BROWARD COUNTY PUBLIC SCHOOLS
BOND OVERSIGHT COMMITTEE

KC WRIGHT ADMINISTRATION CENTER
BOARD ROOM
600 SE 3RD AVENUE
FORT LAUDERDALE, FLORIDA
SEPTEMBER 27, 2021
5:43 P.M. - 7:23 P.M.

ATTENDANCE:
Omar Shim, SBBC Capital Budget Director
Dr. Vickie L. Cartwright, Interim Superintendent of
Schools
Oleg Gorokhovsky, SBBC Chief Financial Officer
Robert Nave, Florida TaxWatch, VP of Research
Sam R. Bays, Chief Facilities Construction Manager
Kathleen Langan, Senior Program Director, AECOM
Ashley Carpenter, Atkins, Project Control Manager
Robert Ballou, Director, Economic Development &
Diversity Compliance
Joe Luechnauer, Curriculum Supervisor, Music &
Performing Arts
Matthew Bradford, SBBC Information & Technology
Officer
Yvonne Garth, Garth Solutions, President/CEO

Bond Oversight Committee Members:

Adam Rabinowitz, Esq., The Florida Bar
Latha Krishnaiyer, Broward County Parent Teachers
Association
John C. Herbst, Florida Government Finance Officers
Association
Steve Hillberg, P.E., Civil Engineer
Tommy Demopoulos, Fire Inspectors Association of
Broward County

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 1   P R O C E E D I N G S

 2   — — —

 3   CHAIRMAN RABINOWITZ: All right. Let's get

 4   this show on the road.

 5   I call the meeting to order.

 6   First order of business is the approval of

 7   minutes from the prior meeting.

 8   Is there a motion to approve the minutes?

 9   MS. KRISHNAIYER: So moved.

10   CHAIRMAN RABINOWITZ: All those in favor?

11   COMMITTEE MEMBERS: Aye.

12   CHAIRMAN RABINOWITZ: Wonderful. The motion

13   passes. The minutes are approved.

14   The next order of business is the

15   presentation of the reports.

16   SUPERINTENDANT CARTWRIGHT: Good evening. I

17   just want to first start off by thanking

18   everyone, the Chair, Adam, thank you very much

19   for your service on the Bond Oversight Committee.

20   I also want to thank TaxWatch and specifically

21   Bob Nave in assisting the committee by advising

22   the district regarding the SMART Program and the

23   General Obligation Bond. The Bond Oversight

24   Committee has been an integral and instrumental

25   partner in this important initiative in helping

1   the district stay focused on delivering the

2   promises that were made to taxpayers through the

3   SMART Program. Your role has been essential in

4   making sure there is independent accountable and

5   transparent execution of the program. Despite

6   some of the obstacles the district has faced, we

7   are proud of the achievements made so far,

8   especially as we have completed portions of the

9   SMART Program such as the Music, Athletics and

10   Technology. We are celebrating some of these

11   accomplishments with a new communication campaign

12   that highlights the very real human impact of the

13   program on our students, teachers, administrators

14   and our school communities. For example, the

15   campaign features students playing musical

16   instruments at schools that didn't have music

17   programs prior to SMART. Student athletes are

18   seen training at higher levels because they now

19   have access to state of the art fitness centers

20   and tracks. Students were able to continue

21   learning during the pandemic because the district

22   provided them with laptops purchased through the

23   SMART Technology Program. The team will provide

24   a sneak peek into the new media campaign during

25   tonight's presentation. It is important that our

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1   community sees and hears about benefits being

2   realized through their bond dollars. We hope

3   that you will help us spread the message.

4   So at this point in time I will turn this

5   over to district staff.

6   CHAIRMAN RABINOWITZ: Thank you. Facilities

7   is up first.

8   MS. LANGAN: Good evening. How is everybody?

9   Thank you, Dr. Cartwright. If we can turn our

10   attention to the screen for the presentation,

11   we'll get started this evening.

12   Are you with me?

13   There we go. Thank you, Denise.

14   So this is just a slide that reiterates

15   actually what Dr. Cartwright was referring to

16   and that is our technology, athletics, music, art

17   and theater equipment. All three of those

18   elements in the bond program are complete.

19   Music equipment, all schools with music

20   programs have received their instruments and

21   equipment. And the image on the screen, just,

22   again, shows the music equipment and instruments

23   ordered. Schools with music programs completed

24   their orders. And then the percentage of

25   instruments delivered to date, 100 percent.

1   Art, kilns, all schools with ceramic programs

2   have received their kilns.

3   Theater equipment, all schools with theater

4   programs have received their sound and lighting

5   equipment and the screen just shows the amount.

6   And Facilities, we'll take a moment to -- as

7   everybody is familiar with, we do a little video.

8   CHAIRMAN RABINOWITZ: I think there's a

9   question before we move on.

10   MS. LANGAN: Oh, yes, please.

11   MS. KRISHNAIYER: I just have a question

12   regarding the music programs. We had several

13   schools that did not have a music program and,

14   you know, there was a dialogue whether they would

15   be able to get those music programs. How are we

16   doing there? I mean they were the schools in the

17   neediest areas.

18   MS. LANGAN: To bring the programs?

19   MS. KRISHNAIYER: They had no programs

20   whatsoever.

21   MS. LANGAN: Understood. I think that that

22   would be something that maybe district staff

23   would be able to follow up on. We can certainly

24   make those notes unless --

25   MS. KRISHNAIYER: Yeah, that would be great.

1   MS. LANGAN: So you're looking for the actual

2   schools that don't have music programs that would

3   like to have a school music program.

4   MS. KRISHNAIYER: So if you can just get an

5   update, that would be great.

6   MR. LUECHNAUER: I can speak to that a

7   little. I'm Joe Luechnauer, Supervisor of Music

8   for the district and I work for Applied Learning.

9   This would be Susie Cantrick sitting here talking

10   to you now, but it's me today.

11   We have -- we're actively working with all

12   schools that do not currently have music

13   programs. We're working with them to support

14   them as much as possible, bringing them as many

15   ancillary activities and opportunities that we

16   can.

17   The ultimate goal, however, is to make sure

18   that each school is able to fund a program,

19   standalone program, in itself. And sometimes

20   this happens where you have an enrollment issue,

21   it could be a funding issue. But what our

22   schools do is, if there may not be a music

23   program in one, but there would be a visual arts

24   program in that same school if they have to make

25   the choice. So, generally speaking, there's some

1   arts present in all of our schools.

2   MS. KRISHNAIYER: Could we get a list of the

3   schools that don't have it? I mean, not right

4   now, but you could email it?

5   MR. LUECHNAUER: Yeah, sure. Absolutely we

6   can do that.

7   MS. KRISHNAIYER: Thank you very much.

8   MS. LANGAN: Okay. Moving on to the video,

9   if there are no other further questions.

10   (Video played.)

11   MS. LANGAN: Okay. So our next slide, as you

12   all know, at the end of June is when the report

13   comes out, but then we also give an update, a

14   current update. So what you have in front of you

15   are the schools at the end of August that are

16   complete and the June is down below. So in June

17   we had 47 projects in design, 49 projects going

18   through the hire contractor process, active

19   construction was 130 projects, and closeout was

20   25.

21   Since that time, as of the end of August we

22   are now at 44 projects in design, 48 in hire

23   contractor, 131 active construction projects and

24   46 in construction closeout. That may seem a

25   little confusing to folks by the numbers. The 46

1   number is because as we looked at projects that

2   were closed out at the end of completion where

3   the building department signs off and says, yes,

4   you're 100 percent complete, that's why we

5   started tracking the projects at substantial

6   completion. So those are the numbers today.

7   We wanted to spend just a minute, you know,

8   as you can see 131 projects are under

9   construction, but in addition to that, over the

10   summer the PMOR team did 46 projects, 48

11   projects, excuse me, and completed just during

12   the summer months. So by the time school let out

13   to when school started back up these are a

14   summary of the equipment that was installed

15   during that time.

16   I wanted it give an update, obviously, on our

17   Top 3. Blanche Ely High School, we're almost

18   complete. I do have a walkthrough their next --

19   next week to look at the covered walkway and a

20   couple of other elements of that school campus.

21   But you can see what's been complete. We have

22   some minor roofing, ADA renovations left and some

23   roofing in Building 18. Otherwise, everything is

24   complete on that one.

25   Northeast High School, as you all know,

1   construction is underway. Buildings 1, 3 and 12

2   have work ongoing. On the new classroom

3   additions we are in the process of hiring the --

4   it says contractor, it's a CMR. It actually was

5   out to bid and we didn't get enough coverage on

6   our trade practices, so we're out again and we

7   are negotiating now the GMP. So that'll get

8   started soon. School Choice and Athletics, you

9   can see School Choice is 94 percent complete and

10   Athletics is completed.

11   Stranahan High School, this project has a lot

12   of work that has been completed. On the

13   left-hand side there, I won't read it all to you.

14   Construction underway is a lot of roofing. Which

15   we did have some delays on that roofing due to

16   equipment on the roof that had to be relocated

17   before we could get started on that. Building 17

18   storage conversion and then Building 20 STEM lab

19   and roofing. The weight room and track are

20   complete. School Choice is 93 percent complete.

21   And the design is in progress. Maybe some of you

22   know that we have done a few workshops with the

23   school board over the last few months. We have a

24   follow-up memo that we're working with the

25   community this week, and then we will go for a

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 1   board vote on the design or replacement or

 2   renovation of the cafeteria.

 3   Safety and Security, you can see the numbers

 4   there, the fire alarm and fire sprinkler, what's

 5   in design, hiring contractor, construction,

 6   complete and closeout.

 7   So we've talked quite a bit about some

 8   strategies that we have been working on to,

 9   number one, reduce the time for change order

10   process. So, before you, you have some elements

11   of things that we have been in the process of

12   working on or have worked on.

13   You all know that we did take policy changes

14   to the board, not through a vote but through

15   workshops to go through the public process of

16   having a policy change. We did not get support

17   from the board in that regard on that particular

18   element. And so we actually haven't brought it

19   to a vote yet. We thought we would hold back and

20   get more production with the program to go back

21   with them again.

22   Another element that we are finishing up now

23   is the e-Builder changes. This has been a

24   tremendous amount of work where we've been

25   establishing a PCO process within the e-Builder

 1   system. We have started with the RFI process and

 2   moving to change orders, and just overall

 3   improvement to the workflow with the ASIs and the

 4   building department and then final pricing from

 5   the contractor.

 6   So this is steps taken to reduce the number

 7   of review and resubmissions of the roofing

 8   binder. This has been a continuing challenge for

 9   us. And one of the things I'd like the folks to

10   understand is that this isn't anything that we

11   stopped looking at. We are constantly looking at

12   ways to improve the performance of the program.

13   So we have a list here of things that we have

14   done and achieved in order to reduce the time of

15   roofing binders. We haven't been able to achieve

16   what we were hoping to. So we have now moved to

17   where we're doing roofing carve-outs under a CSMP

18   procurement, which will help speed that along.

19   Some of them are being done under design/build if

20   they are early in design, others we are working

21   with the building department and then we are

22   working that way to pull those out of the primary

23   contract and get those done faster.

24   So one of the things that I think you saw in

25   the report from TaxWatch was -- we had a glitch

1   with the number of projects that were behind.

2   Staff counted, tripled the count. So we have

3   issued a corrective sheet in your books today.

4   But the result is that we had 23 projects at the

5   end of August -- at the end of June, excuse me,

6   with schedule variances. And we track these

7   variances every month. We report from month to

8   month. 23 projects. 20 of the projects had

9   schedule variances that were delayed. We will

10   let you know that 19 of the delayed projects are

11   95 percent complete. So we'll look at a graph in

12   a moment that will give you further information

13   as to what that means. And then three projects

14   we had with schedule variances where they

15   advanced. Two of those projects finished earlier

16   and the last one we moved to work out an issue

17   with an LOR.

18   So this is the schedule related variances in

19   a pie chart so that you can see exactly what was

20   delaying the projects. So if you look at this,

21   we had 15 completed projects that were delayed

22   after receiving the 110b, which is substantial

23   completion from the building department, due to

24   additional work that was required and requested

25   by the district. We had one project delayed due

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1   to errors and omissions. We had three project

2   delays resulting from contractor delay issues.

3   And then we had one project being delayed for

4   unforeseen conditions. So you can see the

5   percentages on the graph there. And you should

6   have this added to your book.

7   Ashley?

8   CHAIRMAN RABINOWITZ: Before we move on,

9   because we've moved through probably four bullet

10   points under Part C of our agenda, I think it

11   would be appropriate to allow Bob, TaxWatch at

12   least, to provide us his findings and

13   recommendations relative to the various areas

14   that you just addressed.

15   MS. LANGAN: Sure.

16   MR. NAVE: Thank you.

17   CHAIRMAN RABINOWITZ: You're welcome.

18   MR. NAVE: First, I want to commend the

19   committee and the district for the revisions to

20   the agenda. I think focusing the agenda on

21   issues and questions that we've all been asking

22   for years now is a good thing to do. So I

23   appreciate that.

24   Also, I appreciate the district going through

25   the trouble of putting together written responses

1   to the recommendations that we made.

2   So looking at what's been discussed so far,

3   you know, we've known for some time now that

4   there were some business process issues that were

5   causing delays and overruns and things like that.

6   I guess the question I would have is, so staff

7   went to the school board in a workshop and the

8   board said they didn't want to make any changes

9   to the change order process. So the delays in

10   the change order, the 192 days average to review

11   and approve change orders, that's not likely to

12   change.

13   Then the other issues are, of the other

14   business processes that have been revised, I'd

15   like to ask the district, how much of a delay

16   will this eat up? I mean, how much ground are we

17   going to make up? How much time will be saved?

18   How many times going back to the building

19   department will be saved as a result of these

20   changes?

21   So I would have that question to staff.

22   CHAIRMAN RABINOWITZ: Feel free to answer.

23   MS. LANGAN: Thank you.

24   So, you know, it's not, obviously, one

25   element that makes a difference in working with

1   the issues surrounding the building department.

2   Code issues, interpretation of codes. What we

3   had done was in the 2018 schedule the district

4   had applied, the district and/or the previous

5   PMOR, I'm not exactly sure who did what, but had

6   two design reviews to the building department.

7   And, clearly, what we were trending was about

8   nine or 10 reviews by the building department.

9   And this is just design. So I'm not hitting the

10   roof yet.

11   What we did was, we looked at what that would

12   do to the overall program schedule. It pushed it

13   way out to '27. So we brought that back by

14   saying we're going to trend and assume five

15   reviews.

16   While that hasn't been perfect, we also

17   developed a design group so that the project

18   managers wouldn't have to switch between design

19   and construction. Most programs, I'm sure you

20   are familiar, like those PMs to be associated

21   with design and construction. Unfortunately,

22   because there are so many projects, we felt that

23   it would be best if we split that and the team

24   leaders are assigned all projects up front, but

25   then the project managers don't get their

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1   projects until we are board awarded.

2   That has helped. We have four people in our

3   design group and they are strictly focused on

4   design reviews, getting the projects through the

5   building department. And with that focus we are

6   moving forward on design. And you can see how we

7   have progressed out of design.

8   With the roofing, while we probably haven't

9   been so lucky, it has varied with the number of

10   design reviews that we've gone through. We think

11   that having -- you know, we've met with the

12   building department a lot on this concept of

13   carve-outs and they think that they'll be able to

14   move these reviews faster under that concept. So

15   we think part of the problem is -- you know, you

16   can't blame one element of a program this size,

17   but one element has been that the general

18   contractors, they have the roofer prepare the

19   binder, the binder then goes to the general

20   contractor, the general contractor then sends it

21   to the architect, the architect reviews it, if he

22   approves it, it may take two or three times for

23   him to approve it, it goes back to the

24   contractor, it then goes to the building

25   department, and so it goes. So it's a long

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1   process that it's taken us to really trend the

2   number of days of each of those reviews and we

3   continue to try to work on to reduce it.

4   CHAIRMAN RABINOWITZ: The question that came

5   to my mind was, when I'm looking at your report

6   and TaxWatch's commentary about the variances was

7   the following. If there are almost 50 projects

8   that already have, quote, scheduling variances,

9   what financial impact does that have?

10   Is it going to cost more money to get these

11   projects now completed because there are 50

12   projects that are seemingly having some schedule

13   variance?

14   MS. LANGAN: Well, if you look at the sheet

15   that we -- we made a correction that the projects

16   that looked like 50, it was because they were

17   triple counted. So when TaxWatch looked at that

18   sheet, he was looking at that correctly, it was

19   printed incorrectly.

20   So the reality of it is, we are 23 -- 23

21   project variants, 20 of those projects are at 90

22   percent complete. So I know it's hard to

23   believe, but those delays are associated with

24   change order work that's being requested, and

25   that might be code, that might be owner request,

1   it might be a lot of different things. I mean, I

2   could walk you through, every month we give a

3   variance report for the district and any project

4   that has a variance, whether it's ahead of

5   schedule or behind schedule, we give all the

6   reasons why. And so that's in our monthly report

7   to the district.

8   CHAIRMAN RABINOWITZ: Yeah, that still

9   doesn't answer my question.

10   MS. LANGAN: Okay.

11   CHAIRMAN RABINOWITZ: And I'll be frank with

12   you when I say that whether it be 50 or 23, its

13   still seemingly unacceptable in light of the fact

14   that I've been sitting in this chair for like

15   four years and every single project is delayed.

16   It seems that way to us.

17   So if it seems that way to us sitting on this

18   side of the table then it certainly seems that

19   way to the public.

20   And my question really is, is there a

21   financial impact because of these delays? Is it

22   costing us more money?

23   MS. LANGAN: No.

24   CHAIRMAN RABINOWITZ: That's the most

25   important thing, I think.

1   MS. LANGAN: Yeah, no.

2   If I may, also, when we talk about the delays

3   that are happening when a project is 90, 95

4   percent complete, what we've developed is a

5   strategy called Day 2. That strategy allows the

6   contractor and the roofer to finish the job, get

7   it signed off, released from their bond so that

8   they can go back and bid additional work, and

9   then we take that Day 2 work, if it's a change

10   order that the board hasn't approved, we go

11   through that process. If it is a part of the

12   scope that is approved by the board, that is then

13   done under a CFMP.

14   That, we expect to move the projects faster.

15   And it will allow us to close the project out.

16   We're looking at 20 projects that are already 90

17   to 95, in some cases 100 percent complete. We're

18   waiting on a change order to get that final.

19   CHAIRMAN RABINOWITZ: Any other questions?

20   CHIEF DEMOPOULOS: Yeah, question. Do you

21   have an updated page 114? Because that is where

22   all those 50-plus schools are listed,

23   individually. Not that. I mean, I see that, but

24   in the actual report, the 650-page report, page

25   114 says Schedule Variances and has a whole bunch

1 of schools on here. So if you just took off and

2 clarified it down to 23, is this revised?

3   MS. CARPENTER: That page is actually

4 correct, but you might see, like, for example,

5 School A might be listed under April, May and

6 June because it had some variance in each month.

7 These projects, like Kathleen is referencing, if

8 it's a project that's 95 percent complete, it

9 still hasn't finished, it experiences a delay in

10 all three months so it was triple counted on our

11 page.

12   CHIEF DEMOPOULOS: Understood.

13   MS. CARPENTER: So it's not technically

14 incorrect, it's just 20 schools in total or 23.

15   MS. LANGAN: We track that monthly.

16   CHIEF DEMOPOULOS: Understood. Thank you.

17   And, actually, I have a lot of questions.

18   So the owner delays, are we -- I know those

19 are school board based. I guess, from what you

20 said, as we go through final inspections the

21 school board requests additional things.

22   Are we tracking those things? Are those code

23 required? Are those just because Tommy, the

24 inspector, wants them? I mean how is it --

25   MS. LANGAN: It's a combination thereof.

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1   So, as I said, Day 2 work will address

2 anything that's not code. If the building

3 department comes in on final inspection and they

4 identify a code issue, then that is a change

5 order that must be completed prior to them

6 signing off on a substantial completion. I can

7 give you some examples.

8   CHIEF DEMOPOULOS: Well, and I get that, but

9 my question is, the city -- the city, sorry. The

10 school board had an opportunity, they reviewed

11 the plans, right, they approved the plans?

12   MS. LANGAN: Yes.

13   CHIEF DEMOPOULOS: Which would be the first

14 opportunity to find code deficiencies.

15   MS. LANGAN: Yes, sir.

16   CHIEF DEMOPOULOS: The inspector, when they

17 go out to the inspection site, uses those plans

18 that were already reviewed and approved to do

19 their inspection. If they're finding additional

20 things, that means that the plans examiner most

21 likely missed it, so I'm wondering, how can we

22 trace it back to the source of what are we doing

23 wrong in the beginning as opposed to finding

24 things out at the end? We're clearly missing

25 something in the beginning.

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1   MS. LANGAN: Sure. I mean, I think, you

2   know, in my experience that happens throughout a

3   lot of districts where the code reviewers may

4   miss certain things. And it -- you know, the

5   best example I can give is fire alarm devices.

6   Once they come out to a project site and they see

7   what has been designed, they may say, well, I

8   want, you know, five more devices and here's

9   where they need to go. So that's pretty standard

10   of the types of things that happen.

11   I don't disagree with your thought process.

12   I think that it would be beneficial for the

13   building department, obviously, who should be

14   addressing, you know, your question specifically.

15   What I can tell you is, in trying to work with

16   the district and move the program forward, we've

17   developed a strategy which is industry wide

18   called, you know, Day 2 work, to try to help

19   facilitate getting change orders done.

20   Again, it won't address the code. Code and

21   life safety has to be done immediately.

22   CHIEF DEMOPOULOS: I understand. I review

23   plans. I do inspections. I understand. But I

24   would never walk into a facility that I have

25   already reviewed the plans and told you it's good

1   and say I want five more devices without giving

2   you a code section. And that means that I missed

3   it in the beginning.

4   MS. LANGAN: Sure. And they do do that.

5   CHIEF DEMOPOULOS: So I'm just saying,

6   whether it's remedial training, whether it's

7   audits, whether it's something, but -- I

8   understand what you're saying, but from a plans

9   examiner/inspector standpoint, that's not

10   acceptable. Thank you.

11   MS. KRISHNAIYER: The change orders, do they

12   only come from the inspector?

13   MS. LANGAN: No.

14   MS. KRISHNAIYER: What are the sources of the

15   change orders?

16   MS. LANGAN: Sure, it could be -- most of

17   them are from the inspectors that they're

18   happening at final completion or final

19   inspections I should say. But we have some that

20   are contractor -- you know, contractors have

21   identified gaps or issues where a change order is

22   needed. We have unforeseen conditions that

23   are -- you know, renovations are tough on change

24   orders. Contingency, you have to have it.

25   Unforeseen-- in our architectural contracts

1 the architects are required to go onsite to do

2 visual inspections. Unless the district approved

3 them to go out and do any destructive testing and

4 paid them, they would not do that. What we would

5 find, if, you know, we were starting over and

6 designs were starting, we would recommend that we

7 do destructive testing in the renovation

8 projects. There's a lot of unforeseen.

9   And then, as we said, errors and omissions,

10 there's problems you know with the design

11 documents where we would need change orders.

12   I think you all are familiar with the process

13 that's used here where if we identify a change

14 order as an error or an omission we then go back

15 to the architect and request reimbursement for

16 that change. So I think to date we have received

17 about 550,000?

18   MS. CARPENTER: We have. That amount is

19 actually due to delays that were experienced in

20 design.

21   As far as errors and omissions, the district

22 hasn't currently pursued money back from the

23 A&Es.

24   MS. LANGAN: Oh, I'm sorry. I thought the

25 money back was from errors and omissions.

1   CHIEF DEMOPOULOS: That was going to be a

2   question of mine, as well. Because I'm looking

3   through the change orders, page 93 to

4   100-something and there are a lot of consultant

5   omissions, consultant errors, and I would

6   strongly suggest the district take action towards

7   these folks that either omit or -- I don't know

8   why you have to pay for it double later.

9   MS. LANGAN: Yeah, and I think, you know, we

10   have done some presentations on this to the

11   board. You know, nobody -- no firm is perfect.

12   No architect is perfect. And what we've

13   explained to the board is, there is an industry

14   AIA consideration, I guess, if you will, that

15   says in a renovation you will usually find five

16   to eight percent of either errors or omissions

17   from an architectural firm depending on the size

18   of the project and if it's a new project versus a

19   renovation project.

20   The district is still getting value and I

21   think that's something that we have to keep in

22   mind. There's still a value to the work. So

23   what we're used to seeing is, we take a look at

24   the cost, but then don't consider the entire cost

25   of the change to the architect, but what the

1   difference would be between bid day and the

2   change order time. So what we would pay on bid

3   day for that same work and then the difference is

4   the change.

5   CHIEF DEMOPOULOS: Is there a way you can

6   show that? I'm not sure how you would quantify

7   that, but --

8   MS. LANGAN: Yeah, I mean, you do it by

9   estimating. I mean, it's not a perfect plan.

10   You certainly do it by estimating.

11   CHIEF DEMOPOULOS: Yeah, there's one on here

12   for $81,000 for a fire alarm consultant omission,

13   which is just astronomical in my opinion.

14   MS. LANGAN: Yeah.

15   CHIEF DEMOPOULOS: Part of your, I know you

16   were mentioning, I may be misspeaking, the design

17   group, I think you --

18   MS. LANGAN: Yes.

19   CHIEF DEMOPOULOS: Design group?

20   MS. LANGAN: Yes.

21   CHIEF DEMOPOULOS: Is the fire inspections

22   and the building department, are they part of

23   that group?

24   MS. LANGAN: Well, they aren't part of our

25   team, but they certainly are -- we collaborate

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1   with them. You have your building department and

2   then you have the fire marshal's office. And the

3   fire marshal, I think he has, you know, maybe

4   three or four people working for him that I

5   believe are outside consultants.

6   CHIEF DEMOPOULOS: They have a lot of school

7   inspectors, but I know for my city at least, I

8   get involved in the beginning and work with these

9   architects, engineers, they give me preliminary

10   drawings, we mark them up and hand them back

11   before it actually goes through the formal review

12   process and it saves a lot of time. Because,

13   like in the report, 63 -- the average number of

14   days per project at the building department is 53

15   days, and then the average number of days between

16   building review and engineering review is 63

17   days. You know, it's taking the building

18   department way too long to review them and it's

19   taking your subcontractor/contractors two months

20   to get some of these plans back to them.

21   MS. LANGAN: The A&E's you're referring to?

22   CHIEF DEMOPOULOS: Yeah. Excuse me.

23   MS. LANGAN: And sometimes there are so many

24   issues that, you know, you can run into, as far

25   as both sides trying to get the reviews done.

1   And I do know that, you know, the building

2   department and the fire department is -- you

3   know, has been struggling staffing-wise

4   resource-wise. I think that they have gotten

5   more resources now through their consultants --

6   is it CAP? Yeah, CAP they use. That's the name

7   of the company they use to supplement their

8   reviewers.

9   So understood. You bring a lot of good

10   comments.

11   CHIEF DEMOPOULOS: Does the -- sorry to talk

12   so much. Does the district -- have we noticed

13   staffing issues in the building department for

14   either side? I mean, is that --

15   MS. LANGAN: Yes.

16   CHIEF DEMOPOULOS: I don't expect an answer,

17   but are we taking action; do we need to hire more

18   people; subs; I don't know, part-time people;

19   full-time people? I don't expect an answer now,

20   but --

21   MS. LANGAN: Sure. Mr. Moquin has been

22   working on this issue with his team, the building

23   department and the fire marshal. They brought on

24   additional staff and resources through the

25   consultants. They work diligently on it. And,

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1   obviously, you know, there's training involved

2   once they bring these consultants on, just trying

3   to get the right people, get the right rates.

4   I know Mr. Moquin, in order to improve and

5   get more resources, they changed -- they went out

6   on the street with a new RFP. So previously they

7   had gone out and they had set the rates

8   themselves. They did not get any traction on

9   that RFP like that, so they went out and

10   developed a new RFP where the consultants gave

11   the rates. So he's worked diligently with his

12   team to make those improvements.

13   CHIEF DEMOPOULOS: One last question and then

14   I'll let others talk. Does the district and/or

15   whomever submits the plans, do they do electronic

16   plan review or is it all paper?

17   MS. LANGAN: It's all paper.

18   CHIEF DEMOPOULOS: Maybe a suggestion. We

19   use electronic plan review. I know when you have

20   paper that goes to the building department, they

21   review it, then it goes to the fire, then they

22   review it, then it goes to zoning and they review

23   it. With electronic plan review it goes to all

24   of them at once, everyone reviews it, it's a lot

25   quicker turnaround. So that may be something

1   that everyone looks into.

2   Thank you.

3   CHAIRMAN RABINOWITZ: Thank you.

4   MS. CARPENTER: Shall I continue the

5   presentation?

6   CHAIRMAN RABINOWITZ: Please. Thank you.

7   MS. CARPENTER: Okay. Ashley Carpenter with

8   Atkins.

9   So this cash flow forecast is really just a

10   high level to kind of walk you through some of

11   what's happening with the program on the

12   financial side. Again, this is just Facilities.

13   So the gray line was the original program

14   baseline that was set, the schedule that was cost

15   loaded. The green dashed line going up to the

16   right is the program forecast currently. And the

17   very bright blue line in the bottom left is the

18   actual spent.

19   So you can see just by looking at the curve

20   for the actual spent that the curve is -- has

21   increased, you know, over the past six months.

22   It's deeper. I guess we're spending more money

23   on the program. We've got so many projects in

24   construction.

25   The orange vertical bars you can see a couple

1   months the spend was really, really high there,

2   well above the forecast. And really to

3   accomplish the program schedule that AECOM has

4   sent out of October 2025 the spend would need to

5   be around about $15 million a month, let's say.

6   And we've been exceeding that in the past year,

7   over 16 million a month.

8   There was some talk about change orders. The

9   change order rate for projects that have been

10   completed is just about half a percent of the

11   construction value, which is low, particularly

12   for renovation jobs. And then of all the active

13   projects it's running around about a half percent

14   as well, just over a half percent.

15   I mean, we do -- we know that some projects,

16   if you look, I forgot the page numbers that you

17   just mentioned, yeah, on actually 92 -- page 92

18   and 91 in the BOC report, it shows per project

19   what the change order percentage is. And, you

20   know, a couple of them are definitely high, but

21   we have a lot of projects that they've been so

22   low that the average over the program is still

23   quite low.

24   But, overall, I think what we're seeing is

25   that the forecasted program end date of October

1   2025 is quite realistic and achievable.

2   Particularly with the rate of construction right

3   now and the work getting done, it's -- it's a

4   good sign.

5   So that's that. We can go to the next slide.

6   So as far as the risk assessment, we do a

7   quarterly risk assessment. And this quarter the

8   total went up about $10 million for the 70

9   percent risk. We look at the 70 percent as being

10   sort of the one that we plan by. And it went

11   from $508 million being, I guess, needed for

12   reserve to 518. And that was due to -- about 7

13   million of that was inflation and then about 3

14   million of it was related to like a swing space

15   program for construction, which is really just

16   for projects that were already in construction.

17   So if we utilize portables on campuses for swing

18   space, that was already figured into that budget.

19   There's, as far as like AECOM's plans for

20   swing space for projects that aren't in

21   construction yet, obviously, that will be figured

22   into the budget and, you know, we anticipate that

23   that will save a lot of time, and, therefore, a

24   lot of money. But for projects that were already

25   in construction and it wasn't part of the budget,

1 so that's the increase for the quarter.

2   We do have a big project that the board

3 approved recently, the additional funding of

4 about $29 million for, which is C. Robert Markham

5 Elementary, the replacement of Building 1. That

6 building was just going to get some sort of

7 standard SMART Program renovations, you know,

8 roofing and some HVAC work. But they've recently

9 approved replacement of that building, so there

10 will be an additional 29 million.

11   I know that that's part of Capital's response

12 on budget and everything but I just wanted to

13 mention that because that will, obviously, affect

14 the SMART Program reserve and need to come

15 directly from the SMART Program reserve.

16   So that's all I have. Thank you.

17   CHAIRMAN RABINOWITZ: Wonderful. I guess

18 we're moving on to budget.

19   MR. HERBST: Can I ask one question?

20   CHAIRMAN RABINOWITZ: Sure.

21   MR. HERBST: So back to your risk analysis,

22 help me understand where you developed this from.

23 I'm sorry, so your midpoint risk, your 70 percent

24 risk, how do you develop your risk assessment?

25 Where does that come from?

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1   MS. CARPENTER: Sure, it's a Monte Carlo

2   simulation. So, you know, we've been measuring

3   the risk over some years now, and every risk --

4   so back then, before we really got into the

5   construction phase there was a lot of -- there

6   was an understanding that the original funding

7   allocations that were given to these projects

8   were very low, that the estimates that were done

9   in 2014, we came in and understood that there was

10   definitely not sufficient funding, particularly

11   because of how high inflation was for a number of

12   years in a row and even -- even if you look at

13   2014, the roofing unit prices, and things were

14   just -- it was just low. So we knew that there

15   was going to be a big impact and we started

16   trying to understand, okay, what's going to be

17   the impact for inflation; what will be the impact

18   for the roofing unit prices; what will be the

19   impact for the HVAC equipment; has the equipment

20   been figured -- and not just equipment, actually,

21   but the ancillary stuff that goes along with when

22   you replace a unit. So there was a lot of risks

23   that we knew would hit the project. Even if you

24   stick really tightly to the scope and you say

25   we're only going to do a roof for these buildings

1   that were culled out, we're only going to replace

2   these three air handlers that were culled out,

3   you know, there was still a huge impact to the

4   budget regardless. And then, obviously, risks

5   associated with the timeline extending. So there

6   was a couple of re-baselines that were done over

7   the years and every time that timeline extends

8   that changes.

9   So you put in these different risks and you

10   say, what's the probability of this happening,

11   you know, and how much -- what's the impact going

12   to be if it does? And now, the point we're at

13   now in the program, pretty much of all of our

14   risks have happened, have been realized, and

15   they're like at 100 percent.

16   So the -- now when things hit the program,

17   like Markham Building 1, there really wasn't

18   anything in there for that because all the risks

19   that have been put in, you know, have kind of

20   been realized and now when something else happens

21   it's like, oh, okay, that's going to be an

22   addition hit that wasn't, you know, factored in.

23   We still -- we're still carrying risk for

24   inflation. We're still carrying risk for change

25   order percentages and stuff like that, which

1   there is still an accounting for that. It does

2   increase. You know, that's covered in a sense,

3   but there are certain things that now when they

4   happen, they're not covered quote-unquote in the

5   70 percent.

6   But you can see the range has really narrowed

7   over time. In the beginning when you don't know

8   a whole lot there's a huge range. But things

9   have been happening and haven't hit the program

10   so the range has narrowed over time.

11   MR. HERBST: Thank you.

12   MS. KRISHNAIYER: Backing up a little bit.

13   Can someone fill us in on cost of the -- you

14   know, progress or whatever, what's going on with

15   Rickards and the roof collapse at Rickards; as

16   well as with, I think, Apollo has a similar

17   situation and a couple other schools?

18   MS. LANGAN: Sure. And we actually have a

19   board workshop on October 5th where we will be

20   presenting some further information to the board

21   on the Rickards collapse as well as a

22   recommendation on the structural perfection

23   program that we're recommending that the district

24   does.

25   As far as the sister schools, we were in

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1   every sister school this summer. We have made

2   all of the repairs with the exception of one

3   minor repair at Lauderdale Lakes. And that was

4   just due to the condition of the area that we had

5   to repair. It had taken longer. We had to

6   redesign details four times just to get access to

7   the placement of where we needed to repair the

8   beams in the school.

9   So everything is repaired with the exception

10   of that and it's moved forward.

11   MS. KRISHNAIYER: Except Rickards.

12   MS. LANGAN: I'm sorry?

13   MS. KRISHNAIYER: Except Rickards.

14   MS. LANGAN: Well, Rickards, you know,

15   obviously, we have the report and we'll be

16   presenting that to the board. As far as what the

17   plan is for Rickards, that is moving forward.

18   You know, Buildings 2 and 5 are being

19   accommodated for the students to return. Well,

20   actually, in a few weeks they'll be back onsite

21   and there's progress being made with the mobile

22   modular school, so that the kids will be

23   returning there after winter break. So that --

24   that part of it is progressing.

25   MS. KRISHNAIYER: Thank you.

1   CHIEF DEMOPOULOS: I have a question, I'm

2   sorry, on Rickards before you get off of it, but

3   I can't really find where I marked it up. Page

4   123 of the report started talking about approved

5   funding for $990,000 and then approving temporary

6   portables for 8 million, I believe it is. Is

7   this all funding that the school -- that the

8   district is paying? Is this collapse something

9   the fault of -- and I know you can't say, but

10   fault of the contractor that they should be

11   getting a bill for this; like who -- who and why?

12   MS. LANGAN: We've been working closely with

13   the district's insurance company. And,

14   obviously, we can't speak to any fault. That

15   will be discussed with the school board and the

16   engineers.

17   CHIEF DEMOPOULOS: So there's still an

18   investigation and there's the potential for some

19   sort of reimbursement at some point if fault is

20   determined not to be the school board; I would

21   imagine?

22   MS. LANGAN: Yes, sir.

23   CHIEF DEMOPOULOS: Okay.

24   MR. SHIM: Through the Chair?

25   CHAIRMAN RABINOWITZ: I think you're up,

1   Omar.

2   MR. SHIM: Thank you. Good evening. Omar

3   Shim, Director of Capital Budget.

4   This quarterly budget activity report is for

5   the quarter ending June 30th, 2021. The total

6   SMART Program budget increased by 14.1 million

7   over the last quarter from 1 billion 315.9 to 1

8   billion 330, which is shown on page 403 of the

9   quarterly report.

10   The detailed list shows -- each project that

11   has had budget increases is shown on page 407

12   through 424.

13   From the total of 1 billion 330, 966.8

14   million is either committed or spent. And the

15   balance of those funds that are not encumbered or

16   spent is 363.1 million.

17   Next slide.

18   Expenditures through the fourth quarter are

19   660.6 million as shown on page 425. This is a

20   59.5 million increase in expenditures from the

21   previous quarter. The growth in expenditures

22   shows the increase in construction activity since

23   most the nonconstruction items in the SMART

24   Program have been completed. Well, pretty much

25   everything else is completed. Purchase orders in

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1   place are 306.6 million.

2   Next slide, please.

3   For the reserves, in addition to the SMART

4   Program funding that are identified in the

5   project budgets the district set aside reserves

6   for additional costs identified in the Atkins

7   Risk Assessment.

8   To mitigate these risks the district

9   initially established 225 million in SMART

10   Reserves. We also approved COPS for 211 million.

11   47 million was added for the SMART Program to

12   cover costs for additional PMOR services. And

13   then, in addition, as has been mentioned, on

14   September 8th when the board adopted the DEFP,

15   District Educational Facilities Plan, 29 million

16   was allocated for the replacement of Building 1

17   at Markham Elementary. And in fiscal year 22, 46

18   million were additionally increased in fiscal

19   years 24 and 25. This brings the total added to

20   the reserves since the inception of the program

21   to 558 million to cover the amounts identified in

22   the risk assessment.

23   And, as you know, as projects are awarded

24   funding is added to each of the projects from the

25   SMART Program Reserves. So out of 558 million,

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1   173 million remain in the SMART Program Reserves.

2   As we move into this fiscal year 22 district

3   staff is monitoring carefully our cash flows for

4   the General Obligation Bond and we're also

5   looking at the project schedules to determine the

6   fourth and the final periods of the General

7   Obligation Bond.

8   Next slide.

9   So we had several workshops and meetings with

10   the school board over the past year, and, of

11   course, we discussed funding priorities. And on

12   September 28th we -- the board adopted the

13   District Educational Facilities Plan and, as I

14   mentioned, those two elements relating to the

15   Markham and Rickards were addressed in that.

16   And that is pretty much all I have. If there

17   are any questions?

18   CHAIRMAN RABINOWITZ: Bob.

19   MR. NAVE: Yes, sir. Just a couple of

20   things. In response to one of our earlier

21   recommendations the district included years 7 and

22   8 of the SMART Program in the budget with the

23   2020 schedule reset and extending the completion

24   of the facilities projects into late calendar

25   year 2025 early 2026.

1   TaxWatch thought it was appropriate for the

2   district to go back and add years 9, 10, 11 and

3   12 into the SMART budget and that gets us through

4   2026.

5   We also looked at the spending rate. And we

6   went back over the last six quarters and over

7   that time the district has been spending at a

8   rate of about $17.8 million a month. And if it

9   continues to spend at that rate, and there's

10   every reason to believe that they may actually

11   spend at a higher rate, if they spend at that

12   17.8 million rate, that gets them to about 37

13   months or so, which does not get the district to

14   the end of the schedule reset.

15   So what we've recommended the district do is,

16   take a look at this, make sure we're looking at

17   this the right way. And if there is -- if the

18   lifespan of the money doesn't go to the end, then

19   the district needs to come back to the Bond

20   Oversight Committee with a plan to make up that

21   shortfall.

22   CHAIRMAN RABINOWITZ: Questions?

23   MS. KRISHNAIYER: I just have a question

24   going to Markham. I noticed it said Building 1.

25   Does that cover the entire school? Is that 29

1   million only for part of the school or for the

2   entire Markham? Because it's a pretty old

3   school. And I think if anyone deserves a good

4   school it's Markham.

5   So what exactly does it cover for Markham?

6   MS. LANGAN: That only covers Building 1, the

7   replacement. We are currently finishing up the

8   renovations of Building 5 and 2 on that campus.

9   Actually, there's a couple of other smaller

10   buildings there as well. So that -- the school

11   will be replacing Building 1. That's the

12   majority of the school. And then the smaller

13   buildings are receiving some minor improvements.

14   MS. KRISHNAIYER: So the school at the end

15   will be pretty well refurbished?

16   MS. LANGAN: Yes.

17   MS. KRISHNAIYER: Thank you.

18   CHIEF DEMOPOULOS: Just before moving

19   forward, sorry to go backwards, the School Safety

20   and Security portion, the last report there was a

21   lot more detail and I think you showed a chart

22   that had some good detail on the fire alarms,

23   fire sprinklers, but it wasn't in either the

24   TaxWatch report or the SMART report 650 pages.

25   Out of the 650 pages there is, page 11 is half a

1 page about the single point of entry which is

2 already completed.

3   So my question is, or my suggestion, how can

4 we get more emphasis on safety into this report?

5 Because there is a lot more to safety than just

6 single point of entry, which is completed, and

7 you indicate there's fire alarms and fire

8 sprinklers, and I would like to get an update to

9 that in this report. But I'd also love to see

10 the fire alarms and the sprinklers that are not

11 part of the renovations.

12   So I understand we put in new roofing and we

13 take the sprinklers out and put them back in, I

14 get that. But the buildings that don't have

15 sprinklers that we're putting them in or the fire

16 alarms that are old and antiquated that we're

17 just replacing not grouped in the renovation

18 projects, is there a way to get some of that

19 information in the report?

20   I've asked for this a lot of times.

21   MS. LANGAN: I'm going to let Ashley pull

22 this data together.

23   MS. CARPENTER: Right. So the fire

24 sprinklers, when we cull out fire sprinklers in

25 the data, it's a school that has a building that

1   has no sprinklers and is getting new sprinklers.

2   So there isn't any like renovation of the

3   sprinkler projects. It's only, you know, if

4   there's nothing and then we're putting sprinklers

5   there, then it's included in the data.

6   As far as fire alarms, 95 percent of the

7   project are like brand new fire alarm systems

8   campuswide. There's a little small handful, I

9   want to say four or five, maybe, that are just

10   getting a fire alarm panel replacement. So we

11   can certainly distinguish between those two so

12   you know which ones are the full system

13   replacement and which ones are just the panel,

14   but it's a really small number for the panel.

15   Do you -- I also have data on, like, which

16   buildings are getting fire sprinklers. Do you

17   want to know the square feet or, I don't know,

18   what's --

19   CHIEF DEMOPOULOS: No, I understand there's a

20   list out there of school buildings that don't

21   have sprinkler coverage that were under this bond

22   supposed to get it, so I'd love to see a list

23   that says these buildings don't have it and these

24   are the projects that they're tied to and they

25   will get it --

1   MS. CARPENTER: Yes.

2   CHIEF DEMOPOULOS: -- because, as a

3   municipality, we get minimal, if any, information

4   from the fire side on what these projects are.

5   And we really need to train and educate our

6   responding crews on what those systems look like

7   and where they're located.

8   And are those -- those improvements are from

9   this fund; correct? This balance that's in here,

10   that's where that fire alarm and fire sprinkler

11   replacement comes from? Sorry.

12   MS. CARPENTER: Sorry. So repeat that last

13   question again?

14   CHIEF DEMOPOULOS: So, prior, I was informed

15   that the single point of entry was mainly the

16   safety and security projects and was completed.

17   But on this I do show a huge balance -- not huge,

18   but a balance left under School Safety & Security

19   and was wondering, does that go towards those

20   fire alarm and fire sprinkler upgrades; if you

21   will? Is that some other projects? Just a

22   little bit of detail. I know there's a huge

23   amount of detail everywhere else, and I love it,

24   but I care really about safety and security,

25   that's my main focus, and there is not enough

1   detail in any of these reports, and that's a huge

2   disservice to everybody.

3   MS. ASHLEY: Omar, do you want to speak to

4   the Safety & Security balance?

5   MR. SHIM: Yes. Again, Omar Shim.

6   The Single Point of Entry program is

7   completed, as you mentioned. And there are

8   dollars remaining for that that will go back into

9   the SMART Program.

10   Now, to the extent that those -- that other

11   projects need additional dollars and they are

12   experiencing the same type of inflationary costs,

13   these dollars are available for those projects.

14   So, yes, you're correct.

15   CHIEF DEMOPOULOS: Okay.

16   MS. CARPENTER: And we can actually -- I

17   mean, of course, we can add more detail to the

18   reporting. Because a lot, as you mentioned, the

19   fire sprinklers and fire alarms was wrapped up

20   into those renovation projects. The renovation

21   projects have just been reported as, like, one

22   entity, but we can definitely break down the fire

23   alarm and fire sprinkler reporting to give you

24   some more information in our next report.

25   CHIEF DEMOPOULOS: Yeah, please.

1   May I keep going?

2   So like theater equipment -- I'm sorry, I'm

3   going to keep moving on. So like theater

4   equipment and athletics, excuse me, still have

5   balances on these sheets. Are those balances

6   going back into the fund because those projects

7   are all completed; I would imagine?

8   MR. SHIM: Yeah. If there are balances and

9   the projects or the program is closed out then it

10   goes back into the program for other cost

11   increases to the program.

12   CHAIRMAN RABINOWITZ: Bob, did you have a

13   comment?

14   MR. NAVE: Yeah, just on the last TaxWatch

15   report I did go into considerably more detail on

16   the status of the fire alarm and the other

17   safety, the ADA upgrades and all the other stuff.

18   I didn't do it this time for a couple of reasons.

19   One, because they're bundled in with other

20   projects to make up a single primary renovations

21   project. You can look at the primary renovations

22   project and see when these projects are going to

23   be done.

24   I did put a disclaimer in there to remind

25   everybody that these projects could be completed

1   and in place before they signed off on the entire

2   primary renovation.

3   So I didn't do it this time because

4   scheduling -- getting this report done was a

5   little tighter schedule-wise than usually. I

6   wanted to make sure I gave you all a week to

7   review it, so it -- my timeframe got a bit

8   compressed. And I apologize for that and in my

9   next report I'll make sure that detail is in

10   there.

11   CHIEF DEMOPOULOS: No worries. Thank you.

12   I know -- Bob, if I can, I know you spoke

13   earlier about the -- I'm pretty sure we spoke

14   about the $25,000 change order threshold and you

15   had some recommendations. I know in here on this

16   report I believe it says 65 percent -- I'm sorry,

17   69.9 percent of these change orders were under

18   the $25,000 threshold. I believe in past

19   meetings it was the -- actually, it's in writing

20   in the policy that the superintendent has that

21   ability to approve them but the board had given

22   unofficial direction, if you will, that kind of

23   says keep bringing it to us.

24   Now that we have a new superintendent has any

25   of that changed? Because that will speed up 69

1   percent of these projects if she already had the

2   policy or, if you will, the authority to approve

3   these projects.

4   MS. LANGAN: There is a policy that is stated

5   right now that, as you mentioned, that is current

6   with the school board. They did direct

7   Superintendent Runcie that they did not want to

8   use that policy. And so since that time we have

9   been following the verbal policy that Mr. -- that

10   Superintendent Runcie had requested.

11   And so, you know, I would like to just say

12   that, you know, that's one small part of the

13   issue surrounding the timing for change orders.

14   You know, it goes through a lot of steps in the

15   bureaucracy, if you will, of the district. It

16   goes -- you know, it takes time to go to each

17   entity. Every ASI that occurs on a project has

18   to be approved by the school board -- or, excuse

19   me, the building department. So there's a lot of

20   steps, if you will. The school board approval

21   only being one of them. And the school board has

22   said that they would be happy to meet more

23   frequently if that would help the timing process

24   to get the change orders approved.

25   So, you know, I -- we wish that they would

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1   reconsider and implement a more updated policy

2   comparable with districts in the surrounding

3   area, but, you know, that's -- we serve at the

4   will of the board.

5   CHIEF DEMOPOULOS: Thank you.

6   CHAIRMAN RABINOWITZ: Anybody else? So

7   moving on to Diversity.

8   MR. BALLOU: All right. Economic

9   Development, not Diversity. Just a point of

10   clarification.

11   Our goal is to do more business with the

12   local taxpayers that support us through the bond

13   initiative, so it is an economic development

14   program, clearly not a diversity program.

15   But moving on to talk about economic

16   development, one of the issues or observations of

17   TaxWatch -- if you could move to page 28, please,

18   we'll go directly to the TaxWatch -- one slide

19   back, please. Thank you.

20   We -- for two of the reports we put our

21   aspirational goals our internal aspirational

22   goals on here that were meant to be internal

23   aspirational, not a sound bite for the community.

24   So we took them off.

25   Our overall goal is to receive 30 percent of

1   local business inclusion in this project. There

2   is the ethnic breakdown of it. We are exceeding

3   our goal. We're at 35 percent in total. We

4   continue to report on it. We use this just to

5   see where there is a gap. And we realize there

6   is a gap in African American, specifically, and a

7   section of women-owned businesses.

8   So if you go to the next slide we answer the

9   question, what are we doing to increase the

10   utilization of women and African American

11   suppliers in our supply chain? And what we have

12   found is, the district had become a -- what we

13   would call, not a compelling place to do

14   business. So, therefore, women and African

15   American suppliers in particular were not

16   attending the pre-bid conference, which is the

17   leading indicator, because if you don't go to a

18   pre-bid conference, you can't bid.

19   So we changed our marketing strategy and our

20   engagement strategy to invite everyone, but

21   specifically target marketing women and African

22   American suppliers to attend a pre-bid

23   conference. I, personally, attend the pre-bid

24   conference to issue, if you will, the right hand

25   of fellowship, to thank you for coming and at

1 least giving it a try.

2   In this particular reporting period we

3 actually had a number of African American

4 suppliers attend pre-bid conferences, actually

5 bid on projects, and then actually win projects,

6 at least one project in this time period. And

7 now we -- this is a number that we track, people

8 who attend pre-bid, people who bid, as well as

9 winning agencies.

10   So in this timeframe, if you recall when we

11 first gave you this report I said I had zero

12 people attending and zero people winning, we now

13 have people attending and winning in our targeted

14 section.

15   And so what are we doing? Literally,

16 everything that we can think of from changing our

17 marketing strategy to issuing DemandStar

18 sponsorships. So DemandStar is where we post all

19 solicitations, there were -- some employers said

20 that they thought it was an undue hardship to

21 have to pay for a DemandStar membership in order

22 to receive those solicitations. Keeping in mind

23 it is free if you're doing business with Broward

24 County Public Schools. But if you already have a

25 named agency, there is a fee to get additional

1   agencies.

2   So we eliminated that constraint by working

3   with DemandStar and now we offer scholarships to

4   anyone that needs it. So we have eliminated that

5   as an issue. Working with AECOM, we're working

6   with our roofing and our mental protege program.

7   We're actively working on a carve-out program so

8   that we won't negatively impact a local supplier.

9   And then as we move forward with carving out

10   roofing initiatives we launched a business

11   development webinar series. Again, we increased

12   the pre-bid process. We created a program called

13   Meet the Buyer Engagement. So if you're a local

14   supplier and you want to meet a particular buyer,

15   my office will then work with the buyer to

16   facilitate that conference. Really, it's a Teams

17   meeting, but it gives direct access to a buyer to

18   talk about an issue or an opportunity and it's

19   not, hey, you just hunt them down. We then do

20   the work to coordinate that meeting. We are then

21   -- with all SMART projects we are reviewing our

22   APIs and being a little more aggressive on our

23   APIs for M/WBE inclusion as well as S/W/MBE

24   inclusion very specifically, as well as, again,

25   we are re-looking at our recertification

1   workshops and we've identified that we can do

2   some On Demand training, so we are posting videos

3   on our website, so you can go in at 2:00 in the

4   morning and see the information.

5   We've also added the How To -- literally, a

6   How To guide on which button to push on Ariba to

7   complete the certification process. And that

8   documentation is also available on our website,

9   as well as continue to do our Tech Tuesdays, so

10   people can come in and learn how to do business

11   with us.

12   So the long answer is, we're doing

13   everything. The very specific answer is, we are

14   committed to becoming a compelling place to do

15   business and we believe that is the fundamental

16   difference that is going -- that has shown

17   positive strides with women and African Americans

18   being willing to give us a try again.

19   And that completes my report.

20   Oh, a shout out to AECOM and Atkins. They

21   both are meeting their diversity goals.

22   And then this, one I am not a social media

23   person, so I don't think about it. However, we

24   have active engagement on LinkedIn, Twitter and

25   Instagram, posts with who's doing work, how to do

1   work, and business development ideas. And this

2   is where we also advertise our educational forums

3   and ideas.

4   I am told that everyone loves these things.

5   I sound like the old man, get off my lawn, right

6   now, but that we are fully engaged in -- a year

7   ago we had none of these platforms and today we

8   have these platforms. We post daily on some of

9   them, scheduled weekly postings on LinkedIn where

10   we offer educational activities. I told my team

11   we are not to -- if we ever go viral, that's a

12   problem, because we only have really, truly 533

13   people that we really really want to talk to.

14   Those are people who are certified with us. And

15   then the other people to get them excited to do

16   certification with us. So I don't need a million

17   followers. I really need people coming to a

18   pre-bid conference and bidding on work.

19   So I'm measuring our success not on a Twitter

20   count but on dollars spent with local suppliers.

21   So at the and of the day, you know, my focus is

22   on dollars spent with the 100-plus suppliers that

23   we have that are receiving contracts from the

24   district, to grow that number from 100 to 150 and

25   then to 200. And that's really my goal, but I am

1   obligated to connect on social media.

2   CHAIRMAN RABINOWITZ: I don't feel the need

3   to be on social media either, so I'm there with

4   you. Not a single one.

5   We can move on to Communication.

6   MS. GARTH: All right. Good evening. Yvonne

7   Garth, Garth Solutions, the communications

8   liaison for the SMART Program.

9   So, for us, we are all about social media, so

10   that is a good transition.

11   CHAIRMAN RABINOWITZ: Sorry.

12   MS. GARTH: No, that's okay.

13   So, just, I do want to start by just closing

14   the loop on a question that I know Bob brought up

15   in the last report and we didn't get a chance to

16   meet, so I didn't have an opportunity to address

17   it, and that was how we were notifying the public

18   about the schedule reset, the 2020 schedule

19   reset.

20   Once the schedule was approved we did take

21   certain -- numerous steps to notify the public,

22   including updating our website. As you're aware

23   we do have a SMART website and we have a web page

24   for every single school. We updated the schedule

25   on every school's web page. We also developed a

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1 digital newsletter for every single school and

2 worked with the principals to distribute that out

3 through their ParentLink system -- through their

4 ParentLink, and posting on social media. So we

5 feel that we did cover the bases as far as

6 getting the simple notifications out.

7   What I'd like to do today, though, if you'll

8 allow me is just to talk about something that

9 we're really excited about, a new campaign that

10 we just recently launched. We worked in

11 collaboration with the Office of Communications

12 to develop a campaign that we call What SMART

13 Means to Me. And really the intent here is, you

14 know, over the years we've spent a lot of time

15 and we continue to spend a lot of time to report

16 the progress of the program in more just metrics

17 and key performance indicators.

18   What we have not done as much of is

19 connecting the dots to the human impact that this

20 program is having on the district in terms of the

21 students, the teachers, the administration, the

22 parents, the community at large, the businesses.

23 And so while we'll continue to report the

24 metrics, we're also layering on top of that a

25 communication campaign, a media campaign that

1   tells the story of how these dollars are

2   impacting the constituency out there.

3   So we've developed a number of themes.

4   Especially as components of the program are

5   complete, like Athletics, Music and Technology,

6   as Dr. Cartwright mentioned, we want to celebrate

7   those accomplishments. So we've actually come up

8   with a number of themes. And you're going to see

9   these themes running periodically over the course

10   of the next year, actually, where we'll celebrate

11   Building Champions, for example, which is

12   upgrading and completion of the athletics program

13   and how athletics has impacted student athletes

14   that are now able to leverage the business

15   centers more. We have a theme on the STEM

16   program, on media centers and more. And so this

17   is just a quick snapshot of the theme.

18   Next slide.

19   So the first introductory messaging that

20   we're putting out there is sort of a compilation

21   of a group of themes and the way that we're

22   delivering this is essentially through a

23   commercial, if you will. This first one is a

24   little long, but moving forward each theme will

25   be a 60-second clip. And we're posting it on the

1   website, pushing it out through social media,

2   through ParentLink. And we're working on an

3   influencer kit where we can work with

4   organizations to help us spread the word.

5   I'd like to share with you this evening the

6   first introductory video, or, commercial, if you

7   will, that recently launched and we're working

8   with the Office of Communications to push it out

9   through BECON. It's been on social media. It

10   was sent out to over 300,000 recipients in

11   ParentLink.

12   So, Denise, if you wouldn't mind showing the

13   video?

14   (Video played.)

15   MS. GARTH: So the next step here will be for

16   us to segment each one of those themes and

17   develop them a little bit further. We'll be

18   interviewing students, teachers and residents and

19   we look forward to sharing that with you looking

20   forward.

21   In addition to this campaign we do our usual

22   quarterly Smart at a Glance newsletter by

23   district.

24   Next slide.

25   Of course our social media posts, we post

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1   every single day. So social media is important

2   for us.

3   And last, but certainly not least, are the

4   outreach events, which, of course, during COVID

5   we didn't do as many of them, but we did host

6   some town hall meetings virtually for District 7

7   and some traditional community meetings that we

8   were able to participate in.

9   And with that I will answer any questions

10   that you might have.

11   MS. KRISHNAIYER: Yeah, I'm just interested,

12   how many have seen the new video? Do we have any

13   way of assessing the viewership and people

14   that -- you know, parents in the community have

15   actually viewed it? Because it's very valuable

16   if they see that. And a lot of the questions

17   won't come to us that have been coming

18   repeatedly.

19   MS. GARTH: That's a very good question.

20   Thank you.

21   We are tracking the analytics. We just

22   launched a couple weeks ago. I will have a

23   better report on analytics in the next report.

24   But when we do get our first round of analytics

25   we can share that with you.

1   MS. KRISHNAIYER: Has this gone to the TV

2   stations, like perhaps they can show some of this

3   if the question comes up. And it will be, you

4   know, great viewing if they would show a snippet

5   or whatever.

6   MS. GARTH: Yeah, actually -- well, to answer

7   your question, no, it has not gone out yet. But

8   that is part of the plan. We are working with

9   the Office of Communications and Ms. Koch to --

10   to identify some space on BECON first and

11   foremost so that we can run the spot as well as

12   any other media outlets that are willing to run

13   it for us.

14   MS. KRISHNAIYER: Thank you.

15   CHIEF DEMOPOULOS: I thought that was a very

16   good video. I look forward to seeing one on

17   safety and security. Good job.

18   CHAIRMAN RABINOWITZ: Feel free to consult

19   him. I'm sure he'll have some commentary.

20   Anything else?

21   (No response.)

22   CHAIRMAN RABINOWITZ: Then we'll move on to

23   our report from Steve.

24   MR. HILLBERG: Okay. Good evening. I

25   attended the school board meeting back in March

1   of 2021 and I attempted to cull through the -- go

2   through the minutes from prior meetings in my own

3   notes to compose a message from the Bond

4   Oversight Committee to the board. The thought

5   was that I would send it to all the board

6   members, we would agree, then we'd coalesce that

7   into a unified message and I'd present that to

8   the board. It didn't quite go that far. I did

9   send it to the committee liaison here and also

10   the Chair and got a little bit of feedback, but

11   we need to expand that, I think, for the next.

12   I came up with seven points and the first one

13   is moot, I'll warn you ahead of time, that we

14   were not in favor of the schedule reset because

15   that obscures how far behind some of these

16   projects really are. But the decision's been

17   made and we're moving on, so we'll go along with

18   that. We don't have a choice.

19   The committee members request assurance that

20   the school board is pursuing recapture of any

21   funds misspent by the former IT director as

22   detailed in the newspaper, there was a big

23   scandal, and we would like to follow through that

24   any misspent funds are being recaptured.

25   Third, committee members urge the school

1   board to increase efforts to meet goals set for

2   minority and women owned and disadvantaged

3   business participation, which Mr. Ballou seems to

4   be really pursuing very good.

5   The committee members request a response to

6   the audit findings detailed in the newspaper

7   where the findings contained the recommendation

8   to disband the school board's building department

9   due to the apparent obstruction to the SMART Bond

10 projects.

11   And we request descriptions of the process

12 and steps that the board takes to keep projects

13 on schedule and on budget.

14   Committee members request a description of

15 efforts to streamline and shorten the project

16 process, for example, approval of change orders

17 less than $25,000 should not require full board

18 approval. Approval at a lower level would

19 require less time and proper notification to the

20 school board would ensure sufficient oversight

21 for the changes to the projects.

22   Last, the committee members request to be

23 provided the responses to the public comments

24 made at the committee meetings and we request

25 assurance that the responses were delivered to

1   the commentators, the commenters. The sign-up

2   sheet that they signed when they make a public

3   statement did not include an email address and we

4   thought that would facilitate a faster response

5   time rather than an address. And I don't even

6   know if there was a phone number on there.

7   Those were the seven that were presented to

8   the board. They received it pretty well. They

9   listened. They asked a lot of follow-up

10 questions. And I would like to see that some of

11 these are -- are implemented.

12   The one that I think TaxWatch also asked is

13 that the $25,000 threshold be implemented and I

14 think we're all in favor of that. Maybe there's

15 some resistance that we're not able to overcome,

16 but that's only what it is.

17   That concludes my report.

18   CHAIRMAN RABINOWITZ: Thank you.

19   The next workshop is actually next week.

20 Steve, you did such a good job, I really think

21 you should do it again.

22   I know I can't.

23   MR. HILLBERG: Okay.

24   CHAIRMAN RABINOWITZ: There you go.

25   MS. KRISHNAIYER: Through the Chair, maybe we

1 could reiterate the statement about the change

2 orders? And even if it's -- even if we have to

3 take a vote, because we have quorum, go back and,

4 you know, address the school board on that.

5   CHAIRMAN RABINOWITZ: No, I don't think

6 there's any dispute amongst us that that should

7 be something that we more strenuously commit that

8 we do, but whether or not the superintendent

9 actually wants to exercise that authority is a

10 different story. I'm not her lawyer.

11   DR. CARTWRIGHT: We can definitely bring it

12 back up for future discussion with the board

13 because I'm sure as all of you are aware I am the

14 leader of the board.

15   CHAIRMAN RABINOWITZ: Thank you.

16   The next meeting is still scheduled for

17 December 13th unless there's some issue with that

18 date. At this juncture we'll keep that date.

19   The next issue that I had spoken with Omar

20 about was the committee's membership. There's

21 five of us. I mean who is missing? Forgive me.

22   MR. NAVE: Ann.

23   MR. BALLOU: Brian Johnson.

24   CHAIRMAN RABINOWITZ: So there's three

25 people -- I mean, because I can't see -- my eyes

1   aren't sharp enough to see who is attending.

2   MR. NAVE: Jose, Ann and Brian.

3   CHAIRMAN RABINOWITZ: Is there any member

4   that's on virtually? No.

5   You know, it begs the question about whether

6   or not we should have term limits or a number of

7   meetings that someone misses that then results in

8   the individual's involuntary expulsion from the

9   committee, et cetera. It's -- I don't know if

10   it's anything we need to decide tonight, but it's

11   something that we need to think about definitely,

12   because it seems as though the five of us are the

13   ones that are showing up appropriately.

14   Go ahead, Omar. What were you going to say?

15   MR. SHIM: What I could do is, I could send

16   out the actual resolution that has guidance on

17   how the committee -- you know, so that you can

18   take a look at it over the next period and then

19   when you meet again in December have a better

20   discussion about what we want to do with that

21   resolution. Because we do also have to bring

22   that back to the board if we want to make any

23   changes to it. So I just ask that you guys take

24   a look at it and have a --

25   CHAIRMAN RABINOWITZ: Fair enough. I think

1   that's the appropriate thing to do. Something

2   for us to think about. At the next meeting we'll

3   have to address the composition of board term

4   limits or involuntary expulsion to the extent

5   that somebody is not appearing.

6   At this time we typically recess the business

7   meeting and convene the public hearing. Is there

8   anybody here from the public?

9   Wonderful. Let me see if I can avoid

10   butchering the name of the person that would like

11   to speak. Linda Ferrara.

12   MS. FERRARA: Good evening all. My name is

13   Linda Ferrara, I'm Vice Chair of the Facilities

14   Task Force. And first, yes, you do have an

15   attendance requirement. It's in the resolution.

16   It's outlined in there. I couldn't find it

17   immediately, but I do have it and I know it was

18   two absences.

19   The other thing is if staff can please

20   include the PowerPoint link? You know, I'm

21   eyesight challenged, so I can't see the monitor

22   as closely. It would have been helpful to have

23   it on my computer.

24   Just an observation from the public is, what

25   is the purpose of the Bond Oversight Committee?

1 We don't hear what's going on with them. With

2 the start of school we would have thought that

3 the Bond Oversight Committee would have made up

4 some lost time with additional meetings. That,

5 you could do. It's within the resolution.

6   According to the resolution, the Bond

7 Oversight Committee is to hold quarterly public

8 hearings around the district for the purpose of

9 presenting findings and taking public comment

10 from the public. It's been six years and we

11 haven't seen where the Bond Oversight Committee

12 has held their meetings besides KCW. Can we

13 please get a timeframe of when this will start?

14   As for communication, it is still poor. An

15 example is Oakridge Elementary where they had an

16 issue with their cafeteria. Nowhere in the

17 Renovation Spotlight does it even indicate there

18 was a problem and that there's a delay of over a

19 year and a half; if not more.

20   The Renovation Spotlight is not transparent.

21 There is no indication of where the project is at

22 this point. To most people, they do not know

23 what Q1 or Q4 is. Where is the comparison of

24 where the project is in respect to where it is

25 supposed to be? Yes, delays occur, but the

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1   district needs to be up front about it. What

2   have the cost changes been, budget to -- revised

3   budget to actual? What does a line item

4   "additional funding" mean? Where or what is the

5   money being assigned to? Looking back at the

6   agenda item it wasn't explicit enough.

7   Transparency does not seem to be a goal. How

8   does the public measure accountability if

9   information is not provided?

10   On another note, since there are new members

11   to this committee, it might be a good idea -- a

12   good time to bring everyone up to speed on

13   e-Builder and Maximo and how it can better

14   support the capital program.

15   Thank you.

16   CHAIRMAN RABINOWITZ: Thank you. Hopefully,

17   someone took those questions down and we'll try

18   to address them at the next meeting.

19   We also have Ms. Lynch-Walsh.

20   MS. LANGAN: Good evening. Dr. Natalie

21   Lynch-Walsh and I'm the Chair of the Facilities

22   Task Force, or, as I've been feeling listening to

23   this, your older sister that always comes to rain

24   on your fun.

25   All right. So, there's always this sort of

1 disconnect between the letter from the head of

2 Florida TaxWatch and the report that's put

3 together. This time it's the line, it is

4 critical to maintain oversight and transparency

5 as well as effective communications to ensure

6 public trust and support. You can't maintain

7 something you haven't had yet. There have been

8 -- any time we attempt to provide oversight

9 there's retaliation. And, in fact, the infamous

10 FTF memo just celebrated its one-year

11 anniversary.

12   You're not having transparency when you have

13 to target the very board-established advisory

14 group that was put together to provide oversight

15 over the district's facilities and capital

16 program.

17   So some notes I made while sitting out there

18 listening, and I might want to start with the

19 list that Mr. Hillberg just went through. I

20 found it -- it was great that you requested

21 assurance that any misspent funds from the former

22 chief information officer are being recaptured,

23 but it's kind of hard to do that when the chief

24 auditor ignores a recommendation made by the

25 audit committee to audit for just that. You

1   can't collect something that you don't quantify.

2   The audit committee unanimously passed a motion

3   to look at whether the district got what it was

4   supposed to and whether any of those funds for

5   Lenovos were misspent. But it seems we'll have

6   to bring the state in to audit that.

7   So, some other notes real quick. Athletic

8   tracks, in the GOB there were athletic track

9   resurfacing but what was ignored is that SREF now

10   indicate eight lanes for regional meets instead

11   of six. So what the district has been doing is

12   resurfacing tracks that are outdated. And they

13   plan to do it again, just so you know.

14   Because that's been a familiar theme with

15   this program is, we're not looking at SREF, we

16   don't look at Castaldis, we don't look at

17   structural issues. We don't look at anything

18   that would have driven the cost past 800 million

19   because that's the number everybody had to marry

20   themselves to.

21   Now, thanks to there being a grand jury

22   report about to drop, and don't ask me when,

23   AECOM has had an easier time, is coming in at a

24   time when they are able to pump the brakes on

25   some of these things that have been problematic.

1   Some examples are like Stranahan and Parkway and

2   I'll get to those. So, Athletics, tracks, I just

3   wanted to clarify there.

4   The riff to the program, I recently sent out

5   an email that 38 million more is needed in

6   reserves, in SMART reserves, for the projects

7   that have yet to come before the board. So in

8   the email they need 211 for the remaining

9   projects, but there's only 172 million in

10   reserves. That's a shortfall. That's a problem

11   that hasn't been addressed yet. They tried to

12   address last year but one of the board members

13   put the kibosh on that.

14   Some examples of scope issues, I heard a lot

15   of discussion about project delays. Understand,

16   when you fail to plan, you plan to fail. There

17   are more scope issues coming out, especially

18   recently. Blanche Ely recently needed 1.2

19   million to replace switch gear. I kept asking,

20   how in the world do you miss something like that?

21   Well, easy, when you read the scope validation

22   report they couldn't get access and they thought

23   they were going to recycle the switch gear. So

24   that became impossible, so they just slid 1.2

25   million in need past the board. Meanwhile, we

1   needed 1.2 to do a covered bus loop. I mentioned

2   that before here. Now that's sort of grown in

3   because they demolished the building, left an

4   open field, have two buildings falling to ruins,

5   one them is historical. So now AECOM has to look

6   at the entire scope of that because Heery didn't.

7   And it would be easy to blame Heery, but

8   understand that they were just doing what they

9   were told. Because, again, there are so many

10   people that had to marry themselves to that 800

11   million and make it look like it was working.

12   Stranahan, the Castaldi was ignored. The

13   deficiencies were understated. And now that's up

14   for replacement. The last time I was here they

15   were deciding, I think, between renovation and

16   replacement.

17   Markham Building 1 is being replaced.

18   Building 2 is almost as old as Building 1, but

19   there's too much work done on that. Much like

20   Broadview Elementary probably should have been

21   replaced, it's too far gone into the work at this

22   point. So that's a missed opportunity there.

23   But Markham, Stranahan, Rickards, which you

24   mentioned, all these things, there's no money in

25   the SMART Program for these things, because they

1 weren't part of the plan and 800 million was

2 never going to cover what really needed to be

3 done. Not even the 800 million scope that they

4 said 800 million was going to cover. So they've

5 been discussing issuing more COPS and they can

6 issue about 250 million more and I think we're

7 already at half that in terms of what we've

8 catalogued.

9 We don't have a number on Parkway. We don't

10 have a number on Bethune or Bennett. Rickards we

11 know is 70. Stranahan is about 20. Markham is

12 29. Blanche Ely is probably going to be a couple

13 of million. And a lot of these things is because

14 there was no structural analysis done during the

15 planning, the almost nonexistent planning phase.

16 So now AECOM is having to come in, thanks to the

17 Rickards collapse that highlighted the four other

18 sister schools with similar structural issues,

19 but also the question of, what else has

20 structural issues? And because of that we're

21 getting building replacements.

22 These are things that -- these are scopes

23 that they should have been all along.

24 As far as Parkway goes, I have brought you

25 guys --

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1   CHAIRMAN RABINOWITZ: If you can try to wrap

2   it up, please, I'd appreciate it.

3   DR. LYNCH-WALSH: I know. Thank you. I

4   appreciate it. It would be a lot easier if you

5   guys just scheduled us to speak.

6   So anyway, I brought you the Parkway Middle

7   School DEFP page. They are now planning two

8   different phases of demolition because the budget

9   that was approved in the beginning in 2014 is 3.2

10   million for anything other than Technology.

11   Now, any of you that have a construction

12   background, tell me how you're going to renovate

13   a campus and demolish probably, I think like over

14   a dozen buildings, with $3.2 million.

15   So here's the handout. You can see it for

16   yourselves. But you have to think of two big

17   things, risk, the risk is under, underfunded.

18   The reserves are underfunded for almost 40

19   million. And when you have scope issues, this is

20   why.

21   CHAIRMAN RABINOWITZ: Thank you.

22   We can reconvene the business meeting.

23   At this point is there any other discussion?

24   Anyone?

25   (No response.)

1   CHAIRMAN RABINOWITZ: Hearing none, we just

2   need a motion to conclude the meeting.

3   MS. KRISHNAIYER: So moved.

4   CHAIRMAN RABINOWITZ: Is there a second?

5   MR. HILLBERG: Second.

6   CHAIRMAN RABINOWITZ: All those in favor say

7   aye.

8   COMMITTEE MEMBERS: Aye.

9   CHAIRMAN RABINOWITZ: Thank you. Have a good

10   evening everyone.

11   (Meeting was concluded at 7:23 p.m.)

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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   Dated this 4th day of October, 2021, Fort

11 Lauderdale, Broward County, Florida.

12

13

14   TIMOTHY R. BASS
            Court Reporter

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