8,9 81:12,18 82:2,2,25 84:7,16,19	launch 61:20 62:7,8	longer 39:21 75:20
initially 7:24 48:16	items 13:23 15:11 17:6 42:11 52:20	known 50:22	launched 61:19	look 4:24 17:21 21:16 24:6,18 36:4 36:5,15 53:23 61:12 66:4 68:22 86:1
inner 32:14	<hr/> J <hr/>	known 50:22	Laura 1:17 6:5	looked 9:25 23:19 31:20,21 51:22 79:9
inner-workings 73:21	January 1:3 25:5,6 34:4	Koch 61:21 62:4	lawyer 67:11	looking 9:23 12:14 18:7,10,11 21:20 24:8,17 33:3,20 35:14 41:13 42:24 59:2 71:17 73:4,13 73:19 74:7,12,19 75:2,3,4,7 80:7,8
input 4:24	job 6:4 10:7 65:1 79:19 84:19	Krishnaiyer 1:16 3:12 4:2 17:21,24 18:2,20 19:4,9,15 34:11 35:23 64:4 69:17 71:21 86:2	learn 51:4 85:7	LOR 35:8,18
insert 66:2	jobs 80:19	known 50:22	learning 1:10 13:19 18:11	lose 80:21,21
inspections 30:21	John 1:17 4:9 6:2	Krishnaiyer 1:16 3:12 4:2 17:21,24 18:2,20 19:4,9,15 34:11 35:23 64:4 69:17 71:21 86:2	lease/purchase 49:8	losing 30:11
inspector 45:6 80:25	John's 5:19	known 50:22	leave 50:3	lost 62:20 78:2
Inspectors 1:19	Johnson 1:20 4:11 56:15,15,18,18,20 57:23	known 50:22	left 50:4 83:6	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
installed 14:14,24,25 15:22	join 5:7 6:11	known 50:22	legislative 61:15	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
instituted 79:25	joining 57:18	known 50:22	legislature 18:25	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
instruments 13:25 15:23 16:5,8,8,10 16:11,22 17:3,9	Joris 17:3	known 50:22	let's 2:3 13:16 19:16 22:24 45:20 71:4	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
integrated 63:15	Jose 4:11	known 50:22	letdown 79:7	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
integrity 63:22	Judith 1:6 41:8	known 50:22	letter 35:8	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
intend 56:25	jump 44:12	known 50:22	letting 16:18	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
intended 14:16 62:17	junction 71:3 82:22	known 50:22	level 82:19	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
intending 64:13	June 71:2	known 50:22	leveling 72:11	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
intent 63:4 66:9	<hr/> K <hr/>	known 50:22	leveraging 60:9	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
intentionally 41:13	Kathleen 1:8 22:11 23:2,3 29:13 31:12 34:20 36:11 44:12 77:22 79:2	known 50:22	liaison 41:9 59:12	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
interested 87:14	Katz 41:19,21	known 50:22	lift 26:13 44:24 45:1	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
interior 27:18	KC 1:1	known 50:22	lifts 45:4	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
internal 16:25	keep 9:19 15:1 40:1 49:22 77:25 82:13 85:2	known 50:22	light 29:9 78:24	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
internally 60:8	keeping 47:21	known 50:22	lighting 20:3	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
Interstate 65:15	kept 81:6	known 50:22	liked 8:5,7	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
inventory 17:5,12 57:4	key 37:19	known 50:22	line 25:23 31:3,3 67:1 68:11	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
invested 80:15		known 50:22	link 21:15 60:22	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22	list 42:11 44:21 46:22 47:18	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22	listed 46:6,22 47:18	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22	listened 73:23	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22	listing 26:5	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22	litigation 87:13	lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22		lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22		lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22		lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22		lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22		lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22		lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22		lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22		lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22		lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22		lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:5
		known 50:22		lot 8:2 16:25 17:1 22:23 23:15 24:16 24:19 30:11 31:20 32:10 36:2 39:7 53:5 59:13,21,22 59:24 63:20 72:18 73:19 76:2,6,14 77:13 78:5,7 80:3 81:

majority 70:5 82:5	members 1:14 3:15	78:6	78:23	officer 1:6,12 41:9
making 30:8 60:1	3:19 4:17 5:11,16	motion 2:10 3:11,17	neither 87:10	Officers 1:17,17
79:2,20 81:4	6:21 22:9,18 32:16	4:8 86:1	never 46:18	official 38:13 39:3
male 53:24	36:3,25 41:8 43:3	mouthpiece 16:9	new 5:11 6:21 7:22	officially 61:19
manage 17:11 43:15	60:23 69:23 71:6,8	move 3:7 4:3,4,5 12:2	22:9 27:8 32:16	offsetting 72:24
43:17,19	71:11,15 85:12	13:16 19:16 20:8	34:3 36:25 37:5	oh 7:21 19:18
management 7:11	membership 70:9	21:11 29:21,22,23	38:21 39:6 40:23	okay 3:16 11:24,24
24:10 56:11 73:6	memo 53:1,6	30:7,16 31:11	41:7 45:22 48:20	12:3,11 13:7,13,15
79:6 80:6,18	men 30:2	43:21,24 53:11	50:15 60:21,22,23	19:4 44:17 46:5
manager 1:8,11	mentioned 18:21	59:9 62:15 63:6	62:2,25 63:25	53:8 54:5 56:19
23:23 24:25 25:3	27:1 38:3 44:21	69:14 76:19	69:23 71:5,8 78:9	71:13 80:20
35:10	62:11 76:2	moved 4:14 7:17	news 68:8	old 38:22 44:13
managers 25:4 57:20	mess 4:12	24:14 29:16 31:8	newspapers 8:16	85:10
79:24 80:14 81:6	message 62:19	86:2	nice 2:5 5:22 33:17	Omar 1:5 3:4 10:15
manipulate 3:10	methodologies 60:18	moves 6:10,16	night 77:8 78:19	36:25 41:10 47:10
Manor 60:13	microphone 12:9,13	moving 25:9 26:7,25	nights 78:4,6,16,22	50:6 52:16
manufacturing 31:1	midnight 78:5 84:9	32:17 34:22 35:2,4	nine 28:23 29:8,24	on-line 5:12,13,15
31:2	mike 23:12	47:9 60:15 63:22	nine-member 71:12	10:17
March 20:25 71:2,16	million 6:25 7:6,7,8	70:1 72:3 77:24	nonconstruction	once 20:23 30:8 32:6
71:19	47:15,16,16,24	multiple 29:18	48:9	33:9 35:8,16,16,18
market 24:10 49:19	48:2,4,5,7,16,18,19	municipalities 74:23	Nope 83:9	40:24 63:24 66:7
49:24 50:2	48:22,23 49:25	municipality 61:8	Northeast 20:15,23	ones 38:22,25 45:21
Marte 1:6 4:20,22	50:1,4,4,21 51:17	music 7:25 10:14	26:25 34:16 35:3	85:10
9:11 10:8 23:11	52:2 65:11 76:17	13:17 17:22 18:12	46:13	ongoing 8:13 9:13
37:2 41:5,7,8,21	millions 29:9	18:15 19:11 37:9	Notary 87:4	28:3,4 58:14 60:16
44:24 49:14 50:19	mind 11:2 67:8	37:14	noted 62:10	online 12:7 15:24
52:7 70:5 83:21	Minority 1:20	musical 13:25 16:21	notes 87:9	31:16 82:24
84:5,14,18 85:1,16	minutes 2:9,10,12,14		notice 46:10,14	open 33:13,14 78:13
85:19	2:25 3:2,6	N	noticed 18:21	opens 41:3
masks 16:4,5,8	misappropriation	N 2:1	notices 83:25	operational 45:6
materialize 52:8	10:4	name 4:12 9:4 20:9	November 26:1	opportunities 18:8
matter 2:8 78:9	missing 32:22 38:10	names 42:6	number 71:6 74:22	18:18 53:2 54:22
mean 15:24 58:17,18	77:18	narrow 21:17	numbers 17:13,16	54:25
70:19 71:17	mistaken 5:12	Native 58:5,7,10,11	nursing 27:22	opportunity 3:21
means 67:1	mitigate 48:15	59:2		18:23 66:22 68:12
media 26:7 27:16	mixed 53:25 54:3	Nave 1:6 10:17,22	O	81:21
59:14,17 61:25	modifying 21:20	11:18,24 12:12,17	O 2:1	orange 25:25
62:13 66:2	modulate 68:14	12:21 13:2,13	obligation 6:25 7:7	order 2:4,7,8,24,24
meet 77:12	moment 14:21 17:25	19:19 20:5 21:6	observation 64:25	3:18 6:10 14:4,6
meeting 2:9,12,14,15	71:10	42:22,25 44:10,17	observations 56:16	33:14 73:25
2:23 11:5 44:7	Monday 59:18	51:12,21 52:23	obtained 50:9	ordered 15:11 17:10
49:17 56:1 57:17	money 11:20 17:2	64:24 66:15	obviously 8:15 23:16	orders 14:20,22
64:8,10 69:23	39:18 40:16 52:4	navigate 62:5	25:12 31:25 38:3	33:13,20 48:6
70:13 71:4,7,10,16	moneys 9:8	near 34:24,25	43:16 74:10	74:18
72:3 82:23,24 83:5	month 20:25 30:20	need 4:8 14:24 19:11	occupied 30:9	organizational 3:25
83:11,18 84:8 86:6	52:19 65:6 67:22	38:17,19,25 49:21	October 29:25 61:20	organizations 64:7
meeting's 85:14	77:1	51:7 52:14,22 53:3	62:12 71:2	original 29:2 38:5
meetings 3:1 60:16	monthly 63:11 80:10	56:2 71:6,11 78:23	off-line 8:16	74:25
60:17 64:6,11,16	months 24:19 28:24	83:18	offered 65:23	originally 50:10
64:18 74:3 79:14	29:8,24,24 35:16	needed 15:9,12 20:2	offering 18:13,14	outcome 87:14
79:14 82:4	51:13,24 52:24	32:7 38:21 40:25	57:8	outdoor 26:7
member 61:2	morning 20:16 41:2	needs 6:23 75:17	office 10:25 40:13,14	outline 53:1

provide 14:7 64:17 64:20 67:16	51:9,12 56:14 64:2 64:3,21 69:24 70:8 83:2	22:5 35:21	15:9 26:22 29:1 48:23	72:10 76:20
provided 8:21 25:4 83:2	quick 19:19 56:16 83:10	real 34:19 56:23 64:25 65:3	remembering 65:1	resetting 22:18
providing 50:7	quicker 29:16 30:17 30:18 31:8,11	realize 81:4	remiss 9:22	resort 77:8
public 29:5 41:15 59:23 66:6,10,17 66:23 67:17 68:6 68:13 69:4 74:5 76:15 82:4,24 87:5	quickly 13:20 53:23 70:4,6	really 19:10 34:23 36:4 40:6 54:23 56:10 63:23 68:8 69:18 75:9,15 79:7 81:24	remotely 85:2	resource 23:21,23
pull 18:1	quite 31:17 62:10	reason 65:9 70:6 73:4 82:17,25	removed 25:13 38:20	resource-driven 24:9
purchase 33:13,14,20 48:6	quorum 5:15 71:6	reasonable 76:1	renovation 27:2	resources 23:18,20 44:1 72:11,17,23 73:5,6
purchased 16:4	R	reasons 5:8 30:18,21 67:15 74:6 79:9	renovations 25:20 26:23 27:5,22 28:3 28:4 44:19 45:16 45:21 46:2,13,19	respect 16:21
push 13:6 57:24 65:7 65:24 77:12	R 1:23 2:1 87:4,19	rebuilt 45:9	reopened 10:25	respond 17:7 43:9
pushed 11:10 65:10	Rabinowitz 1:15 2:3 2:18,20 3:9,13,16 4:3,15,18,21 5:4,17 5:24 6:6,9,14 8:8 8:14 9:21 10:11,20 11:21 12:5,14,19 12:24 13:8,11,15 14:10 15:17 16:1 16:18 19:14,16 20:7 21:3,5,9 22:6 28:19 32:13,18 34:10 37:22 41:6 42:20,23 47:7,9 50:5 51:8,11,19 52:5 53:8,10 56:14 56:17,19 58:3 59:6 59:8 64:3,21,23 66:16 67:25 69:5 69:10,14 70:12,22 70:24 71:13,23 72:8 81:9 82:22 83:4,16 84:3 85:14 85:23,25 86:4	receive 35:18	repairs 26:11 27:6 28:4	response 21:4 47:8 51:10 53:9 59:7 64:22 69:13 82:21 83:8 85:24
pushing 43:3	radio 39:6,6 42:9	received 27:3 36:1,20	repeat 51:19	rest 5:1
put 14:19 20:4,17 35:10,10 40:17,17 54:9,18 66:9 68:20 69:4 73:22 74:25 75:1,16,20 80:16 83:13	radios 39:9	recess 82:23	replacement 26:8 28:1 49:6	restroom 26:12 45:13,16,20 46:2
putting 17:16 18:17 32:5 44:8 68:24	rain 78:21 80:22,23 80:19	recognize 13:5	replacing 5:20	restrooms 27:17,19 45:14,19 46:11
Q	raises 8:14	recommendation 35:9	report 8:9,13 11:10 11:25 12:2 13:6,7 19:20 21:11,16,20 25:9,12 41:12,23 42:5 43:5,12,20 44:8 47:1,12,17 51:13 52:1 53:18 53:20 55:22 56:13 69:16 83:17 84:12 87:7	review 2:15 23:6 27:10
qualifications 3:24	ran 73:24	recommendations 23:9,14 53:18,19 56:21	reported 1:22 8:20 8:21	reviewed 14:18 28:6 38:15
quality 24:20	rang 41:1	recommended 54:9 57:23	Reporter 87:4,19	RFI 74:1
quarantine 67:4	rate 55:5 75:24 76:1	reconvene 83:5	REPORTER'S 87:1	ride 11:3
quarter 6:24 7:10,12 7:14,17,19,21 13:22 15:8,15 36:7 43:5 47:13,15 48:4 48:6 51:18 55:12 55:16 60:25 63:23	Re-Baseline 7:20	record 57:22 87:8	reporting 1:23 24:16 33:3 42:5 44:4 47:2	right 2:3,13,20,23 4:7 5:17,24 6:14,15 11:20 12:5,12 18:17 19:16 28:16 32:22,25 37:13 39:11 41:10 43:15 48:22 63:4 66:19 67:10,24 70:24 73:20 78:25 81:18 81:20,24 82:6,13 83:4
quarterly 6:16 11:25 19:20 47:12	re-baselining 23:18	recorded 3:6 85:10	reports 6:16 8:21 11:8 46:23 65:12 65:13	Rights 1:18
question 2:11 5:18 8:15,23,24 9:23 10:7 11:6,12 15:4 15:17 19:20 21:6 28:20 32:19 34:11 42:25 43:4,10 44:6 44:19 50:20 64:24 66:20 67:7 75:12 75:15,16 82:7 83:11 84:14 85:1	reached 58:9	records 41:15	reported 1:22 8:20 8:21	rings 41:3
questions 3:22 4:8 21:2,3 22:19 23:1 25:13 28:18 36:3	reaching 18:7	recoup 9:2,8 10:6	Reporter 87:4,19	risk 25:1,2 48:15 51:14,16,23,25 52:2,4,8 76:9
	reaction 43:2	redevelop 25:15	REPORTER'S 87:1	risks 48:14,16
	read 8:16	redundancy 21:21	reporting 1:23 24:16 33:3 42:5 44:4 47:2	Robert 1:6,9 53:12
	ready 2:16,22 20:16	Reece 1:17 3:7 4:14 5:19 6:1	reports 6:16 8:21 11:8 46:23 65:12 65:13	robust 17:5
		reflect 25:11 62:25	required 18:25	role 5:3 41:17
		refresh 49:5	required 23:20 42:10	rolling 65:6
		regard 31:23	required 23:20 42:10	roof 28:1 29:22 67:3 80:24 81:1
		regarding 34:11	Research 1:6	roofers 24:12 30:2,11 67:3 73:7 74:4,4
		regards 77:23 78:4	reserve 48:13 52:13 52:18	roofing 26:11,12 27:4,6,16,18,18,24
		region 80:21	reserves 48:21 50:25 51:18 52:4	
		register 25:1 32:8	reset 23:16,22 25:11 31:19 35:24 43:6 43:12,15 62:22 63:1 66:8,11 72:6	
		reject 43:7		
		related 60:3		
		relative 3:23 42:24 52:20 87:12		
		relayed 10:9		
		release 11:20		
		relook 59:3		
		remained 51:14,24		
		remaining 14:14		

27:25 28:1,2,4 29:17,17 30:14 31:10 32:1,11 35:6 54:23 65:11,17 68:17 69:1 73:9 76:13,16 78:5 roofs 30:2,3,4 73:11 78:17 room 1:1 5:10 12:10 14:15 20:14 26:19 26:23 27:2,13 28:10 35:5 rooms 20:21 roughly 53:23 54:15 run 71:9 running 22:13 67:10	15:19 18:5 20:1 26:20,21,25 27:11 27:14 28:5,8,11,12 28:25 29:10 40:16 42:6 49:10 60:12 60:16 61:13 62:19 62:25 63:3 66:14 69:14 70:13 77:4,6 77:6 78:10,13,14 83:11 84:1 schools 13:25 14:4,5 15:5,7,21 17:11,22 18:8,12,16,18 20:3 21:14 25:17 28:12 28:13,14,15 29:20 29:25 30:8 34:13 38:7 39:8 40:4,14 41:24 42:8,11 46:7 49:4 59:25 60:14 61:3,5,10 64:9 73:18 74:5 scope 34:2,3 38:5 45:4 SE 1:2 seamless 63:18 second 3:10,12,18 43:5 78:3 81:2 86:3 section 37:9,10,18,21 sections 21:12,18,25 22:1,3 sector 67:20 82:1 security 27:7 38:4 39:23 40:19 41:14 41:22 42:2 49:10 49:10 see 2:5 3:21 11:24 12:12,18,19 17:3 20:12,20 23:17,22 24:6 25:9,20 26:2 28:15 34:19 36:5 36:19 37:8,8 41:23 44:21 45:20 48:3 49:20 53:22 54:13 57:2,3,12 59:22 67:11 68:4 71:2 72:22 76:23 77:11 85:12 seeing 31:24 seek 54:19 seen 25:23 55:10 59:23 74:22 77:16 sees 68:19	send 36:13,18,24 37:3 52:17,18 83:25 sending 43:22 Senior 1:8 sense 16:7 84:5 sent 8:11 35:24 61:23 61:24 separate 32:21 separated 37:24 September 25:24 26:3 47:13 48:24 50:9 serial 17:13,16 serve 61:11 service 1:23 5:2 14:12 services 29:4 set 48:16 50:14,15 setting 24:12 55:2 seven 78:12 severe 79:7 shaking 11:21 share 9:14 60:24 sharing 18:8 shave 12:17 Shawn 1:10 20:9 21:7 shifting 29:19 77:6 shifts 78:12 Shim 1:5 3:5 5:10 6:18 8:6,10 10:16 11:14,23 12:4 21:24 41:10 47:10 47:10 71:11 83:1 ship 81:18,24 short 25:16 31:24 79:25 shorter 76:3 shortly 20:18 shout-out 56:8 show 33:7 37:24 53:20 84:8 showed 23:14 36:7 44:3 showing 47:18 65:13 shown 47:17,20 shows 51:13 55:10,22 shrink 21:21 shut 30:20 31:4,15 32:9 67:21,22 shutting 31:25	sick 31:3,25 67:2 side 72:24 sideline 11:3 Siegel 1:18 44:18 45:12 46:5,10,24 47:6 sign 82:24 84:19,21 signed 83:1 similarly 64:18 simply 66:19 79:12 singing 16:6 single 37:22,24 39:20 40:1,11,19 41:25 sins 82:9 sir 4:20 6:13 58:15 sit 11:2 30:24 67:3 71:14 73:9 84:9 site 62:1,3,12 63:7 sitting 75:11 six 65:15 72:1 75:9 six-month 33:15 size 18:5 21:22 skip 53:16 slide 6:22 14:2 45:16 53:15,22 54:1 55:9 55:13,20,21 57:2 60:19 61:18 slides 54:4,9 slow 30:10 57:17 slowed 30:25 32:4,11 35:3 45:9 slowly 51:20 smaller 18:9 58:8 80:3,5 Smart 7:5 9:18 13:21 20:20 22:17 37:8 37:13,16 47:14 48:11,20 49:2 50:23 52:14,20 59:12 62:3 66:3 75:17,22 76:3 80:2 84:2 smoothing 72:17 social 59:14,17 61:25 62:13 66:2 solid 43:17 Solutions 1:12 59:11 somebody 70:19 somewhat 30:13 43:21 soon 45:10,11 sooner 2:4 8:2 36:6	SOPs 79:17 sorry 4:10 5:5 8:6 10:21 12:17 15:1 42:22 54:5 sorted 61:3 sound 20:3 54:5 South 24:12 southeast 75:5 spacial 5:8 speak 9:13 13:2 64:6 speaking 85:16 specific 9:24 16:4,5 41:17,22 specifically 16:16 46:19 55:1 56:24 58:11 69:22,25 spend 13:4 55:16,24 55:25 56:4 spending 17:3 spent 23:15 24:16 73:8 81:5 spoke 85:12 sponsoring 73:16 sponsorship 73:14 spotlight 25:10 spread 55:8 72:23 sprinkler 26:12 27:19 38:23 39:22 sprinklered 38:22 sprinklering 39:1 sprinklers 27:6 37:16 37:20 38:3,10,15 38:20,25 39:4 42:9 square 65:11 stable 51:15,24 52:24 staff 5:21 17:15 49:6 49:18 52:21 57:19 61:25 74:18 75:21 84:22 stand 2:19 24:11 60:11 standard 25:21 Stanford 38:13 Star 40:22 start 2:21 6:17 22:9 23:6 28:19 34:20 35:12 78:10,10,13 78:21 started 8:2 20:16 23:19 27:4 35:16 60:7 starting 26:6 74:1
S				
S 2:1 S.E 1:24 SAC 60:16 64:15 SACs 64:10 safety 11:2 16:7 27:7 30:21 37:7,8,10,12 37:13,15 38:2 39:18,19 sale 48:18 sales 53:4 satisfied 48:13 save 21:22 saw 37:19 saying 10:1 68:16 says 46:4 SBBC 1:5,6 schedule 7:20 22:18 22:20 23:16,19,20 23:22 24:7 25:11 25:15 31:19,22 35:24 43:6,6,13,15 43:18,25 44:15 62:21 63:1,4,25 64:15 65:6 66:8 72:6 76:21 77:19 78:1,8 79:5 80:1,11 80:17,19 scheduled 71:1 72:10 74:3 schedulers 80:13 schedules 72:23 77:20 school 7:10 9:7 14:7 14:13 15:9,11,13				

starts 78:5	suggestion 64:4 65:21,23 66:4 81:16	54:16 57:18 58:10 58:16	they'd 30:22,23	today's 13:24
state 22:17 23:7,8,15 44:2 45:6 73:23 87:2,5	suggestions 4:25 57:9 69:9	targets 58:5,6 59:3	thing 29:15 31:7 36:24 42:14 50:6 63:1 67:5 72:18	told 12:18 44:13 76:25
statement 12:1	Suite 1:24	Task 1:7	things 19:23 34:1 36:15 40:18 42:13 50:17 51:1,5,21 52:9,10 53:6 60:7 65:1 68:2,19 69:20 70:1 71:23 72:7 77:11,16 81:14	tolerance 82:19
stay 5:8 71:4	summarize 42:1	taxpayer 65:3,9,20	think 3:9 4:5,8 5:10 8:10 11:15 19:10 21:17 29:1,5 31:18 32:1,11,15,18 33:2 36:6 37:23 38:1,19 39:11 42:14 43:9 43:11 44:5,12,22 44:25 46:11 52:16 53:6 60:21 64:9,25 65:7,16,23 66:3,15 66:19 67:13 68:15 69:18,23 70:3 71:4 71:5,25 73:4,5 75:15 80:16,19,20 81:12 83:2 85:1	Tommy 1:19 4:11 6:12,13
stays 33:11,14	summary 53:21 85:17	taxpayers 65:17	third 1:24 36:7 49:19 49:24 68:17 72:9	tomorrow 36:22 52:18 85:14
STEM 26:11,17 27:7 27:17,21 28:3	summer 78:18	TaxWatch 1:6 53:17 54:9 56:8,21 57:14	thought 45:12 78:2 80:20	tonight 17:4 70:11 85:17
stenographer 12:6	Superintendent 4:24 9:14 10:10 18:22	teacher 54:6	three 30:24 34:13,22 45:3 75:8 76:6 80:7 80:13 81:1	tool 43:17
stenographic 87:9	supplied 17:13	teachers 1:16 16:2,15 16:17 18:8 30:6 51:4	three-year 75:9	tools 77:3 80:6
stenographically 87:7	supplier 66:24	teaching 16:2	thrown 85:6	top 12:15 52:1 67:2 82:1
step 7:1 61:14 77:19	suppliers 54:14,20 55:8 58:7,8,12	team 7:11 16:14 24:20 61:15,22 62:4 63:14 69:7	tightened 20:23	top-end 51:16
steps 63:13	supply 11:9	TECHNICIAN 2:16 2:19	time 7:6 10:23 15:11 17:16 21:2 23:16 24:16 33:19 34:15 34:17 40:23 41:1 42:13 45:22,24 54:6 62:17 71:3,4,8 77:9 78:1,16,22 81:5 84:6,15,25	topic 39:10
Steve 1:18 32:18	support 17:11	tear 76:5	times 65:23 72:19 78:7	topics 84:1
stick 79:20	supposed 2:24 19:21 57:9	technically 47:1	timed 63:3	torching 78:22
stimulate 7:13	sure 2:13 3:20 10:9 14:10 22:6 29:12 41:14 50:6 55:6 56:19 58:19 61:15 61:22 62:9,24 71:20 78:24	TECHNICIAN 2:16 2:19	Timothy 1:23 87:4 87:19	total 47:14,24 48:21 55:15,23
stopped 30:13	surprised 70:4	technology 6:17,18 8:1 11:7,8,19 12:23 12:25 13:4,14 21:14 37:9,14 49:5	today 10:25 62:2 69:4 71:14 72:4 74:17	totally 5:9
stragglers 36:9	surround 9:17	televised 83:22		toughest 31:9
Stranahan 14:14 27:14 28:5 34:16 34:21,22 44:20 45:1,13 46:15,15 46:19,25	Susan 1:10	tell 13:23 73:20 82:8 82:17		track 26:23 28:10 38:11 47:21 85:2
strategies 73:12 79:22 80:17	Susie 13:18	telling 50:12,18		tracking 25:2
strategy 9:24	sustains 49:2	temporarily 25:13		tracks 20:23
stretch 65:16	sweep 81:1	tend 16:25		train 78:2
strides 80:12	system 17:17 27:21 39:6 40:23,23	term 76:2 80:1		training 25:4 81:5
structure 26:8	systems 20:3 31:2	termite 45:8		tranche 49:20,24
student 1:10 20:10 49:7		terms 54:11 75:6 76:13		transcript 87:8
students 16:3,10 18:14 45:25 49:5 62:18	T	term 76:2 80:1		transcription 9:16
study 7:13 54:12 57:18 58:24,24	T 1:11	tern 76:2 80:1		transportation 49:7
style 57:15	tag 62:13	terms 54:11 75:6 76:13		tremendous 50:2,2
subcontractor 55:5	take 9:7 18:15,15 30:23 33:21 36:4 54:24 65:4 66:4 76:24	tern 76:2 80:1		trending 35:13
subgroups 56:2	taken 10:6 76:21 80:12	ternite 45:8		trends 31:20 73:24
subject 41:15 84:17	takes 33:19 73:25	terms 54:11 75:6 76:13		trial 70:17
submit 36:21	talk 42:15,15 81:17	thank 5:1,4,23 10:11 13:12 14:2 15:6 16:18 17:20 19:9 19:15,19 20:5,7 21:7,8 22:4 23:3 25:19 42:19 44:17 47:6,10 50:7 51:8 53:12,17 56:20 57:25 58:1 59:5 62:4 64:12 65:21 69:8 74:13 76:18 81:8 85:18,22		tried 41:25
substantial 33:21 57:3	talked 46:11,12 73:12	thankfully 52:24		true 87:8
successes 18:10	talking 39:4 42:7 44:7,9 73:14 82:2,3	thanks 5:21,25 57:14 75:14 79:4		truly 56:3
successful 13:23 81:7 81:12	target 9:5 54:12,14	theater 10:14 13:17 15:7 16:6 19:21,25		try 9:8 10:3,6 13:2 66:5 84:25
successfully 70:14 73:18		thereof 56:24 87:9		trying 30:4 32:13 34:4 81:24
succinct 50:19				Tuesday 49:17
sudden 33:25				tune 76:17 83:22
				turn 22:11
				twisted 6:7
				two 2:15 5:11,12 14:6 14:13,19,24 25:5 36:3 39:21 45:4 52:9 54:4,17 55:1 59:3 65:19 72:7

73:8 74:3 78:12 80:7 two-story 35:15 type 75:1 types 80:3 typically 83:16	various 64:7,11 vast 82:5 vehicles 49:9 vendor 15:13 79:10 79:18 vendors 79:12 versus 53:24 54:12 56:7 vestibule 40:5,6 Vicki 38:13 41:19 Vicky 39:15,16 42:15 video 3:5,8 25:16,18 40:17 59:25 video-based 2:12 videos 60:9 view 25:21 virtual 1:6,18 18:14 18:23 virtually 64:6,16,20 voice 57:1 voiceover 60:10 voted 7:7 voters 6:24 votes 52:19 VP 1:6	way 10:18 21:13 35:24 39:23 40:12 44:6 56:9,22 58:4 64:17 67:10 68:7 68:20 ways 21:20 we'll 4:5 6:17 10:9 11:14 22:20 25:10 35:18 36:22 37:3,4 44:4 46:22 47:4 53:15 58:23 59:1,1 60:14,23 63:16 we're 2:22 12:10,14 12:19 14:22 15:14 17:2 20:12,16 21:17,19 24:1,12 25:1 31:23 32:17 32:17 33:3,18 34:4 35:21 42:23 43:22 45:18,18,23,24,25 46:1 49:21,23 53:23 54:15,17,21 55:25 56:1 57:12 64:15,18 68:19,24 69:2 71:25 73:13 73:19 74:7,9,11,12 74:18 75:8 79:11 79:13,20 81:15 83:12,14 84:2 86:5 we've 14:18,19 16:24 17:4,5 18:11 20:20 26:2 30:2 35:4 39:7 41:25 50:20 51:21 54:8,10 55:10 58:9 60:1,7,12 61:7 62:22 64:14,17 65:22 73:11 75:9 76:9 79:9,22,25 80:12,15 81:5,6 weather 80:20,22 website 60:21,22 61:19,23 62:2,3,13 62:14,16,23 63:6 63:10,19,24 week 20:17 59:18 60:2 78:12 79:15 weekend 77:2 weekends 77:5 78:4,7 78:16 weekly 59:20 80:9 weeks 25:5 72:1 73:8 80:7,8	weigh 72:12 weight 20:14,21 26:23 27:2,13 28:9 35:5 welcome 4:23 6:9,15 20:6 60:24 64:2 welcoming 22:9 went 35:7 45:22 47:21 55:16,18 76:5 whatsoever 10:5 wheelchair 26:13 44:24 wheelhouse 74:17 white 49:8 windows 31:2,6 wiring 15:10 20:2 wise 66:15 women 54:20 55:4 56:7 women's 57:12 women-owned 54:16 55:11,18 wondered 21:19 wonderful 3:16 4:18 5:24 6:11,15 10:11 12:16 13:15 70:12 70:25 83:4 84:4 wondering 40:7 42:8 word 9:6 81:19,20 words 37:19 69:10 work 5:21,22 14:20 14:22 17:17 20:15 27:18 30:12,12 38:5 42:12 45:4 54:11 55:5 56:2 59:22 60:3 61:14 68:12 69:6 73:17 74:4 77:2,8 78:17 81:15 work's 78:18 worked 15:12 17:8 18:6 24:20 61:20 73:18 workers 67:9 working 15:13 17:15 18:17 22:20 23:16 24:7 30:22 38:12 54:22 55:1 63:13 67:15 74:9 77:5,5,7 78:4,6,12,15 80:13 workshop 22:16,21	36:2,17 43:1,14 70:7 83:11 84:1,13 workshops 84:23 world 71:24 82:14 worry 29:18 50:16 wouldn't 12:18 46:3 46:5 wow 16:1 68:23 wrapped 70:4,6 WRIGHT 1:1 written 16:16 79:18 wrong 44:11,14 wrongdoing 9:7
U			X	
unallocated 52:10,13 uncommitted 50:24 understand 8:23 9:19 11:5 15:20 43:2 50:8 56:23 65:9,17 66:11 67:5 67:19 68:1,7 72:10 74:8 75:6 82:15 understanding 3:4 14:17 50:18 67:20 understatement 29:3 understood 44:6 underway 26:10 27:1 27:13,24 28:13 60:3 unit 76:13,16 unreserved 50:23 update 22:22 24:21 46:25 49:15 52:18 52:21 63:5,10,18 64:1 80:10 85:21 updated 58:25 63:19 63:24 updates 26:4 46:17 63:17 64:17,20 updating 24:25 upgraded 39:5 upgrades 19:21,25 26:13,16,23 27:7 49:11 upheld 77:21 use 26:22 40:15,22 51:1 56:10 80:2,4,6 81:19 usually 35:14 78:22 84:11,22 utilization 9:10 29:4 56:6 57:5 utilize 9:6 53:19 utilized 81:23	W		Y	
validated 7:1 value 49:25	waiting 14:22 84:9 waiver 18:25 wake 42:23 wander 16:25 want 3:20 4:25 9:6 10:22 12:20 18:14 18:15 21:13 22:13 42:21 50:5 51:15 51:19 52:5 53:17 56:20 57:16 58:19 58:22 62:19,23 63:1 65:20 67:18 68:21 72:12 81:19 82:16 83:22,25 85:5 wanted 5:20 6:19 7:21 19:22 23:6 36:4,13 48:24 55:23 62:9 85:9 wants 70:19 warranty 33:15,16 wasn't 32:13 44:3 watched 43:1 watching 34:13 44:2 85:2		yeah 5:19 10:20 12:14,24 16:11 19:19 21:6 33:6 37:13 39:14 51:21 66:16 75:14 76:10 84:3 85:5 year 18:18,21 20:22 29:11 33:14 42:10 42:12 58:23 68:4 73:15,15 75:25 years 10:24 16:22 28:16 39:21 43:4 46:16 50:16 51:22 57:13 65:7,19 70:15 73:23 74:10 74:16 75:8,9 76:7 79:6 Yep 19:13 yield 50:1 Yvonne 1:12 59:10 64:25 69:6	
			Z	
			Zoom 67:12 70:17	
			0	
			1	
			1 7:14 21:12 26:9,10 27:15,24 47:15,16 47:24 1:30 84:9 10 16:22 24:2 28:24 29:8 38:9 10:00 84:13	

100 20:25 40:2 52:7 80:21,22	225 48:16	619 47:20	
100,000 40:16	23 27:22	633 1:24 47:20	
12 35:15	230 28:11	641 13:23	
12-mile 65:16	24 35:15	67 28:14	
12-month 33:15	25 1:3 36:9 55:15		
13 27:19 28:2 65:11	256.6 47:16	<hr/> 7 <hr/>	
136 14:4	25th 71:2	7 21:18 27:18	
13th 71:3	26 24:3 26:17 36:7,9	7:33 1:3 86:6	
14 26:9,13 27:20 28:2 33:8 46:12	278 50:1	70 51:25	
146 28:13	287.1 48:7	766 47:24	
14th 40:15 71:2	29 20:21		
15 20:22 24:3 26:9 27:20 28:2 74:16	290 47:24	<hr/> 8 <hr/>	
16 35:16	290.3 47:16	8 21:18 28:1 54:15 56:7	
169.8 48:23	<hr/> 3 <hr/>	800 6:25 7:6	
17 26:16 28:3,15 54:16	3 7:10,21 26:4 27:25 34:12 75:24	8th 71:2,16,19	
17th 22:16 36:2 43:1 69:19	30 25:24 26:1 55:14 55:16,23,25 56:5	<hr/> 9 <hr/>	
18 26:17	300 30:2 65:14 67:15 76:17	9 27:19 54:17 56:7	
184 7:8	30th 47:13	9:00 85:15	
19 54:15	31st 44:9	90 27:2	
192 73:25	33.7 47:14	93 28:8	
1st 48:25 87:15	33301 1:24	94 27:11	
	35 56:4,5	954-463-3326 1:25	
<hr/> 2 <hr/>	38 15:7	984 7:6	
2 7:17 26:11 27:25	39 15:7	9th 22:21 36:16 43:8 43:14 70:13,16 83:12	
2:00 78:5,19	3RD 1:2		
20 27:21 28:3 51:13 51:24 52:23 56:6	<hr/> 4 <hr/>		
200 1:24 50:3,4	4 6:24 7:12,19 21:12 26:9 27:16 28:1		
2014 6:23 75:16,25	40 80:21,22		
2015 7:2,10	43.3 48:4		
2016 7:14,17	47 48:19 50:21		
2018 7:19 23:19,20 31:20,22 43:18,25 44:13	478.6 48:4		
2020 7:22 11:12 23:22 25:11,24 29:11 31:19 43:6 43:12,15,19 44:4 44:15 47:13 48:25 62:25 76:8	483 48:21		
2021 1:3 87:15	<hr/> 5 <hr/>		
2022 65:6	5 21:18 27:16 45:19 45:20		
2023 43:24 65:4	5:43 1:3		
2025 24:2	50,000 68:25		
21 32:23 33:7	50/50 53:23		
211 48:18	524 48:2 51:17 52:2		
220 49:25	595 65:15		
	<hr/> 6 <hr/>		
	6 21:18 27:17		
	600 1:2		
	615 47:17		