BROWARD COUNTY PUBLIC SCHOOLS

BOND OVERSIGHT COMMITTEE

THURSDAY, JANUARY 15, 2026

5:35 P.M. - 7:10 P.M.

KCW ADM. BUILDING - BOARD ROOM
600 SE 3RD AVENUE
FORT LAUDERDALE, FLORIDA, 33301

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

United Reporting, Inc.
(954) 525-2221

 1 ATTENDANCE:

 2 Ashley Carpenter, Atkins Realis

 3 Omar Shim, Director, Capital Budget

 4 Rafiki Brown, Assistant Director, Capital Budget

 5 Benjamin Salz, Capital Budget Analyst V, Capital

 6   Budget

 7 Romaneir Johnson, Chief Financial Officer

 8 Mark Dorsett, Task Assigned Chief Operating Officer

 9 Mark Magli, Executive Director, Office of the Chief

10   Auditor

11 Michael Scott, Director, Economic Development

12   Opportunities & Compliance Office

13 Deniece Williams, Garth Solutions

14 Paige Sclar, Garth Solutions

15 Dr. Howard Hepburn, Superintendent

16

17 BOND OVERSIGHT COMMITTEE MEMBERS:

18

19 Steve Hillberg, P.E., Civil Engineer

20 Chief Tommy Demopoulos, Fire Chiefs Association of

21   Broward County

22 William A. Tracy, Building Official, City of Parkland

23 Latha Krishnaiyer, Broward County Parent Teachers

24   Association

25 Parth Patel, CGFO

1   MR. HILLBERG: Well, let's go ahead and start

2   the meeting. We're going to start with

3   introductions and the Superintendent will have a

4   few words.

5   MR. SHIM: Well, I'm Omar Shim. I'm the

6   Director of Capital Budget.

7   MS. JOHNSON: I'm Romaneir Johnson, Chief

8   Financial Officer.

9   MR. SALZ: Benny Salz, Capital Budget Analyst

10   V.

11   MR. DORSETT: Mark Dorsett, Chief Operating

12   Officer, Task Assigned.

13   MR. MAGLI: Mark Magli, Executive Director of

14   Audits.

15   MR. TRACY: William Tracy, I'm the building

16   official from the City of Parkland.

17   MR. PATEL: Parth Patel, Assistant Budget

18   Director of the City of Fort Lauderdale.

19   MR. HILLBERG: Latha is going to be here?

20   Yes?

21   MR. SHIM: Yes. She's running a few minutes

22   behind, so she should be here shortly.

23   MR. HILLBERG: All right. I'm Steve

24   Hillberg, Chair of the Bond Oversight Committee,

25   Civil Engineer, the City of Fort Lauderdale.

1   MR. DEMOPOULOS: Tommy Demopoulos, the Fire

2   Marshal for the City of Tamarac.

3   MS. SCLAR: I'm Paige, I'm with the Garth

4   Solutions, the communications team.

5   MR. SCOTT: Good evening, Michael Scott,

6   Economic Development Opportunities & Compliance

7   Office.

8   MS. WILLIAMS: Deniece William, I'm with

9   Garth Solutions on the AECOM team for

10   communications.

11   MS. CARPENTER: Ashley Carpenter, I'm with

12   Atkins Realis and AECOM, the program controller

13   for the asset management program.

14   MR. BROWN: Rafiki Brown, Assistant Director,

15   Capital Budget.

16   MR. SHIM: And we have the Superintendent

17   online and I just wanted to have him just say a

18   few words since this is the final Bond Oversight

19   Committee meeting. So, Sup', all yours.

20   SUPERINTENDENT HEPBURN: Yes, so I am here

21   saying thank you. My apologies for not being

22   there in person. I've been hopping around from

23   meeting to meeting. I'm actually in my car and

24   have another meeting to step out to go into, too.

25   So my apologies for not being there in person, I

1   have a lot of conflicts today.

2   But I certainly want to thank the committee

3   for the great work they've done for Broward

4   County Public Schools for the time being over

5   almost a decade. You know, it's important work.

6   The oversight is definitely essential to let our

7   taxpayers know that the money is being used

8   wisely. Albeit it, it may have taken a large

9   amount of time for some things to come to

10   fruition, but nonetheless, the money has been

11   used wisely to support our facility needs for our

12   students, which is learning environments are so

13   essential to what our teachers and our students

14   do day in and day out in the classroom, you know,

15   and it's led to tremendous outcome, the past two

16   years for Broward County Public Schools overall,

17   with no DNF schools for two years in a row, an A

18   school district for two years in a row for first

19   time in over a decade, and as of the news

20   yesterday, the highest graduation rates for

21   Broward County Public Schools in over 25 years

22   with 91.4 percent overall. That includes our

23   charter schools as well. But when you take out

24   our charter schools, our graduation rate that

25   includes our center schools, which is where our

1   students go to get that second and third chance,

2   it increases to 93 -- over 93 percent. And then

3   if you just look at our traditional high schools

4   it's raised to 97.5 percent.

5   So those accomplishments include the

6   contribution from this committee and the hard

7   work that you've provided for fiscal oversight

8   over this whole entire bond program. And I know

9   the citizens of Broward County would be happy to

10   know that the work that you've done has ensured

11   fiscal responsibility and fiduciary

12   responsibility by our board and also by myself

13   and past superintendents.

14   So I appreciate all the hard work. I know

15   this is our last meeting, but I know we'll be

16   leveraging your expertise and opportunity to

17   support us in other ways quickly in moving in the

18   near future.

19   So thanks for having me here. Thanks for the

20   hard work you've been doing for Broward County

21   Public Schools and all the students that we

22   serve. It is much appreciated.

23   Thank you, Omar.

24   MR. SHIM: Thank you.

25   MR. HILLBERG: That was nice of him to pop

1   in.

2   MR. SHIM: I just wanted to also mention that

3   Ms. Johnson is here for a little bit and she has

4   another engagement as well.

5   MR. HILLBERG: Okay.

6   MS. JOHNSON: I wanted to thank you guys for

7   your work also and also to say that we're going

8   to be moving forward with more projects in the

9   near future. So I think that you're just going

10   to have a temporary vacation and hope that you

11   will be part of the committee going forward when

12   we come back to the table.

13   MR. HILLBERG: Okay. I always thought we

14   were a thorn in your side.

15   I think we did accomplish some good things

16   over the years.

17   The second item of business is the approval

18   of the minutes. Can I have a motion?

19   MR. TRACY: Moved.

20   CHIEF DEMOPOULOS: Second.

21   MR. HILLBERG: All in favor?

22   COMMITTEE MEMBERS: Aye.

23   MR. HILLBERG: Opposed?

24   (No response.)

25   MR. HILLBERG: None. Passes unanimously.

1   We'll go to Audit Reports.

2   MR. MAGLI: So I was chatting with Omar as

3   the meeting was commencing. So we have ongoing

4   engagements, targeted engagements, and have

5   outsourced to RSM to do that periodically. We

6   don't have anything coming forward right now.

7   We'll continue to work on some of these things

8   that we have going. We have a couple of things

9   in the works already. As those things progress

10   we'll look to do some more, and, hopefully,

11   sometime later in the year do some kind of

12   call-backs to, as you guys say, lessons learned,

13   and some of the good and bad of those, overview

14   of that type of -- that kind of engagement that

15   they'll go back to and have some key points to

16   look at. But right now I don't have anything

17   specific to share, but we are still at work at

18   this with some of our external people and looking

19   at some things internally. So that much I can

20   tell you at this point.

21   MR. HILLBERG: Okay. I did read that on --

22   when I looked at the website for the audit

23   committee I read through some of the meeting

24   minutes, it appears that there was some questions

25   about the prior to 2024 schedule iteration and

1   after 2025 and they were just kind of comparing

2   the two to see what the process was. But I was

3   looking for reports on that, on that site. In

4   the meeting minutes from last time it said there

5   were reports on the auditor's site.

6   MR. MAGLI: I know that there were some

7   difficulties with some of the links that were

8   going on. I don't know the extent of that, I

9   really don't, to speak on that. But that was

10   reported back to me. I assumed it was resolved.

11   I'll certainly look into it and make sure that

12   we're up to speed. That wasn't an in-house

13   thing, that was kind of a district thing when we

14   converted over to whatever that system was there

15   was some issues with that. I'm relatively new

16   back to understanding where the transition was,

17   but we'll look at that. I'll make a note of it,

18   for sure.

19   MR. HILLBERG: Okay. Thank you.

20   Next is the Bond Presentations by District

21   Staff. The Facilities Project Accomplishments is

22   the first item.

23   MR. SHIM: Yeah, I'll start off with a --

24   Omar Shim, Director of Capital Budget. And

25   before I get started, I just wanted to thank the

 1   staff. Over the years we've been providing these

 2   reports and having reports from consultants

 3   Atkins, and AECOM, and Garth, and all the

 4   consultants that contributed along with the

 5   staff, Rafiki, Ben, and other staff throughout

 6   the district that supported this program.

 7   Also, a special thank you to Millie, in the

 8   back. She actually hung in here before she

 9   retired, she's retiring in 10 days. So she stuck

10   it out, and special thanks to Millie for that and

11   all the hard work that she's done in

12   communicating. You've seen her emails.

13   So today is the final Bond Oversight

14   Committee meeting. The SMART Program has been a

15   monumental effort to deliver the projects using

16   voter funded general obligation bonds that was

17   passed in 2014. At that time the district was

18   restricted by cuts related to the great recession

19   which saw billions of dollars wiped out from our

20   -- by reductions in property values combined with

21   reductions to our capital budget tax revenues by

22   the state legislature.

23   Prior to the SMART Program the district had

24   facilities that were not fully single point of

25   entry. We were not able to fund music or arts

1   programs. The district lagged behind in

2   technology and our facilities suffered from years

3   of deferred maintenance.

4   And I want to make that point because I think

5   that, you know, from so long ago it's hard to

6   picture where we came from to where we're at

7   today. We're having a different discussion

8   today, but we wouldn't be able to have this

9   discussion if we were where we were then.

10   Because of these benefits of the SMART

11   Program the district is in a much better position

12   to look to the future and the Bond Oversight

13   Committee was instrumental in what was

14   accomplished as well as many of the lessons

15   learned by the district. And as we go through

16   the presentations we'll talk about those

17   accomplishments and the lessons learned, as we've

18   discussed.

19   But before we begin that I also wanted to

20   thank the committee and provide these

21   certificates of appreciation. You know, you

22   certainly kept us on track to achieve the things

23   that we've achieved as well as, you know, the

24   lessons and bumps we've had in the road along the

25   way and the things we've learned to take forward

1   through the next program. So I'll just provide

2   these certificates and then we can get going.

3   MR. HILLBERG: Omar, I want to thank your

4   staff also. I see that on the quarterly report

5   in the beginning when I joined in late 2017, the

6   reports ran about 800 pages. And to put that

7   together on a quarterly basis and to proof it and

8   to check it and then release it in a public forum

9   and then do it again over and over again, where

10   the different chapters have to agree with each

11   other, I think that's an amazing accomplishment.

12   Right now the report today was just a little over

13   500 pages. So that's still a huge undertaking to

14   go check all the schedules and all of the

15   management information and have that all

16   assimilated so that it kind of goes together. It

17   has to go together in mass media. That's an

18   amazing accomplishment. So you're to be

19   commended and your staff to be dedicated to that

20   work for going on 10 years.

21   MR. SHIM: Thank you very much. And it

22   really was a team effort. The team that you see

23   here, there's many more people that stand behind

24   all the work that's been done. And, you know,

25   it's certainly a lot of coordination and a great

1   team effort, so thank you very much.

2   MR. HILLBERG: Next is Program Highlights -

3   Facilities and AECOM.

4   MR. SHIM: So if you go to the slide, it's

5   kind of like an overview about some of the

6   things. You know, you can see a few schools up

7   there, Lloyd Estates, Deerfield Beach,

8   Hallandale, Miramar and Marjory Stoneman Douglas.

9   And I think what the superintendent said, you

10   know, those are a few of the highlights in terms

11   of bottom line in terms of what was really the

12   impact it had on the kids across the district.

13   And we're in the business of education. We talk

14   about the facilities. Well, the facilities

15   service kids and the achievements that the kids

16   make -- you know, we've heard it from the

17   principals from the schools that we visited. You

18   know, but that goes across district, all the

19   projects that we've done, they've had a

20   significant impact and it's made a big difference

21   in terms of the outcome, the graduation rates,

22   the school grades. This reflects kids achieving

23   things. So, you know, I have a child in school

24   on a personal level and these things really

25   matter.

1   So these are just some highlights. You know,

2   modernized spaces, enhanced safety systems, and

3   you can see on the slide really some of the

4   impact.

5   The SMART Program delivered meaningful campus

6   upgrades while also providing clear insight into

7   long-term capital needs so we have the next step

8   of this going on with our FCA and looking at our

9   current, you know, next steps in construction.

10   So the program made significant progress in

11   safety with some of the fire alarm projects, the

12   sprinkler systems as well as security things like

13   single point of entry. Infrastructure, arts and

14   music spaces and technology. And we did a lot of

15   media centers, too.

16   We have also identified opportunities to

17   strengthen just the program in general, planning

18   sequences, communications. Risk management, that

19   played a big role in our budgeting and how we set

20   aside funding strategically to address risks in

21   general, that we knew we had projects that had

22   additional funding left. And we'll get into that

23   when we get into the financial section.

24   These lessons led to a stronger coordination

25   among internal teams, design professionals,

1   contractors and oversight bodies. You know, also

2   a big part of this is Florida TaxWatch. They

3   aren't here now, but they certainly played a big

4   role earlier on and, you know, helped with

5   recommendations and shaping -- shaping this

6   report, truthfully, on how it's reported and

7   transparency.

8   And this resulted in improvements that

9   included clearer reporting and more consistent

10 processes and stronger accountability.

11   I'll let Ashley go through the next section.

12   MS. CARPENTER: Thank you. Ashley Carpenter,

13 again, with Atkins. So looking at some of the

14 Program Achievements, just kind of at a high

15 level we wanted to focus on, you know, really

16 what has been done over these years. A lot of IT

17 technology upgrades and widespread deployment of

18 student devices, expansion of art and music

19 programs because of the work that was done.

20   Streamlined processes that improved program

21 delivery, so that one's really close to my heart

22 because that is what I do, but, you know, even

23 thinking about that report from so many years

24 ago, it was a really manual process back then,

25 and now because of the processes that have been

1   put in place and the workflows that we have, it's

2   very easy for me to pull all this data out of the

3   system and just give it to the AECOM guy that

4   puts it in the database. You know, it happens so

5   quickly now because of the work that's been done

6   to really set everything up and make it more --

7   have a lot more controls around the data and make

8   it more automated in every way.

9   That's also allowed for enhanced transparency

10   and accountability because it's not a manual

11   process, because it's not somebody having to, you

12   know, type something in or maybe manipulate data

13   slightly. It's really just spitting it out of

14   the system. I was working with one of the

15   auditors from the chief auditor's office today

16   and setting up a report for her in e-Builder and

17   she can just run it herself and she's going to

18   get the same data that I'm gonna get and

19   anybody's gonna get when they go to, you know,

20   run these reports. And so that's, I think, been

21   a big achievement as well.

22   MR. HILLBERG: So if I can interject?

23   Because that was a thing that, I'm a project

24   manager, I have projects to run, and I have to

25   spend a lot of time updating schedules and

1   statuses and things like that and that's taking

2   away time from managing the project, so it's kind

3   of a bad feedback, the less time I have to move

4   the project along then the more I have to explain

5   my delays. And so to get that out of the way and

6   to decrease the amount of hours you need to spend

7   on that stuff, that's tremendous.

8   MS. CARPENTER: Yes. But some of the lessons

9   learned, we have had a lot of lessons learned,

10   really strengthening the early cost and scope

11   definition, so that's being done now in the

12   current Facility Condition Assessment process,

13   really trying to learn from this program, you

14   know, exactly what needs to be done in terms of

15   schedule costs and scope right from the

16   beginning. Prioritizing proactive scheduling,

17   clearer communication, assessing risks earlier

18   and streamlining approval processes. So along

19   with that data that we have that's centralized,

20   now we also have a suite of, you know, automated

21   workflows that processes go through, so that's

22   all been implemented. That really helps

23   everything to run more smoothly. And engaging

24   regulatory agencies from the outset.

25   Looking at this next slide, this is about

1 projects that have had major changes in scope

2 from what was originally planned in the bond to

3 what actually happened, schools that had the

4 scope really revisited and aligned better to

5 their needs giving them more than the existing

6 building renovations, you know, that were

7 planned. They -- they got more through this

8 program, so that was -- that was a great --

9   MS. KRISHNAIYER: Let me ask you a question.

10   MS. CARPENTER: Sure.

11   MS. KRISHNAIYER: Markham was not on the

12 original plan. So what -- you know, just an

13 update on Markham.

14   MS. CARPENTER: Yes, so Markham in the

15 original plan had renovations to Building 1.

16   MS. KRISHNAIYER: Right.

17   MS. CARPENTER: As you know now, Building 1

18 is being replaced. Markham, there was several

19 phases. So they had to put all the portables

20 there and everything. And Markham, I believe, I

21 don't want to speak out of turn, but I'm pretty

22 sure just got a letter of recommendation so that

23 they're able to -- the CMAR is able to put it out

24 on the street for bids to start moving towards

25 the construction phase.

 1   MS. KRISHNAIYER: That's two years since the

 2   building collapsed.

 3   MS. CARPENTER: Yeah.

 4   MS. KRISHNAIYER: Yeah. And that's a school

 5   that needs it desperately.

 6   MS. CARPENTER: Yes. For sure.

 7   MS. KRISHNAIYER: Because even now when the

 8   kids walk through there's rain.

 9   MS. CARPENTER: Yeah. And the CMAR's been

10   working out there and they were doing the FPL

11   vault, there was like a phase that had to be done

12   before they could do the new building. So they

13   had to basically have a new hub for all the

14   systems. And so they've been out there building

15   that and now they're going to be able to, you

16   know, go out on the street to get the subs for

17   the next phase.

18   MS. KRISHNAIYER: Going back to single point

19   of entry, which works very well in most schools,

20   Markham is a problem because you can -- I mean,

21   the security person is there before you drive in,

22   but once you drive in you can wander around

23   because --

24   MS. CARPENTER: Of the portables.

25   MS. KRISHNAIYER: Mm-hmm.

1   MR. SHIM: Just to tie this back to the SMART

2 Program, because I know Markham is in the SMART

3 Program process --

4   MS. KRISHNAIYER: Mm-hmm.

5   MR. SHIM: -- I think that what it is is that

6 the original SMART Program that was there, what

7 we did is we held part of it and programmed the

8 replacement instead. So it really was an

9 expansion of that program. And so we reevaluated

10 what we were doing. Just like the rest of these

11 schools, I think that the rest of these schools

12 had SMART Program projects and we were asked and

13 had discussions with the board to expand it

14 because of the investments in the SMART Program

15 that we wanted to invest more into the program.

16 Whether or not they fell inside or outside of the

17 SMART Program they were still a part of the SMART

18 Program that went beyond that scope. And so I

19 just wanted to make that point.

20   MS. KRISHNAIYER: I just feel for that

21 school.

22   MR. SHIM: Yes.

23   MS. KRISHNAIYER: And it needs it so

24 desperately. And it's a school which has enough

25 kids. We're not looking at it for closing or

1   re -- you know -- so it'll be nice if that gets

2   done.

3   MR. SHIM: Yeah.

4   MS. CARPENTER: On the next slide, early on

5   in this program the PMOR really identified that

6   they had to look at additional ways to expedite

7   work, particularly with roofing, but there were

8   also carveouts done for single point of entry,

9   media centers and music and arts spaces. But

10   those, at least the roofing carveouts really

11   allowed the square footage of roofing that was

12   happening per year to be high enough to get this

13   program done. You know, there was a time in 2018

14   where the experts were sort of saying like, we're

15   not going to be able to finish all this roofing.

16   I think it was 16 or 17 million square feet of

17   roofing and the roofing carveout program really

18   helped to expedite that work and get it done.

19   And then the process improvements, I kind of

20   mentioned it already, but the e-Builder system,

21   it's now called Trimble Unity Construct, was

22   really custom built for the district's needs and

23   it contains about 50 active workflows that

24   automate and streamline project processes,

25   construction projects, and allows for integrated

1   reporting, auditing, and these are just -- the

2   ones listed there are just a few of the ones that

3   we have.

4   Looking at some more of the Program

5   Achievements, particularly related to The Big 3,

6   we get more into The Big 3 later, but these were

7   really a school specific approach reporting and

8   engagement strategy because they were the poster

9   children of the bond and they required more

10   community meetings, more engagement, more

11   updates. You know, people were very, of course,

12   interested and these were some of the biggest

13   value projects that we had in the program as well

14   because they're big schools and they had a lot of

15   needs and so they were large construction

16   projects. But, you know, trying to continually

17   improve the communication and the feedback loop

18   and particularly with regard to the project teams

19   and, you know, making sure that everything was

20   being kept up to date. And with guidance and

21   input from you guys they've implemented some

22   rules to keep projects efficient and successful.

23   And, you know, just continually reviewing the

24   market conditions and the risk assessment, all of

25   this stuff played into how The Big 3 were

1   executed and -- and the work, you know, completed

2   or substantially completed.

3   So some of the -- I'll run through with you

4   the regular slides pretty quickly, you know, we

5   really wanted to focus more on kind of what's

6   been done overall, but some of the quarterly

7   highlights that, projects in construction

8   closeout went up to 219 in total, which reflects

9   a year-to-year difference of 105 projects that

10   moved into closeout. And there were over 27

11   school visits this quarter. And the overall

12   program percentage of change orders still is

13   under 2 percent at about 1.67. You know, anybody

14   who knows construction renovations on old

15   buildings, you know, we would typically expect 5

16   to 8 percent, so it's still well below that.

17   However, there are projects that are not

18   complete, 119 projects that have not completed

19   construction that are still -- that have been

20   rolled over just into the Capital program,

21   they're still ongoing.

22   With these counts, the comparison is actually

23   from June 30th. The boxes underneath are the

24   June 30th numbers. So there were only six

25   projects out of 338 total projects that hadn't

1   entered the construction phase as of October

2   31st, 2025. And the second chart is really just

3   kind of a breakdown of some of those phases

4   because the board members particularly always

5   ask, when we say 219 in construction closeout

6   they want to know, well, how many are

7   substantial; how many final; how many in

8   financial; and how many totally closed out? So

9   on the second slide you see there's 149 that are

10   fully closed out, so there's nothing left to do

11   on those. The ones in financial closeout, which

12   is 39, are -- might still have a purchase order

13   or two open that we're working on getting closed

14   out. The architect's purchase order stays open

15   for a year after substantial completion because

16   they do their warranty walk-through, so that

17   might be the only thing pending. The ones that

18   are final completion, that means the contractor

19   is fully complete, so they've achieved their OES

20   209, which is the certificate of final inspection

21   and -- yeah, and then substantial complete, so

22   that's the breakdown of the 219.

23   Moving on to the Safety Status with the fire

24   alarm and fire sprinkler projects.

25   MS. KRISHNAIYER: Can I ask a question,

1 Ashley, before --

2   MS. CARPENTER: Sure.

3   MS. KRISHNAIYER: Right at the beginning you

4 talked about the art and music being expanded.

5 Do we have any schools that don't have -- I know

6 we do, but I don't know the number. And how do

7 we address that? Because to the best of my

8 knowledge they are the schools where it's needed

9 most. So do we have any numbers or can you get

10 them to me, Omar?

11   MR. SHIM: I can get you numbers. I'd have

12 to talk to our art and music people, but, yeah, I

13 can get you those numbers.

14   MS. KRISHNAIYER: But they did go and do

15 schools that didn't have it.

16   MR. SHIM: Yes. I mean, there was a much

17 larger number of schools when we started this

18 that didn't have art and music because of the

19 funding and because of the availability of the

20 music equipment. I know that during the program

21 that we pushed out and we encouraged a lot of

22 schools to do it, but, you know, it's the

23 school's choice what specials they have and what

24 they do and so some schools, a handful of schools

25 I'd say, it's a small number, if I recall, that

1 don't have it, and maybe it's a result of their

2 population or maybe it's a result of what program

3 that they prefer to put out there. So I'll get

4 you those numbers, but it certainly has been

5 expanded substantially since the beginning of

6 this.

7   MS. KRISHNAIYER: Because they're not going

8 to get it now with the freeze. And is the freeze

9 going to affect any of these projects? Because I

10 know it's affecting schools, but I just didn't

11 know if --

12   MR. SHIM: Well, I'll just say this. At this

13 point we're addressing the loss in students and

14 that that equates to an amount that's tied to our

15 operation in General Fund and not necessarily

16 Capital. So Capital gets its funding from the

17 capital millage which stays constant and

18 fluctuates only in terms of property values. So

19 we -- we have resources in Capital to move

20 forward with a Capital program and it won't -- it

21 won't affect Capital as much as it will General

22 Fund.

23   MS. KRISHNAIYER: And you may not know the

24 answer to this, but if one of these property tax

25 stuff passes, I mean, our schools are exempt, but

1 would it affect property values and that affects

2 schools? I'm looking at, you know, the payment

3 from SROs from the side of the police department,

4 so I just wondered if the property tax will have

5 any -- it will impact something, so if it will

6 have any effects.

7   MR. SHIM: Yeah, I actually don't know what

8 is on the table right now in terms of what's

9 being proposed. But any impact in terms of

10 property values will impact capital. So if the

11 legislature chooses to take funding out of

12 schools, which they haven't -- so far when the

13 reductions have hit they've done it with

14 municipalities and other areas, but you never

15 know. So if they do choose to do that, yes, it's

16 going to impact Capital. And property values,

17 you know, we have Save Our Homes, which is, you

18 know, a stored value, but it's usually at a 3

19 percent increase on homes until you get to your

20 market value. So unless market value dips

21 substantially, most homeowner properties will

22 still be taxed at a 3 percent increase over the

23 prior year because they're still not at market

24 value. That's typically how, what I've seen.

25 The other piece of it is the new construction. I

1 have a feeling that that's going to taper off a

2 little bit more than it has in the past.

3   So, yeah, I mean, I think that we have to

4 keep an eye on it, both the legislative things as

5 well as the market conditions. And we -- we try

6 to do that.

7   MS. KRISHNAIYER: Okay. Thank you.

8   MS. CARPENTER: So moving on to the Safety

9 Status, as you can see, there's still a large

10 number of fire alarm and fire sprinkler projects

11 that are in construction. The fire sprinkler

12 projects -- the carveouts that we have are almost

13 all done now, but the fire alarm projects are

14 slow -- slower to finish. Although AECOM

15 recently was reporting that there are a group of

16 projects that had, you know, additional devices

17 and things that were added at final inspection

18 and now they've gone through the whole process of

19 ASI and they're installing those new devices now,

20 so we may get a group of them that are pretty

21 much ready to go soon, hopefully.

22   And there's some information on the Fire

23 Alarms Flags there, I won't get into the details

24 of that.

25   Moving onto the Schedule Milestones, so we've

1 already talked about the fact that there are 119

2 projects that were not substantially complete as

3 of October 31st. So all of those projects are

4 still under way. And, you know, the

5 100-and-whatever, 13 of them now that are in

6 construction, the average percentage of projects

7 in construction, average percent complete is over

8 85, I would say. So, you know, projects like I

9 just mentioned that had additional devices added

10 during final inspection were 97 percent complete,

11 almost ready to close and then have this extra

12 work. So we do have, you know, a lot of projects

13 that are very close to being completed.

14   AECOM just got a contract for another year

15 here at the school board and they're anticipating

16 closing 80 projects over that year. So that's --

17 that's where we're at with that.

18   And then looking at The Big 3, just focusing

19 on, I guess, some of the -- some of the big work

20 that was done at these schools, Blanche Ely

21 received ADA lifts and restroom upgrades, ADA

22 ramp, canopy connection, improved gym

23 accessibility, re-roofing on 9 buildings, HVAC

24 replacement in 6 buildings, fire sprinkler and

25 fire alarm, media center and STEM lab

1   improvements and outdoor dining area and

2   concessions.

3   Northeast High School got re-roofing in 12

4   buildings, fire alarm replacement, fire sprinkler

5   upgrades in six buildings, ADA restroom

6   renovations in 3 buildings, HVAC and electrical

7   upgrades, STEM lab, auditorium, MEP upgrades,

8   music building and smoke ventilation.

9   Stranahan High School got roof replacement in

10   15 buildings, HVAC replacement in 12 buildings,

11   campus-wide fire alarm, fire sprinkler in 3

12   buildings, switch -- main switch doghouse

13   upgrades. I'm not sure what that means. ADA

14   ramp replacement and media center and STEM lab

15   improvements in 4 buildings.

16   Northeast also received a new building. That

17   was on the prior slide. It wasn't technically

18   the SMART Program, so it's not included here, but

19   that was a pretty big accomplishment because it

20   was going to be five old buildings that were

21   getting renovated but instead they got demolished

22   and they got a new building and a new kind of

23   multipurpose space as well.

24   And then looking at the Risk Assessment, you

25   know, where we stand now is, if you go back sort

1   of three years on this timeline, that's pretty

2   much where we were at, you know, a few years ago.

3   So it's -- we've ended up pretty much where we

4   thought we would be. You know, for the past five

5   or so years we've been sort of predicting being

6   around this area. We still each month close out

7   projects and put a million or two back into the

8   reserve from the SMART Projects and we still

9   have, obviously, some big projects that haven't

10   completed yet. Some of them do use up all their

11   budget, but others have funding remaining at the

12   end, you know, change order contingency that

13   wasn't spent or whatever and some other minor

14   contingencies that get swept back into the

15   Capital reserve.

16   MR. SHIM: And they add up.

17   MS. CARPENTER: And they -- yeah, they've

18   been adding up.

19   MR. SHIM: So we'll talk about that.

20   MS. CARPENTER: Transition to Budget

21   Activity.

22   MR. SHIM: Yes, thank you.

23   So, you know, I'm going to spend a little bit

24   of time on this slide. I'll kind of go through

25   the other ones but to just kind of summarize

1   financially where this program ended financially

2   including the last quarter.

3   So out of $1.7 billion allocated in the SMART

4   Program, the program expended 1.5 billion, which

5   is 88 percent of that. And 147.7 million remain

6   in active projects on purchase orders or on

7   project balances. So, you know, as Ashley said,

8   with the projects that are -- that are -- that

9   have been -- are going to carry over in this

10   program, a lot of those are towards the end of

11   this phase. So we delivered more than just

12   completed projects, we delivered the majority of

13   the active projects.

14   So the SMART Program to date has delivered

15   $918.3 million in completed projects with $875.4

16   million in expenditures and $42.9 million in

17   project balances. So those projects that have

18   been completed will be financially closed out and

19   the balances will reduce and recover -- recover

20   savings after the final contractual requirements

21   have been met. So even though they have been

22   delivered, they're being used, they're still in

23   the process of, you know, the warranty phase and

24   making sure all the financial contractual things

25   are done so we can do the financial closeout

1   piece.

2   All the General Obligation Bond Funds have

3   been expended, and the remaining active projects

4   will be completed using available capital funds

5   that are allocated to those projects in the

6   capital budget. So, again, we're talking about,

7   you know, under $150 million in -- that's

8   remaining to spend in those active projects.

9   Which when you look at a $1.7 billion program,

10   that's, you know, a pretty good chunk of it

11   delivered.

12   Next slide it just shows the budget and the

13   balances which I just went through.

14   The next slide shows expenditures and

15   purchase orders still in place, which I talked

16   about the 1.5 billion.

17   The next slide is just a pattern of how we

18   spent dollars. The blue bars are the bond

19   dollars, which you can see we've finished some

20   quarters ago and the red bars are other capital

21   dollars.

22   And then finally what Ms. Carpenter was just

23   talking about, you know, as we close out these

24   projects we're saving approximately $41 million.

25   This includes the Technology section and Music

1   and Arts. We saved about 10 or $11 million in

2   Technology and we continue to recover funds as we

3   close out projects.

4   Now, there are still some underlying risks in

5   some of the projects, but they're small risks.

6   They're virtually, you know, down to the point

7   where we have the contracts issued and so we're

8   only talking about change orders. And they're

9   usually, hopefully, small. And so as we close

10   out projects it certainly covers that and we'll

11   put dollars back into the reserve. And that's

12   what really our expectation is moving forward.

13   So that's the financials; if you have any

14   questions.

15   MR. HILLBERG: Any questions?

16   (No response.)

17   MR. SHIM: Oh, okay. Yeah. So Rafiki just

18   pointed out that last quarter we -- we recovered

19   and put back into our reserves $9.2 million.

20   That's pretty substantial over the last quarter.

21   MR. HILLBERG: That was about 6 from the

22   technological part?

23   MR. SHIM: I'm sorry?

24   MR. HILLBERG: 6 was from the Technology

25   part?

1   MR. SHIM: No, I think we got back about 10.

2   MR. HILLBERG: But that was several quarters

3   ago. A long time ago, $10 million savings.

4   MR. SHIM: Yeah, a long time ago. Yeah, $10

5   million savings.

6   MR. HILLBERG: Thank you.

7   MR. SCOTT: Good evening. My name is Michael

8   Scott, Economic Development Opportunities &

9   Compliance Office. Thank you for having me. On

10   this slide we wanted to identify just some of our

11   small business key achievements. We spent almost

12      $600 million with our certified firms from Fiscal

13   Year 15 Quarter 2 through Fiscal Year 26, plus

14   October of 2025. And then just some of our key

15   success strategies, we did implement B2G, which

16   we were able to do contract tracking, reporting

17   and also payment -- prime and subcontractor

18   payment verification. Our certification module

19   is completely online. Our certification process

20   is fully online. We moved from Ariba so our

21   firms can actually go into B2G and complete the

22   application. And normally we have a turnaround

23   within 48 to 72 hours, you know, once we review

24   their eligibility and, you know, if they're

25   eligible we do go ahead and certify them with

1   DCB. And our outreach program, we've done

2   multiple events. In regards to the outreach

3   we've done Meet the Prime, we've done Brunch &

4   Learns, we've done Matchmakers with a few of the

5   departments within Broward County Public Schools.

6   And one of the key lessons that we've learned

7   throughout the bond is intentionality and

8   strategy. And as we move forward we'll keep

9   innovating in regards to that intentionality and

10   strategy.

11   This slide represents an overview of our

12   certified firms. It's important to note that

13   firms may hold multiple certifications and may be

14   represented across more than one industry

15   category.

16   For Fiscal Year 26 Quarter 1 reporting period

17   we had a total of 729 Unique Certified Firms. As

18   of today we currently have 786 certified firms

19   with 38 in the pipeline just waiting for review

20   from our certification team.

21   This slide summarizes the cumulative spending

22   trends over reporting period at an overall of

23   close to $2 billion of economic impact over the

24   SMART Bond Program, giving us almost $600 million

25   in our prime dollars that went to our local small

1   businesses. In addition, the cumulative

2   subcontractor commitment totals approximately

3    $130 million as of Fiscal Year 22 Quarter 4 when

4   EDOC began calculating the subcontractor

5   commitment.

6   The cumulative certified spend total of

7   almost $600 million reflects participation by 87

8   district certified small businesses. This

9   includes 35 design firms at close to $100 million

10   as well as 52 contractors at a little bit over

11   $500 million.

12   This slide reflects EDOC's comprehensive

13   approach to maximizing small business

14   participation in the SMART Bond Program. Our

15   efforts include active outreach, ongoing

16   communication and collaboration with internal

17   departments and external stakeholders. These

18   activities are designed to increase awareness of

19   opportunities, to reduce barriers to entry, and

20   to support active or small local businesses.

21   From a marketplace standpoint EDOC expanded

22   tools and resources that promote the ability of

23   certified businesses across all industry

24   categories. One thing that we did do in 2024 is

25   we did create a certified directory. All

1   certified firms did go into that directory and we

2   distribute them out, not only within our schools,

3   within Broward County Public Schools, but

4   throughout the community of Broward County.

5   MR. HILLBERG: I know Fort Lauderdale links

6   to it on their procurement website.

7   MR. SCOTT: This slide highlights EDOC's

8   approach to supporting small business

9   participation and certification, utilization and

10   capacity building efforts. The department

11   focuses on simplifying access to certification,

12   providing technical guidance and aligning with

13   partner agencies to expand opportunities. We

14   also promote utilization by incorporating

15   participation goals into solicitations increasing

16   awareness of contract opportunities and

17   monitoring performance and payment support

18   accountability.

19   And this slide, it just shows some efforts

20   that we have taken to increase utilization of

21   certified firms and the result. As you will see

22   through our B2G system we identified 44 Unique

23   Certified Primes that have gotten paid as well as

24   348 certified subcontractors that have gotten

25   paid.

1   And EDOC Marketing & Outreach Activities seek

2   to maximize engagement, utilization and contract

3   awards to small local businesses and district

4   procurement opportunities. Here we have provided

5   an overview of EDOC hosted events and trainings

6   from August 2025 through October 2025. Of note

7   we have a MatchMaker collaboration with the

8   District Office of Strategic Partnership with

9   special guests Board Chair Hixon -- Former Board

10   Chair Hixon and Superintendent Howard Hepburn

11   encouraged attending the Department of BCPS's

12   Impact Student Success.

13   In total we've had over 600 attendees over

14   seven events during this reporting period.

15   And in closing, as always, we invite you to

16   like, follow and share our social media platforms

17   to stay current with EDOC programs and

18   initiatives. And I'd be remiss if I didn't

19   acknowledge the efforts of Garth and Deniece and

20   her team, as well as Paige, as far as helping us

21   and supporting us with outreach through flyers

22   and also, you know, just always being there for

23   us as far as any marketing materials that we

24   need. So thank you.

25   MR. HILLBERG: Thank you. Moving on to

1   Communications with a good segue.

2   MS. WILLIAMS: Thank you. Thanks again for

3   that.

4   My name is Deniece Williams, I am the -- one

5   of the communications liaisons on the AECOM team.

6   I work with Garth Solutions. And I'll start with

7   some of the program achievements and lessons

8   learned.

9   Early on we identified, obviously, that there

10   was a need for stakeholder engagement and one of

11   the things that we really focused on as the

12   project kicked off were project charter meetings

13   that really allowed us to go to the staff

14   meetings and inform the school community

15   specifically about what was going to be happening

16   on their campus. That really happened once the

17   architect and the contractor were engaged. We

18   worked with the project manager to identify the

19   spaces that were going to be impacted and put

20   together a presentation where we could share it

21   with the SAC committee and any of the students

22   and faculty that attended the meeting, what they

23   could expect during construction. So that was

24   one of the key initiatives that we did early on

25   when the projects moved out of design and went

1   into construction.

2   We also, as the project moved further on in

3   the progress, then we would have a project update

4   meeting which would give the school community an

5   update on when they could expect key milestones

6   to be achieved and what they could expect to see

7   on their campus as the contractor progressed with

8   the work.

9   And what we also noticed early on was we had

10   to make a diligent effort to make the invisible

11   visible as a majority of the work that was scoped

12   to happen on the campuses really are happening

13   behind ceilings, behind walls, in mechanical

14   rooms, and are on campuses that typically parents

15   don't have much access to. So we have a team

16   that goes out and does photo and video

17   documentation, which allows us to capture the

18   progress and share that on our different social

19   media or on the website or even with flyers that

20   we would send to the principals that they could

21   share through ParentLink to provide the school

22   community with an ongoing progress update on what

23   was the status of the construction that was

24   happening at their school.

25   And also early on we noticed that there was

1   an opportunity for us to not only provide just

2   the verbal update to the school community but

3   there was really a need in the community for all

4   vested stakeholders that were not necessarily

5   active with the school, so we did implement a

6   website that was focused on all of the bond and

7   all of the different attributes as it pertained

8   to construction. So we have a school page -- a

9   school page that has all of the information for

10   the school and then we would then also organize

11   it by municipality so that the municipalities

12   could use the website to look at all of the

13   schools in their jurisdiction so that they could

14   have regular updates so that it would help them

15   to minimize their calls and requests to board

16   members, what's happening at this school? We

17   could have that as a hub that they could go to to

18   find out what was happening at the school in that

19   jurisdiction. And we also forwarded these

20   schools by board member, so that the board

21   members would be able to have these details at

22   their fingertips so that it would help to

23   minimize the calls and back and forth so that

24   everyone could have a central point that they

25   could go to to have the updates that they needed

1   about their schools.

2   And we on a regular basis, be it monthly or

3   quarterly, provided updates on the website and at

4   meetings like this or at commission meetings. As

5   Ashley mentioned, with regards to The Big 3, one

6   of the things that we did early on as the

7   projects were kind of getting kicked off, we

8   committed to doing facilities meetings that were

9   held on the campuses of Stranahan, Blanche Ely

10   and Northeast where we gave the community members

11   an update on what was happening at those

12   campuses. And we also went to their -- their

13   commission meetings to provide the commission an

14   update on what was happening on their schools,

15   not only on The Big 3, but also in the community

16   schools within their jurisdiction.

17   So those are some of the efforts that we

18   implemented early on and kept up with throughout

19   the course of construction just to keep

20   everybody, all of the vested stakeholders,

21   informed and engaged with what was happening on

22   their campus.

23   And one of the other things that we've done

24   as the program kind of hit the stride in terms of

25   construction, we focused on not just the work

1   that was happening but the impact and the

2   benefits that the students and the faculty would

3   be able to see from the actual construction. So

4   we focused on the Smart Work In Action and

5   highlighting some of the different spaces that

6   were being renovated, be it the Stem labs, music

7   rooms, media centers, just kind of giving the

8   community an understanding of what those spaces

9   were going to be utilized for and how it was

10 really impacting the environment that the

11 students have to experience on any day.

12   Now, this is the overall update of what we

13 achieved over the quarter. As Omar mentioned,

14 we've had 27 site visits over the summer

15 construction break. We were really, actually,

16 very excited to be able to capture a lot of the

17 work that was going on. One of the ones that

18 most notably that I had mentioned that you asked

19 about was Markham, we were able to really

20 capture, now that the demolition crew is on-site,

21 they're like moving very quickly to get that

22 building leveled and so we were able to capture

23 some of the really big projects. Off the top of

24 my head that I think would be of note to you

25 guys, McArthur, that project is moving along very

1   quickly. We are really excited to start

2   hopefully planning that ribbon cutting for that

3   new STEM and science building and they also are

4   making tremendous progress, I believe, on most

5   likely turning over that Building 1, which was

6   the administrative building for that campus. So

7   some of the noteworthy projects that were under

8   construction during summer and that were turned

9   back over to the campus when the school year

10   began.

11   Celebrating Milestones, I would be remiss if

12   I did not mention our, I would say inaugural, and

13   it kind of maybe sounds like there will be

14   others, we did a Q&A with the Superintendent and

15   the Student Advisor, Landyn. We are actually

16   actively in talks to try to carry that series on

17   and find other topics that are meaningful to get

18   the word out in the community on how the bond

19   projects are progressing. And so stay tuned for

20   that. I know it won't be in this particular

21   venue, but we hope that you guys will follow us

22   on social media and stay engaged with some of the

23   progress as we plan to try to take that series up

24   with Landyn. He is an excellent mouthpiece for

25   being able to navigate not only the dynamics of

1   the board, but also from end user perspective, he

2   is like such a great like -- I could not have

3   asked for a better partner in being able to

4   convey some of the, like the very bureaucracy

5   like driven, like things that we're dealing with

6   and putting into a more digestible laymen's terms

7   of what we're trying to do. So the Q&A is --

8   it's a long one, but it's very meaningful. We

9   touch on all of the topics. We talk about

10   financials, the schedule, the benefits, and how

11   the spaces are being used, and you get a really

12   good end user perspective on why this whole

13   project was necessary and how it's benefiting not

14   only the users now but for generations to come.

15   Summer construction I mentioned and we every

16   year always do a small back-to-school campaign

17   just kind of lighting all of the different work

18   that was done to get the schools ready back for

19   the students when they come back to school.

20   MS. KRISHNAIYER: You better get Landyn soon.

21   MS. WILLIAMS: Yes. Yes.

22   MS. KRISHNAIYER: One of the things Landyn

23   does with the school board is he brings students

24   in, he did this past workshop. You might want to

25   expand that and ask Landyn if he could keep the

1   kids and maybe move into the, you know, over

2   there and continue with them. Because they

3   were --

4   MS. WILLIAMS: They were actually -- actually

5   we had an item on that same day and I did have an

6   opportunity to have a little sidebar with him and

7   he was very adamant about us continuing our

8   engagement. So we're actively trying to identify

9   an opportunity for us to continue that

10   conversation. We're in district 6 and he's like

11   literally minutes down the street from our

12   office, so the goal is to get him and Dr. Hepburn

13   somehow to either maybe on a campus or bring some

14   of the students out to see some of the spaces so

15   we can really make the impact more meaningful.

16   Because, you know, the conversations about

17   budgets and thing like that, I think it gets lost

18   in translation really why what we're doing and

19   how important it is to the students and the next

20   generation.

21   So we're just tying to make it a little bit

22   more -- put in more human interest to the

23   construction. And so even though we are

24   sunsetting here, more to come on that front.

25   And the Smart-In-Action campaign, you saw

1   last time when we were at Boyd Anderson, just

2   more -- it gives us the opportunity to just focus

3   on how the spaces are being utilized. Yes, it's

4   taken some time. Yes, it's taken more dollars.

5   But the Broward County students and generations

6   have and will benefit from the work and all of

7   the struggles to get to this point. And so we're

8   really just trying to now hone in on making sure

9   that the community is aware how the -- that those

10 initiatives and all that hard work has really

11 paid in dividends to the future of the students

12 in the county.

13   And we also work with -- the one thing that's

14 there is the post-occupancy customer satisfaction

15 survey, we work with the AECOM executive team and

16 Atkins Realis to identify the schools that have

17 recently completed. We send out a very

18 comprehensive set of questions to get their

19 perspective on how they are utilizing the spaces

20 and if there are any areas that we need to know

21 so that we can document that for any future

22 construction activities that might be happening

23 not under the SMART Program.

24   And we had 27 on-site visits.

25   And then all of the activities that we have

1   we also document with a blog post that just gives

2   an overview of not only what we're doing but why

3   we're doing it. So we plan to continue that

4   until we get the go-ahead on -- the website will

5   remain until we identify what the -- the OCP next

6   step will be. And so the goal is just to keep

7   that, that website as current as possible so that

8   the community can still have that hub to follow

9   along with the progress as we hopefully finish

10   out the remaining projects that are still ongoing

11   in the program.

12   And these are just some analytics of the top

13   performing posts that we've had. Obviously, the

14   one with Landyn has been very well received

15   because he I guess -- he has a great following, I

16   have to say, and we've gotten --

17   MR. SHIM: He's an influencer.

18   MS. WILLIAMS: Yeah, he's a great influencer.

19   We've gotten a lot of great comments and then his

20   peers also share him doing the walk-throughs on

21   the different sites. So we definitely want to

22   try to take advantage of his influence and to try

23   to get as much student input and participation

24   and engagement as possible so that we can help to

25   amplify their voices and to really just reaffirm

1   the why so that we can kind of squelch the, you

2   know, the noise of the timeliness and things that

3   have happened but just kind of really remind the

4   people the benefits that this program has brought

5   to the students of Broward County.

6   And these are our platforms. As Michael

7   mentioned, please follow, like, share all the

8   things. We are on all of the platforms. We're

9   on Instagram, Twitter still, or not Twitter, X,

10   sorry, Facebook. We have a very robust YouTube

11   channel that has all of the videos that we

12   produce. And in addition to when we have site

13   visits we do a compilation at the end of every

14   winter and summer break of all the different

15   campuses so that anyone that is not able to get

16   out to the sites can see all of the good work

17   that's been done by the construction teams while

18   you guys are on vacation.

19   And that completes our report.

20   MS. KRISHNAIYER: Omar, I have a question. I

21   mean, you may not be able to answer this. But

22   we'll know next week which schools are being

23   closed, so what -- I mean, what happens to --

24   there are bond projects in some of them and,

25   hopefully, you know, they can be used for

```
 1    district purposes.  But is that -- would any of

 2    that equipment, the technology stuff, anything,

 3    be moved or allocated to other schools or do we

 4    know?

 5         MR. SHIM:  I think it just depends on what

 6    the board decides.

 7         MS. KRISHNAIYER:  Okay.

 8         MR. SHIM:  And that discussion is ongoing.

 9    So at this point we have to really look at our,

10    you know, how best do you know what -- look at

11    our student population and so on.

12         MS. KRISHNAIYER:  Right.

13         MR. SHIM:  And redefining.

14         MS. KRISHNAIYER:  That may be good, because

15    some of the schools may need some of that

16    equipment.

17         MR. SHIM:  Right.  And at the end of the day,

18    the big picture is that we have a lower student

19    population.

20         MS. KRISHNAIYER:  Right.

21         MR. SHIM:  There are a number of schools that

22    are under enrolled and we have to deal with that

23    challenge.  And so we have to have those

24    discussions with the community, we have to have

25    those discussions with the board.  The board will
```

1   hear the facts and all the information that we

2   provide and some of the recommendations, make a

3   determination on the schools. And then what to

4   do with the buildings afterwards, again, that's

5   another discussion.

6   So we'll have to -- once we understand what

7   those directions are, we will, accordingly, do --

8   make decisions about what's the best value of

9   moving that stuff, whether we use it for

10   administrative purpose or other academic purposes

11   or decide to dispose of the site. That's a

12   discussion that the board will have to have.

13   And, again, kind of redefines, you know -- or

14   defines our next step in facilities, which is we

15   really need to look at how to serve the student

16   population that we have now and in the future

17   with the facilities that we do have. So I think

18   that that's really the next challenge.

19   MS. KRISHNAIYER: Everyone's losing students

20   so --

21   MR. SHIM: Yeah. And, you know, we were in a

22   meeting today and there are a lot of reasons.

23   It's not just one reason. It's a lot of reasons.

24   I mean, from birth rates, to immigration, to

25   whatever it is, you know, there are a lot of

1   reasons and it's coming from all directions.

2   MS. KRISHNAIYER: Frankly, there are a lot of

3   families afraid to send their kids to school.

4   MR. SHIM: Yeah, that's just one of the

5   factors. There's also the economics of Florida

6   in general. It's so expensive to live down here.

7   So, again, there are a number of factors that

8   really go into that and quite complex. And we

9   have to somehow, you know, look at these

10   challenges as we go forward and, you know,

11   develop facilities that meet the needs of your

12   students. We need to stay very focused on that.

13   So that's what we're going to do.

14   MR. HILLBERG: Thank you.

15   All right. That brings us to the next school

16   board workshop. Part of that is the prior

17   workshop. Latha, I think that was your --

18   MS. KRISHNAIYER: Right. Look, they didn't

19   ask me any questions. I went over some of the

20   positive and then I talked to them about all of

21   the suggestions everyone had if they should do a

22   next bond, which I think they're going to do, and

23   that means, I don't think Dr. Zeman was very

24   pleased with that announcement, you know, that we

25   were willing to accept that they may get another

1   bond and the fact that we had some suggestions.

2   And you referred to some of them, you know,

3   getting the costs ahead of time, and making sure

4   the costs were accurate, so -- but they had

5   questions for staff, but not so much -- not a

6   single question for us. They just said thank

7   you.

8   MR. HILLBERG: Okay.

9   MR. SHIM: I also just wanted to add that,

10   you know, I mean they did discuss, I think,

11   another bond, but I wasn't -- it didn't seem

12   conclusive to me that that's something that --

13   that they believed that we had a ways to go to

14   earn back some trust with the community is what

15   my understanding of that was.

16   Now, for the next workshop, I -- I think that

17   it would be good if as many of you could go as

18   possible instead of sending one representative.

19   I know that it's a lot, but I think that, you

20   know, this is the last meeting and the board to

21   hear from committee for one last time, as many of

22   you that can go as possible, that would be the

23   best outcome. I think then that way, you know,

24   they can thank you properly, hopefully. Which,

25   I'm sure they will.

1   MS. KRISHNAIYER: As long as they don't

2   switch the times.

3   MR. TRACY: Yeah, will there be a time

4   certain for that?

5   MR. SHIM: I will fight to try to get a time

6   certain. And if you all, you know, as many of

7   you as possible can show, then that would be

8   great. What we could do, the meeting is

9   scheduled for the 17th?

10   MR. TRACY: Yeah, Tuesday the 17th.

11   MR. SHIM: Tuesday the 17th. And what I will

12   do is send a message to John Sullivan to try to

13   make that time certain so that -- so my

14   suggestion is that as many of you that can go and

15   confirm that time so what I can do is circulate

16   the time and if I get any confirmation, I believe

17   it takes one person, but I would suggest as many

18   of you to go as possible because I think it would

19   be -- it's just, to me, you know, we went through

20   it today and we talked about where we came and

21   what we learned and I think that hearing from the

22   committee is -- you know, hearing it from staff

23   is hearing it from staff, but the committee, you

24   guys have been all along that outside voice that

25   is kind of the feedback for the board as well.

1   MS. KRISHNAIYER: Tell John not to piggyback

2   us with Advisories. That was the problem and it

3   was the problem this time around on Tuesday or

4   Wednesday. So if we could go before them.

5   MR. SHIM: The good news is that I think the

6   Advisories are out of the way for this month

7   because they do it once a month and we have two

8   workshops this month. So they're doing it --

9   MS. KRISHNAIYER: I'll lobby.

10   MR. SHIM: February 3rd they're doing theirs

11   and then the 17th is the second one, so I don't

12   think the committees will be doing theirs.

13   MS. KRISHNAIYER: Oh, good.

14   MR. SHIM: So what I'll do is I'll try to get

15   the first spot for a time certain.

16   MS. KRISHNAIYER: Okay. Thank you.

17   MR. HILLBERG: Okay. So we're going to need

18   some points for the next workshop. And I

19   thought, one thing that impressed me is it's one

20   thing to talk about construction, it's a very dry

21   and emotionless subject, but when you go to the

22   sites after completion, the enthusiasm, and the

23   gratitude, and just overall happiness of the

24   resident staff, it's almost too much. But that

25   tells you that they -- that they're obviously

1 very, very happy with the outcome. So I think, I

2 think that is something that, I don't know that

3 the board members have seen it. They may visit,

4 but I would like to reiterate that, you know,

5 there's your message right there and that's going

6 to last for a long time.

7 So I had a second one if someone doesn't have

8 anything, but this will give you more time to

9 come up with something. I can't come up with all

10 of these myself.

11 So I did want to emphasize that the economic

12 development program keeps the money in the

13 community. We have raised that before, I'm just

14 seeing your thought, the point being, you know,

15 600 million, I'm going to round it up, $600

16 million that went to local vendors and came right

17 back into the economy. So that's a -- that's a

18 great benefit for everyone, the residents, the

19 students and everybody is getting, you know,

20 benefit from that, and then they get to go to the

21 school that is enhanced by the program. So that

22 I think is kind of a closed loop. Your program

23 has been very successful in supporting the

24 community. And those are the two right off the

25 top of my head that I had. Anybody else have

1   anything?

2   MS. KRISHNAIYER: Just Dr. Zeman, that's the

3   second time he made the point. I forgot what he

4   said, something about 483 million we saved.

5   MR. SHIM: Right. He was talking about the

6   list of additional things that we delivered, that

7   list that Ashley went through that had those

8   schools of the expanded scope.

9   MS. KRISHNAIYER: Right. Right.

10   MR. SHIM: So I think his point was that on

11   top of what the public asked to do we expanded

12   the scope beyond that and delivered more --

13   MS. KRISHNAIYER: Right.

14   MR. SHIM: -- as a result of, you know, what

15   we started in the SMART Program. So that's what

16   he -- he was referring to, the 400 -- what is it

17   497?

18   MS. KRISHNAIYER: Because the public

19   generally pay attention to their own schools. So

20   it would be good to give the big picture of all

21   the schools that were involved.

22   MR. HILLBERG: Okay. That reminded me of

23   another one. I'm still amazed by the turnaround

24   of the Stranahan High School. We came in, there

25   was a lot of controversy about the cafeteria,

1   that it was improperly or not sized correctly and

2   so many people had opinions about how it should

3   be different, and the team adapted and made

4   changes, we got it done, and I don't think

5   there's any controversy. I'm sure somebody's not

6   happy with it, but they're not -- they're gone.

7   I can't imagine --

8   MR. SHIM: I can't imagine what the next

9   challenge will be. So there's more to be done.

10   And, you know, I think just generally speaking

11   across the district, and especially with the

12   changing in student dynamics as far as where the

13   kids are, you know, we still have challenges, so

14   that's -- we have a lot of next steps things to

15   do, of course.

16   MR. HILLBERG: But I think that's the major

17   strength of this program was that it's giant. I

18   mean, all the schools, 230-something schools and

19   to react to one area in one school due to some

20   public outcry, and we listened and were

21   responsive, made those -- incorporated those

22   needs and got it done and the community by and

23   large was pleased. And to me I can't -- I've

24   never seen that happen. So kudos.

25   MS. KRISHNAIYER: And I'm saying the bond

1   dollars were properly used. You know TaxWatch

2   was with us in the beginning or almost until the

3   end, but that's one thing the public needs to

4   know. Because there's misinformation there that

5   the money went here, the money went there, but,

6   no, the money was used for the purpose that it

7   was, you know, meant for.

8   MR. SHIM: Yeah, and I think that the -- the

9   real lesson that I see in that is that, you know,

10   there were delays --

11   MS. KRISHNAIYER: Mm-hmm.

12   MR. SHIM: And there were -- and that led to

13   budget overruns and, you know, those delays

14   really stemmed from the beginning of the program,

15   meaning, that we weren't ready as an

16   organization. We went from zero and expected to

17   go to 60 miles an hour and didn't have the runway

18   to do it. We didn't have the staff. We didn't

19   have all the different things in place, our

20   practice weren't straightened out. So it took us

21   probably at least two years to get those things

22   hammered out before we really got a program in

23   place that could begin to do the work. And to me

24   I think that that was something. And then the

25   initial program, itself, we didn't do the

1 planning up front in terms of really putting

2 together projects that were doable. We looked at

3 needs and decided to address those needs without

4 putting together a package of projects that could

5 be delivered. And that was done while we were

6 flying the airplane and we probably shouldn't do

7 that in the next round.

8   MR. HILLBERG: And you didn't have time to

9 anticipate the next set of problems because

10 you're dealing with the first set. And they just

11 kept coming, which is normal.

12   MR. SHIM: As we started to put together the

13 project we saw like, you know, how do you meet

14 the code and how do you meet other things that

15 are necessary in the projects that weren't in the

16 original project, because there were just things

17 that had to be done in order to do the project.

18   So, really -- and then, you know, where we

19 looked at one part of it, by the time we even got

20 around to it, the problem had gotten worse so we

21 had to address more of it, because, you know,

22 after a few years, after you've gotten in gear to

23 do it, the problem is much worse than when you

24 started.

25   So a lot of that was really not very well

1   planned out and I think that that's well

2   documented through the discussions with TaxWatch

3   and all along the program.

4   So these are good lessons learned I think

5   going forward and hopefully something that will

6   be captured through this program.

7   MR. HILLBERG: Which just recently it was

8   pointed out that you shouldn't have one sub

9   working on 20 projects at the same time. They're

10   not going to be to be able to do the projects.

11   And that's -- I don't know who could see that

12   coming, but -- unless you're looking for

13   something like that.

14   MR. TRACY: Right. And that's one of the

15   things about, you know, in the future if you're

16   doing a large project having some sort of

17   enterprise project management so that you can see

18   where all these subs are and possibly tweak some

19   of the schedules so that you're not -- you're not

20   killing one sub and another sub's sitting idle or

21   you're delaying a project for something that

22   could have been pushed off. You know, one of the

23   biggest things in any project is understanding

24   what the critical path is and things that can be

25   put into what we call float can be -- you can

6078e215-0b44-4e9c-85f3-730bf8af8beb

1   shift those around to better utilize your --

2   whatever -- whatever capacities you have, whether

3   you're limited by material constraints, things

4   delayed. You know, during COVID and things shut

5   down you had certain -- certain material

6   suppliers, instead of being eight weeks were now

7   40 weeks.

8   MS. CARPENTER: Right.

9   MR. TRACY: How -- how can you -- you know,

10   and having better project management would be a

11   good way to handle that. Another thing which I

12   mentioned at the -- at the workshop I went to,

13   which, you know, the fact that the bond was

14   approved and it's, okay, let's come up with

15   projects, start -- you know, have shovel-ready

16   projects on hand and perhaps either at the -- at

17   the area supervisor level or even at say the --

18   the high school section level, you know, the high

19   school and all its feeder schools, have them each

20   year come up with what are our most pressing

21   needs, and put a wish list together that you can

22   sort of -- you know, I'm not saying come up with

23   a full set of plans, but at least have a concept

24   of what this -- this area needs, what this --

25   this -- you know, say Hollywood Hills High School

1   and their feeders, what's their most pressing

2   needs this year, and just put together a -- if we

3   had -- if we had $100 million, what could we do

4   in this area of the county? And what's the most

5   pressing need? But also you'll get the -- get

6   the input from the people actually working those

7   programs, you know, instead of having, you know,

8   say -- because I know back in the day some of

9   these were pet projects by various school board

10   members or whatever, but having the input at

11   the -- at the school level, and these are our

12   needs, this is how we can better address, you

13   know, enrollment issues or whatever. You know,

14   people don't want to come to our school because

15   they don't like the way it looks, you know, it's

16   ugly, it's dated, whatever. Well, maybe a nice

17   paint job or changing the fence to make -- make

18   the campus more attractive, you know, cheap money

19   that draws people in. And also more of the

20   outreach, like I mentioned when we went to BA,

21   have some of the people that went through that

22   program, see if those students -- yeah, see if

23   those students would be willing to go to the

24   feeder elementary and middle schools and say,

25   this -- you know, you don't need to go to that

1　charter school or you don't need to go to that

2　private school, this is what we -- this is what I

3　got out of going to my high school. Why don't

4　you come? And, you know, just -- just that sort

5　of, you know -- and, you know, you were talking

6　about -- about the high school student, Landyn.

7　　　　MS. KRISHNAIYER: Landyn; mm-hmm.

8　　　　MR. TRACY: You know, somebody like him. If

9　you had 30 Landyns just going around the county.

10　　　　MS. CARPENTER: I think what you said about

11　subs is really interesting and it's a really good

12　point, because, you know, what EDOC has been

13　doing with building up the pool of certified

14　firms I think will really help with the next

15　group of projects, you know, that there's just

16　more -- because the primes are trying to meet

17　goals, right, and maybe there aren't as many --

18　there weren't as many firms five years ago when

19　we put a lot of projects out for construction --

20　　　　MR. TRACY: Right. If you have 10 instead of

21　three --

22　　　　MS. CARPENTER: -- and then having to pull

23　from the same subs, and now we'll be better, you

24　know, set up to have a bigger pool.

25　　　　Also, there were just too many construction

1   projects put out at once. You know, it's just,

2   we had the delay early on in the program and then

3   everything went out to design in too quick a

4   period and then everything went out to

5   construction in too quick a period and so we --

6   MR. SHIM: Pig in the python.

7   MS. CARPENTER: Yeah, I didn't really want to

8   say it, but, yeah, the pig in a python, you know,

9   it was kind of a mantra there for a while and

10   that also led to us having, you know, the same

11   subs on too many projects.

12   MR. TRACY: Right.

13   MS. CARPENTER: And so there were some, you

14   know, lessons learned there that I think, you

15   know, moving forward we kind of -- understanding

16   how we got there is a big part in, you know, not

17   going there again.

18   MR. TRACY: And an advantage of having

19   something like several shovel-ready projects

20   ready to go, you're phasing the construction, you

21   know. Not on a particular project, but let's say

22   The Big 3, if they were staged 18 months apart so

23   that the shell people can move from school, to

24   school, to school, the trades people can move

25   from school, to school, to school, instead of how

1   can we handle, you know, 15 schools around the

2   county that all need their alarm systems put in

3   this month, you know?

4   MS. CARPENTER: Right.

5   MR. TRACY: And that's, again, if you're

6   going to do a large-scale project to have -- come

7   up with -- with a methodology that would give you

8   a way to phase that entire project so that you're

9   building out -- you know, when you see a

10   developer building out an entire community,

11   they -- they do, you know, two, or four, or five

12   house starts a week. They're not going to put

13   all 500 houses in the ground on the same day.

14   They have -- they have a pattern and the idea is,

15   you know, you can start, you have two shell

16   crews, they each start two houses a week, so

17   you're starting four houses a week and they just

18   methodically work their way through the

19   neighborhood. They're using the same people.

20   Once they understand the processes they become

21   more efficient. You know, having somebody come

22   in for a single project, half of their job is

23   just learning what the process is. But if you

24   use that same contractor on six or seven

25   projects, by the time they're on the third, not

1 only is the project going faster but they're

2 happier because they're making more money, and

3 your costs are being cut because they're doing

4 something on that first -- well, I remember when

5 I was working building schools, they built

6 five -- five school models, that was a brand new

7 design, Coral Park was one of them, Sandpiper.

8 And Coral Park was the first one started and I

9 think it was the fourth one finished. Because

10 there was so much to learn, it was such a unique

11 design.

12   MS. KRISHNAIYER: Riverside. Riverside was

13 one.

14   MR. TRACY: Yeah. And just learning, you

15 know, and you get something that works and have

16 people do it, and, again, just phasing the

17 projects. And, you know, maybe you have to work

18 it, you know, as you're phasing, well, you have

19 to start, you know, on this quarter you're going

20 to start five projects. Well, you're going to

21 start them in five different districts, you know,

22 so that -- so that the school board members each

23 have a project going on in their district. You

24 know, and it's not -- it's not really -- you

25 know, part of that is you want to show that

1   you're looking at the east schools and the west

2   schools and the north schools and the south

3   schools, that everybody's getting the same thing.

4   You know, you get this sort of, how come the

5   schools in the east never get anything?

6   Everything out in the west gets something. Or,

7   you know, the richer schools, you know, the

8   principal puts a thing out, yeah, we need half a

9   dozen computers and the PTA says, here you go.

10   You know, where others it's, you know, bake sales

11   and everything else for three months to get one.

12   MR. SHIM: Well, you know, one thing I'll

13   point out that occurred before the SMART Program

14   was all the development in the west in terms of

15   the need for building classrooms.

16   MS. KRISHNAIYER: Because the population was

17   there.

18   MR. SHIM: The population was there. We did

19   quite a bit of that out -- and now these new

20   buildings are getting older. But what we didn't

21   do and what we had scheduled were some of the

22   replacements out east, and those were scheduled

23   and we even borrowed money to do some of those

24   projects prior to the financial --

25   MR. TRACY: Crash.

1   MR. SHIM: -- crash. And we never got to

2   them because we didn't, you know, we got what I

3   mentioned, the -- what went down and we got the

4   funding kind of taken out. And then it affected

5   those schools.

6   So the way that that manifests itself now is

7   that, you know, we did some things with the SMART

8   Program, we addressed some of these schools out

9   east partially, but, you know, now we're looking

10   at redefining and what that has to do with it.

11   So I think that plays a lot into how you are

12   going to address in terms of the age of the

13   schools and what there is to do. So, you know,

14   it just depends on how the board wants to

15   approach it when they see all the facts and the

16   information.

17   MR. TRACY: Yeah, and another thing is the

18   FCA, have a more up-to-date FCA. If you're

19   planning to do a project on a campus, make sure

20   you have an accurate Facility Condition

21   Assessment so that you're not going to attempt to

22   remodel a building that really should be

23   demolished in three years.

24   MS. CARPENTER: Right.

25   MS. KRISHNAIYER: You know, there's going to

1   be a long-range plan. Can some of these

2   suggestions go in there?

3   MR. SHIM: Oh, yeah. That's the whole point

4   of this.

5   MS. KRISHNAIYER: So maybe, you know, write

6   all of what you said and send it to Omar and he

7   can put it in.

8   MR. SHIM: Yeah, I think what we're trying do

9   here with this last portion of the committee here

10 is to write -- in here we do have a lot of what

11 was accomplished and some of the lessons learned.

12 But if there's something that's not in here send

13 it to me and I'll make sure that it's something

14 that we carry forward. Because as we're going

15 forward this is something that we're going to go

16 and make sure that we look back and capture.

17 Even when we do the FCA meetings, you know, we

18 bring up some of the issues and the things that

19 we went through and some of the lessons learned

20 that we had in this version. So as we develop

21 those plans going forward there's certainly the

22 baseline, these lessons learned and some of the

23 things that we've done in the SMART Program.

24   MS. KRISHNAIYER: Yeah, that will be very

25 useful if it goes in there.

1   MR. SHIM: I mean, what you're saying about

2   shovel-ready projects, that's already out there.

3   We don't plan on going into a program unless we

4   have shovel-ready projects. And even in the FCA

5   we're starting to look at that. We put together

6   the need, and that's just, okay, we've got a

7   broken system over here and we have these

8   deficiencies, but those are just deficiencies,

9   they're not projects. Meaning that, when you go

10   out to develop a project you've got to look at

11   all the code issues that you're going to run

12   into, you've got to look at what the room is used

13   for. And once you touch something it means that

14   other things have to be addressed; right? And

15   that's not something that you assess in just a

16   need. That's something that you see the need,

17   but once you go to fix it, it's a whole different

18   project; right?

19   MS. CARPENTER: Right. Once you develop the

20   scope you really have to look at all the

21   ancillary things that are going to have to be

22   done to address those needs.

23   MR. SHIM: Right. So, hopefully, we have,

24   you know, that angle and these lessons.

25   MS. KRISHNAIYER: Or the state sends $400

1   million into space or whatever with the voucher

2   funding, that's $400 million sitting there which

3   was not used and we could have spent. So that

4   bill passed today or yesterday separating the

5   two, but that doesn't help public schools because

6   that funding will continue but they -- they

7   weren't watching it. I mean, we get blamed and

8   the public schools are looked at, but that 400

9   million the audit hadn't -- you know, the state

10   auditor hadn't brought it up, that was 400

11   million that was just wasted.

12   MR. TRACY: Yeah, the state senator said on

13   any given day we have no idea where 30,000 of

14   these vouchers are. We could use some of that

15   30,000.

16   MR. HILLBERG: Is that something we can bring

17   up to the board in the next workshop?

18   MS. KRISHNAIYER: Well, it's passed. The

19   senate bill has passed but I'll send the paper

20   out. Robin, actually, Robin --

21   MR. SHIM: That's more of a legislative

22   issue.

23   MS. KRISHNAIYER: That's a legislative issue.

24   There's nothing the board can do, but Robin is

25   sponsoring the house bill so.

 1   MR. HILLBERG: Okay. So the last -- I think

 2   we have enough material, I'll forward this.

 3   MR. SHIM: Do you have somebody that you're

 4   deciding to send just in case and then

 5   everybody --

 6   MR. HILLBERG: I'll go.

 7   MR. SHIM: Okay. You'll go. Okay. And then

 8   we'll just -- I'll just --

 9   MR. HILLBERG: Everybody else --

10   MS. KRISHNAIYER: Well, I can come if there's

11   nothing. That's PTA Founders Day and they were

12   thinking of doing something at the state office,

13   but I'll ask them to do it another day, so --

14   MR. SHIM: Okay. So I'll send out the time

15   that it's scheduled for once I nail that down

16   with Mr. Sullivan and then -- to the committee

17   and then you guys can look at your schedules.

18   MS. KRISHNAIYER: Once you nail it down and

19   let Mr. Sullivan know, no delays.

20   MR. HILLBERG: So does resource voted

21   scheduling help with avoiding these bottlenecks?

22   Okay. That will be something, but there's a

23   different way of putting that in the -- I don't

24   know, and also in this effort we have managed to

25   streamline some processes, one of them was the

 1   permitting process where if an applicant couldn't

 2   get the intent of the project to meet the

 3   building department's needs they could go on an

 4   endless provision cycle, there were 9 and 10

 5   revision cycles. And so through this, our effort

 6   and our analysis, actually, you revised the

 7   process so that if it didn't get approved on the

 8   second you called it some sort of stand-in --

 9   MS. CARPENTER: Stand-up review.

10   MR. HILLBERG: Stand-up review.

11   MS. CARPENTER: On the third.

12   MR. HILLBERG: And they need to continue like

13   that, it's just part of the process analysis and

14   whatever's a weak spot.

15   MR. TRACY: And that's in the statute now,

16   too.

17   MR. HILLBERG: It is?

18   MR. TRACY: Yeah. If you're submitting a

19   permit, if it goes through two times without an

20   approval, you have -- you have a face-to-face

21   meeting and work it out.

22   MR. HILLBERG: Okay. Okay. Good. So

23   that'll be that. We've got that covered.

24   And now the next item is to recess the

25   business meeting. We are recessed.

1   We convene the public hearing. Is there

2   anyone here from the public that wants to speak?

3   There's someone sitting in back and I think

4   they should have to be -- is it mandatory?

5   No? Okay. We do not have anybody from the

6   public.

7   So I will adjourn the public hearing,

8   reconvene the business meeting, open it for

9   discussion. Any discussion points?

10   MR. TRACY: I think we beat that horse.

11   CHIEF DEMOPOULOS: I haven't talked.

12   Hi. Hope you all are well. I will not be

13   here the 17th, I'll be in Tallahassee, so I

14   apologize I will not be able to make it.

15   I do say thank you from a fire safety, just

16   safety standpoint, for the district to take the

17   time, effort, money, resources to upgrade fire

18   alarm systems, fire sprinkler systems, install

19   them in buildings that didn't have it is a huge

20   life safety investment, so the Fire Chiefs

21   Association thanks you all. Please keep the

22   Locals engaged, involved in future endeavors,

23   future projects. Whatever the Locals can do to

24   help, we will be here to assist. So thank you.

25   MR. SHIM: Thank you.

1   MR. HILLBERG: Okay. I have one thing, I

2   reached out to Bob Nave and let him know that

3   this was the last meeting. He was happy to see

4   it come to an end, and what an undertaking, and

5   it was a little bit longer than it was scheduled

6   for, but --

7   MS. KRISHNAIYER: I will be in Tallahassee

8   the week after next, so I'll let him know because

9   he's always saying, if you come to Tallahassee,

10   call me.

11   MR. HILLBERG: All right. The last item is

12   adjournment.

13   MS. KRISHNAIYER: I just want to take a

14   moment to thank all of the staff. You know,

15   you've helped us so much. We could not,

16   obviously, have done anything without all of you,

17   so I just have to say, thank you.

18   MR. TRACY: Yes, you've all been very

19   dedicated, professional. It's been a pleasure.

20   More or less.

21   MR. PATEL: Yeah, I just wanted to thank you

22   guys so much. You know, like we also produce for

23   the City of Fort Lauderdale 500-page documents

24   every quarter that Steve's a part of. So like I

25   know how much effort and how much dedication like

1   it takes to put this board, meeting materials,

2   coordination with all different heads all

3   together and we thank you for your service.

4   MS. CARPENTER: Thank you.

5   MR. HILLBERG: Without further ado, the

6   meeting is adjourned. Thank you.

7   (Meeting was concluded at 7:10 p.m.)

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

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 23rd day of January, 2026, Fort

11 Lauderdale, Broward County, Florida.

12

13

14   TIMOTHY R. BASS
           Court Reporter

15

16

17

18

19

20

21

22

23

24

25

environment 44:10
environments 5:12
equates 26:14
equipment 25:20 51:2
  51:16
especially 59:11
essential 5:6,13
Estates 13:7
evening 4:5 35:7
events 36:2 39:5,14
everybody 43:20
  57:19 74:5,9
everybody's 69:3
Everyone's 52:19
exactly 17:14
excellent 45:24
excited 44:16 45:1
executed 23:1
executive 2:9 3:13
  48:15
exempt 26:25
existing 18:5
expand 20:13 38:13
  46:25
expanded 25:4 26:5
  37:21 58:8,11
expansion 15:18 20:9
expect 23:15 40:23
  41:5,6
expectation 34:12
expected 60:16
expedite 21:6,18
expended 32:4 33:3
expenditures 32:16
  33:14
expensive 53:6
experience 44:11
expertise 6:16
experts 21:14
explain 17:4
extent 9:8
external 8:18 37:17
extra 29:11
eye 28:4

F

face-to-face 75:20
Facebook 50:10
facilities 9:21 10:24
  11:2 13:3,14,14
  43:8 52:14,17 53:11

facility 5:11 17:12
  70:20
fact 29:1 54:1 63:13
factors 53:5,7
facts 52:1 70:15
faculty 40:22 44:2
families 53:3
far 27:12 39:20,23
  59:12
faster 68:1
favor 7:21
FCA 14:8 70:18,18
  71:17 72:4
February 56:10
feedback 17:3 22:17
  55:25
feeder 63:19 64:24
feeders 64:1
feel 20:20
feeling 28:1
feet 21:16
fell 20:16
fence 64:17
fiduciary 6:11
fight 55:5
final 4:18 10:13 24:7
  24:18,20 28:17
  29:10 32:20
finally 33:22
financial 2:7 3:8
  14:23 24:8,11 32:24
  32:25 69:24
financially 32:1,1,18
financials 34:13
  46:10
find 42:18 45:17
fingertips 42:22
finish 21:15 28:14
  49:9
finished 33:19 68:9
fire 2:20 4:1 14:11
  24:23,24 28:10,10
  28:11,13,22 29:24
  29:25 30:4,4,11,11
  76:15,17,18,20
firms 35:12,21 36:12
  36:13,17,18 37:9
  38:1,21 65:14,18
first 5:18 9:22 56:15
  61:10 68:4,8
fiscal 6:7,11 35:12,13

  36:16 37:3
five 30:20 31:4 65:18
  67:11 68:6,6,20,21
fix 72:17
FL 1:24
Flags 28:23
float 62:25
Florida 1:15 15:2
  53:5 79:2,5,11
fluctuates 26:18
flyers 39:21 41:19
flying 61:6
focus 15:15 23:5 48:2
focused 40:11 42:6
  43:25 44:4 53:12
focuses 38:11
focusing 29:18
follow 39:16 45:21
  49:8 50:7
following 49:15
footage 21:11
foregoing 79:7
forgot 58:3
Former 39:9
Fort 1:15,24 3:18,25
  38:5 77:23 79:10
forth 42:23
forum 12:8
forward 7:8,11 8:6
  11:25 26:20 34:12
  36:8 53:10 62:5
  66:15 71:14,15,21
  74:2
forwarded 42:19
Founders 74:11
four 67:11,17
fourth 68:9
FPL 19:10
Frankly 53:2
freeze 26:8,8
front 47:24 61:1
fruition 5:10
full 63:23
fully 10:24 24:10,19
  35:20
fund 10:25 26:15,22
funded 10:16
funding 14:20,22
  25:19 26:16 27:11
  31:11 70:4 73:2,6
funds 33:2,4 34:2

further 41:2 78:5
future 6:18 7:9 11:12
  48:11,21 52:16
  62:15 76:22,23

G

Garth 2:13,14 4:3,9
  10:3 39:19 40:6
gear 61:22
general 10:16 14:17
  14:21 26:15,21 33:2
  53:6
generally 58:19 59:10
generation 47:20
generations 46:14
  48:5
getting 24:13 30:21
  43:7 54:3 57:19
  69:3,20
giant 59:17
give 16:3 41:4 57:8
  58:20 67:7
given 73:13
gives 48:2 49:1
giving 18:5 36:24
  44:7
go 3:1 4:24 6:1 8:1,15
  11:15 12:14,17 13:4
  15:11 16:19 17:21
  19:16 25:14 28:21
  30:25 31:24 35:21
  35:25 38:1 40:13
  42:17,25 53:8,10
  54:13,17,22 55:14
  55:18 56:4,21 57:20
  60:17 64:23,25 65:1
  66:20 69:9 71:2,15
  72:9,17 74:6,7 75:3
go-ahead 49:4
goal 47:12 49:6
goals 38:15 65:17
goes 12:16 13:18
  41:16 71:25 75:19
going 3:2,19 7:7,9,11
  8:8 9:8 12:2,20 14:8
  16:17 19:15,18
  21:15 26:7,9 27:16
  28:1 30:20 31:23
  32:9 40:15,19 44:9
  44:17 53:13,22
  56:17 57:5,15 62:5

  62:10 65:3,9 66:17
  67:6,12 68:1,19,20
  68:23 70:12,21,25
  71:14,15,21 72:3,11
  72:21
gonna 16:18,19
good 4:5 7:15 8:13
  33:10 35:7 40:1
  46:12 50:16 51:14
  54:17 56:5,13 58:20
  62:4 63:11 65:11
  75:22
gotten 38:23,24 49:16
  49:19 61:20,22
grades 13:22
graduation 5:20,24
  13:21
gratitude 56:23
great 5:3 10:18 12:25
  18:8 46:2 49:15,18
  49:19 55:8 57:18
ground 67:13
group 28:15,20 65:15
guess 29:19 49:15
guests 39:9
guidance 22:20 38:12
guy 16:3
guys 7:6 8:12 22:21
  44:25 45:21 50:18
  55:24 74:17 77:22
gym 29:22

H

half 67:22 69:8
Hallandale 13:8
hammered 60:22
hand 63:16
handful 25:24
handle 63:11 67:1
happen 41:12 59:24
happened 18:3 40:16
  50:3
happening 21:12
  40:15 41:12,24
  42:16,18 43:11,14
  43:21 44:1 48:22
happens 16:4 50:23
happier 68:2
happiness 56:23
happy 6:9 57:1 59:6
  77:3

larger 25:17
late 12:5
Latha 2:23 3:19 53:17
Lauderdale 1:15,24 3:18,25 38:5 77:23 79:11
laymen's 46:6
learn 17:13 68:10
learned 8:12 11:15,17 11:25 17:9,9 36:6 40:8 55:21 62:4 66:14 71:11,19,22
learning 5:12 67:23 68:14
Learns 36:4
led 5:15 14:24 60:12 66:10
left 14:22 24:10
legislative 28:4 73:21 73:23
legislature 10:22 27:11
lesson 60:9
lessons 8:12 11:14,17 11:24 14:24 17:8,9 36:6 40:7 62:4 66:14 71:11,19,22 72:24
let's 3:1 63:14 66:21
letter 18:22
level 13:24 15:15 63:17,18 64:11
leveled 44:22
leveraging 6:16
liaisons 40:5
life 76:20
lifts 29:21
lighting 46:17
limited 63:3
line 13:11
links 9:7 38:5
list 58:6,7 63:21
listed 22:2
listened 59:20
literally 47:11
little 7:3 12:12 28:2 31:23 37:10 47:6,21 77:5
live 53:6
Lloyd 13:7

lobby 56:9
local 36:25 37:20 39:3 57:16
Locals 76:22,23
long 11:5 35:3,4 46:8 55:1 57:6
long-range 71:1
long-term 14:7
longer 77:5
look 6:3 8:10,16 9:11 9:17 11:12 21:6 33:9 42:12 51:9,10 52:15 53:9,18 71:16 72:5,10,12,20 74:17
looked 8:22 61:2,19 73:8
looking 8:18 9:3 14:8 15:13 17:25 20:25 22:4 27:2 29:18 30:24 62:12 69:1 70:9
looks 64:15
loop 22:17 57:22
losing 52:19
loss 26:13
lost 47:17
lot 5:1 12:25 14:14 15:16 16:7,25 17:9 22:14 25:21 29:12 32:10 44:16 49:19 52:22,23,25 53:2 54:19 58:25 59:14 61:25 65:19 70:11 71:10
lower 51:18

_____
M
Magli 2:9 3:13,13 8:2 9:6
main 30:12
maintenance 11:3
major 18:1 59:16
majority 32:12 41:11
making 22:19 32:24 45:4 48:8 54:3 68:2
managed 74:24
management 4:13 12:15 14:18 62:17 63:10
manager 16:24 40:18
managing 17:2

mandatory 76:4
manifests 70:6
manipulate 16:12
mantra 66:9
manual 15:24 16:10
Marjory 13:8
Mark 2:8,9 3:11,13
market 22:24 27:20 27:20,23 28:5
marketing 39:1,23
marketplace 37:21
Markham 18:11,13 18:14,18,20 19:20 20:2 44:19
Marshal 4:2
mass 12:17
MatchMaker 39:7
Matchmakers 36:4
material 63:3,5 74:2
materials 39:23 78:1
matter 13:25
maximize 39:2
maximizing 37:13
McArthur 44:25
mean 19:20 25:16 26:25 28:3 50:21,23 52:24 54:10 59:18 72:1 73:7
meaning 60:15 72:9
meaningful 14:5 45:17 46:8 47:15
means 24:18 30:13 53:23 72:13
meant 60:7
mechanical 41:13
media 12:17 14:15 21:9 29:25 30:14 39:16 41:19 44:7 45:22
meet 36:3 53:11 61:13,14 65:16 75:2
meeting 3:2 4:19,23 4:23,24 6:15 8:3,23 9:4 10:14 40:22 41:4 52:22 54:20 55:8 75:21,25 76:8 77:3 78:1,6,7
meetings 22:10 40:12 40:14 43:4,4,8,13 71:17
member 42:20

members 2:17 7:22 24:4 42:16,21 43:10 57:3 64:10 68:22
mention 7:2 45:12
mentioned 21:20 29:9 43:5 44:13,18 46:15 50:7 63:12 64:20 70:3
MEP 30:7
message 55:12 57:5
met 32:21
methodically 67:18
methodology 67:7
Michael 2:11 4:5 35:7 50:6
middle 64:24
miles 60:17
milestones 28:25 41:5 45:11
millage 26:17
Millie 10:7,10
million 21:16 31:7 32:5,15,16,16 33:7 33:24 34:1,19 35:3 35:5,12 36:24 37:3 37:7,9,11 57:15,16 58:4 64:3 73:1,2,9 73:11
minimize 42:15,23
minor 31:13
minutes 3:21 7:18 8:24 9:4 47:11
Miramar 13:8
misinformation 60:4
mm-hmm 19:25 20:4 60:11 65:7
models 68:6
modernized 14:2
module 35:18
moment 77:14
money 5:7,10 57:12 60:5,5,6 64:18 68:2 69:23 76:17
monitoring 38:17
month 31:6 56:6,7,8 67:3
monthly 43:2
months 66:22 69:11
monumental 10:15
motion 7:18
mouthpiece 45:24

move 17:3 26:19 36:8 47:1 66:23,24
moved 7:19 23:10 35:20 40:25 41:2 51:3
moving 6:17 7:8 18:24 24:23 28:8,25 34:12 39:25 44:21 44:25 52:9 66:15
multiple 36:2,13
multipurpose 30:23
municipalities 27:14 42:11
municipality 42:11
music 10:25 14:14 15:18 21:9 25:4,12 25:18,20 30:8 33:25 44:6

_____
N
nail 74:15,18
name 35:7 40:4
Nave 77:2
navigate 45:25
near 6:18 7:9
necessarily 26:15 42:4
necessary 46:13 61:15
need 17:6 39:24 40:10 42:3 48:20 51:15 52:15 53:12 56:17 64:5,25 65:1 67:2 69:8,15 72:6 72:16,16 75:12
needed 25:8 42:25
needs 5:11 14:7 17:14 18:5 19:5 20:23 21:22 22:15 53:11 59:22 60:3 61:3,3 63:21,24 64:2,12 72:22 75:3
neighborhood 67:19
never 27:14 59:24 69:5 70:1
new 9:15 19:12,13 27:25 28:19 30:16 30:22,22 45:3 68:6 69:19
news 5:19 56:5
nice 6:25 21:1 64:16

noise 50:2
normal 61:11
normally 35:22
north 69:2
Northeast 30:3,16
  43:10
notably 44:18
Notary 79:4
note 9:17 36:12 39:6
  44:24
notes 79:9
noteworthy 45:7
noticed 41:9,25
number 25:6,17,25
  28:10 51:21 53:7
numbers 23:24 25:9
  25:11,13 26:4

O

obligation 10:16 33:2
obviously 31:9 40:9
  49:13 56:25 77:16
occurred 69:13
OCP 49:5
October 24:1 29:3
  35:14 39:6
OES 24:19
office 2:9,12 4:7
  16:15 35:9 39:8
  47:12 74:12
Officer 2:7,8 3:8,12
official 2:22 3:16
Oh 34:17 56:13 71:3
okay 7:5,13 8:21 9:19
  28:7 34:17 51:7
  54:8 56:16,17 58:22
  63:14 72:6 74:1,7,7
  74:14,22 75:22,22
  76:5 77:1
old 23:14 30:20
older 69:20
Omar 2:3 3:5 6:23
  8:2 9:24 12:3 25:10
  44:13 50:20 71:6
on-site 44:20 48:24
once 19:22 35:23
  40:16 52:6 56:7
  66:1 67:20 72:13,17
  72:19 74:15,18
one's 15:21
ones 22:2,2 24:11,17

31:25 44:17
ongoing 8:3 23:21
  37:15 41:22 49:10
  51:8
online 4:17 35:19,20
open 24:13,14 76:8
Operating 2:8 3:11
operation 26:15
opinions 59:2
opportunities 2:12
  4:6 14:16 35:8
  37:19 38:13,16 39:4
opportunity 6:16
  42:1 47:6,9 48:2
Opposed 7:23
order 24:12,14 31:12
  61:17
orders 23:12 32:6
  33:15 34:8
organization 60:16
organize 42:10
original 18:12,15
  20:6 61:16
originally 18:2
outcome 5:15 13:21
  54:23 57:1
outcry 59:20
outdoor 30:1
outreach 36:1,2
  37:15 39:1,21 64:20
outset 17:24
outside 20:16 55:24
outsourced 8:5
overall 5:16,22 23:6
  23:11 36:22 44:12
  56:23
overruns 60:13
oversight 1:6 2:17
  3:24 4:18 5:6 6:7
  10:13 11:12 15:1
overview 8:13 13:5
  36:11 39:5 49:2

P

P.E 2:19
p.m 1:10,10 78:7
package 61:4
page 42:8,9
pages 12:6,13
paid 38:23,25 48:11
Paige 2:14 4:3 39:20

paint 64:17
paper 73:19
Parent 2:23
ParentLink 41:21
parents 41:14
Park 68:7,8
Parkland 2:22 3:16
part 7:11 15:2 20:7
  20:17 34:22,25
  53:16 61:19 66:16
  68:25 75:13 77:24
Parth 2:25 3:17
partially 70:9
participation 37:7,14
  38:9,15 49:23
particular 45:20
  66:21
particularly 21:7
  22:5,18 24:4
partner 38:13 46:3
Partnership 39:8
passed 10:17 73:4,18
  73:19
passes 7:25 26:25
Patel 2:25 3:17,17
  77:21
path 62:24
pattern 33:17 67:14
pay 58:19
payment 27:2 35:17
  35:18 38:17
peers 49:20
pending 24:17
people 8:18 12:23
  22:11 25:12 50:4
  59:2 64:6,14,19,21
  66:23,24 67:19
  68:16
percent 5:22 6:2,4
  23:13,16 27:19,22
  29:7,10 32:5
percentage 23:12
  29:6
performance 38:17
performing 49:13
period 36:16,22
  39:14 66:4,5
periodically 8:5
permit 75:19
permitting 75:1
person 4:22,25 19:21

55:17
personal 13:24
perspective 46:1,12
  48:19
pertained 42:7
pet 64:9
phase 18:25 19:11,17
  24:1 32:11,23 67:8
phases 18:19 24:3
phasing 66:20 68:16
  68:18
photo 41:16
picture 11:6 51:18
  58:20
piece 27:25 33:1
pig 66:6,8
piggyback 56:1
pipeline 36:19
place 16:1 33:15
  60:19,23
plan 18:12,15 45:23
  49:3 71:1 72:3
planned 18:2,7 62:1
planning 14:17 45:2
  61:1 70:19
plans 63:23 71:21
platforms 39:16 50:6
  50:8
played 14:19 15:3
  22:25
plays 70:11
please 50:7 76:21
pleased 53:24 59:23
pleasure 77:19
plus 35:13
PMOR 21:5
point 8:20 10:24 11:4
  14:13 19:18 20:19
  21:8 26:13 34:6
  42:24 48:7 51:9
  57:14 58:3,10 65:12
  69:13 71:3
pointed 34:18 62:8
points 8:15 56:18
  76:9
police 27:3
pool 65:13,24
pop 6:25
population 26:2
  51:11,19 52:16
  69:16,18

portables 18:19
  19:24
portion 71:9
position 11:11
positive 53:20
possible 49:7,24
  54:18,22 55:7,18
possibly 62:18
post 49:1
post-occupancy
  48:14
poster 22:8
posts 49:13
practice 60:20
predicting 31:5
prefer 26:3
presentation 40:20
presentations 9:20
  11:16
pressing 63:20 64:1,5
pretty 18:21 23:4
  28:20 30:19 31:1,3
  33:10 34:20
prime 35:17 36:3,25
primes 38:23 65:16
principal 69:8
principals 13:17
  41:20
prior 8:25 10:23
  27:23 30:17 53:16
  69:24
Prioritizing 17:16
private 65:2
proactive 17:16
probably 60:21 61:6
problem 19:20 56:2,3
  61:20,23
problems 61:9
proceedings 79:7
process 9:2 15:24
  16:11 17:12 20:3
  21:19 28:18 32:23
  35:19 67:23 75:1,7
  75:13
processes 15:10,20
  15:25 17:18,21
  21:24 67:20 74:25
procurement 38:6
  39:4
produce 50:12 77:22
professional 77:19

professionals 14:25
program 4:12,13 6:8
  10:6,14,23 11:11
  12:1 13:2 14:5,10
  14:17 15:14,20
  17:13 18:8 20:2,3,6
  20:9,12,14,15,17,18
  21:5,13,17 22:4,13
  23:12,20 25:20 26:2
  26:20 30:18 32:1,4
  32:4,10,14 33:9
  36:1,24 37:14 40:7
  43:24 48:23 49:11
  50:4 57:12,21,22
  58:15 59:17 60:14
  60:22,25 62:3,6
  64:22 66:2 69:13
  70:8 71:23 72:3
programmed 20:7
programs 11:1 15:19
  39:17 64:7
progress 8:9 14:10
  41:3,18,22 45:4,23
  49:9
progressed 41:7
progressing 45:19
project 9:21 16:23
  17:2,4 21:24 22:18
  32:7,17 40:12,12,18
  41:2,3 44:25 46:13
  61:13,16,17 62:16
  62:17,21,23 63:10
  66:21 67:6,8,22
  68:1,23 70:19 72:10
  72:18 75:2
projects 7:8 10:15
  13:19 14:11,21
  16:24 18:1 20:12
  21:25 22:13,16,22
  23:7,9,17,18,25,25
  24:24 26:9 28:10,12
  28:13,16 29:2,3,6,8
  29:12,16 31:7,8,9
  32:6,8,12,13,15,17
  33:3,5,8,24 34:3,5
  34:10 40:25 43:7
  44:23 45:7,19 49:10
  50:24 61:2,4,15
  62:9,10 63:15,16
  64:9 65:15,19 66:1
  66:11,19 67:25

68:17,20 69:24 72:2
  72:4,9 76:23
promote 37:22 38:14
proof 12:7
properly 54:24 60:1
properties 27:21
property 10:20 26:18
  26:24 27:1,4,10,16
proposed 27:9
provide 11:20 12:1
  41:21 42:1 43:13
  52:2
provided 6:7 39:4
  43:3
providing 10:1 14:6
  38:12
provision 75:4
PTA 69:9 74:11
public 1:5 5:4,16,21
  6:21 12:8 36:5 38:3
  58:11,18 59:20 60:3
  73:5,8 76:1,2,6,7
  79:5
pull 16:2 65:22
purchase 24:12,14
  32:6 33:15
purpose 52:10 60:6
purposes 51:1 52:10
pushed 25:21 62:22
put 12:6 16:1 18:19
  18:23 26:3 31:7
  34:11,19 40:19
  47:22 61:12 62:25
  63:21 64:2 65:19
  66:1 67:2,12 71:7
  72:5 78:1
puts 16:4 69:8
putting 46:6 61:1,4
  74:23
python 66:6,8

Q

Q&A 45:14 46:7
quarter 23:11 32:2
  34:18,20 35:13
  36:16 37:3 44:13
  68:19 77:24
quarterly 12:4,7 23:6
  43:3
quarters 33:20 35:2
question 18:9 24:25

50:20 54:6
questions 8:24 34:14
  34:15 48:18 53:19
  54:5
quick 66:3,5
quickly 6:17 16:5
  23:4 44:21 45:1
quite 53:8 69:19

R

R 1:23 79:4,14
Rafiki 2:4 4:14 10:5
  34:17
rain 19:8
raised 6:4 57:13
ramp 29:22 30:14
ran 12:6
rate 5:24
rates 5:20 13:21
  52:24
re-roofing 29:23 30:3
reached 77:2
react 59:19
read 8:21,23
ready 28:21 29:11
  46:18 60:15 66:20
reaffirm 49:25
real 60:9
Realis 2:2 4:12 48:16
really 9:9 12:22
  13:11,24 14:3 15:15
  15:21,24 16:6,13
  17:10,13,22 18:4
  20:8 21:5,10,17,22
  22:7 23:5 24:2
  34:12 40:11,13,16
  41:12 42:3 44:10,15
  44:19,23 45:1 46:11
  47:15,18 48:8,10
  49:25 50:3 51:9
  52:15,18 53:8 60:14
  60:22 61:1,18,25
  65:11,11,14 66:7
  68:24 70:22 72:20
reason 52:23
reasons 52:22,23
  53:1
recall 25:25
received 29:21 30:16
  49:14
recess 75:24

recessed 75:25
recession 10:18
recommendation
  18:22
recommendations
  15:5 52:2
reconvene 76:8
record 79:8
recover 32:19,19
  34:2
recovered 34:18
red 33:20
redefines 52:13
redefining 51:13
  70:10
reduce 32:19 37:19
reductions 10:20,21
  27:13
reevaluated 20:9
referred 54:2
referring 58:16
reflects 13:22 23:8
  37:7,12
regard 22:18
regards 36:2,9 43:5
regular 23:4 42:14
  43:2
regulatory 17:24
reiterate 57:4
related 10:18 22:5
relatively 9:15
release 12:8
remain 32:5 49:5
remaining 31:11 33:3
  33:8 49:10
remember 68:4
remind 50:3
reminded 58:22
remiss 39:18 45:11
remodel 70:22
renovated 30:21 44:6
renovations 18:6,15
  23:14 30:6
replaced 18:18
replacement 20:8
  29:24 30:4,9,10,14
replacements 69:22
report 12:4,12 15:6
  15:23 16:16 50:19
  79:7
reported 1:22 9:10

15:6
Reporter 79:4,14
REPORTER'S 79:1
reporting 1:23 15:9
  22:1,7 28:15 35:16
  36:16,22 39:14
reports 8:1 9:3,5 10:2
  10:2 12:6 16:20
representative 54:18
represented 36:14
represents 36:11
requests 42:15
required 22:9
requirements 32:20
reserve 31:8,15 34:11
reserves 34:19
resident 56:24
residents 57:18
resolved 9:10
resource 74:20
resources 26:19
  37:22 76:17
response 7:24 34:16
responsibility 6:11,12
responsive 59:21
rest 20:10,11
restricted 10:18
restroom 29:21 30:5
result 26:1,2 38:21
  58:14
resulted 15:8
retired 10:9
retiring 10:9
revenues 10:21
review 35:23 36:19
  75:9,10
reviewing 22:23
revised 75:6
revision 75:5
revisited 18:4
ribbon 45:2
richer 69:7
right 3:23 8:6,16
  12:12 17:15 18:16
  25:3 27:8 51:12,17
  51:20 53:15,18 57:5
  57:16,24 58:5,9,9
  58:13 62:14 63:8
  65:17,20 66:12 67:4
  70:24 72:14,18,19
  72:23 77:11

risk 14:18 22:24 30:24
risks 14:20 17:17 34:4,5
Riverside 68:12,12
road 11:24
Robin 73:20,20,24
robust 50:10
role 14:19 15:4
rolled 23:20
Romaneir 2:7 3:7
roof 30:9
roofing 21:7,10,11,15 21:17,17
room 1:14 72:12
rooms 41:14 44:7
round 57:15 61:7
row 5:17,18
RSM 8:5
rules 22:22
run 16:17,20,24 17:23 23:3 72:11
running 3:21
runway 60:17

S

SAC 40:21
safety 14:2,11 24:23 28:8 76:15,16,20
sales 69:10
Salz 2:5 3:9,9
Sandpiper 68:7
satisfaction 48:14
Save 27:17
saved 34:1 58:4
saving 33:24
savings 32:20 35:3,5
saw 10:19 47:25 61:13
saying 4:21 21:14 59:25 63:22 72:1 77:9
says 69:9
schedule 8:25 17:15 28:25 46:10
scheduled 55:9 69:21 69:22 74:15 77:5
schedules 12:14 16:25 62:19 74:17
scheduling 17:16 74:21

school 5:18 13:22,23 19:4 20:21,24 22:7 23:11 29:15 30:3,9 40:14 41:4,21,24 42:2,5,8,9,10,16,18 45:9 46:19,23 53:3 53:15 57:21 58:24 59:19 63:18,19,25 64:9,11,14 65:1,2,3 65:6 66:23,24,24,25 66:25,25 68:6,22
school's 25:23
schools 1:5 5:4,16,17 5:21,23,24,25 6:3 6:21 13:6,17 18:3 19:19 20:11,11 22:14 25:5,8,15,17 25:22,24,24 26:10 26:25 27:2,12 29:20 36:5 38:2,3 42:13 42:20 43:1,14,16 46:18 48:16 50:22 51:3,15,21 52:3 58:8,19,21 59:18,18 63:19 64:24 67:1 68:5 69:1,2,2,3,5,7 70:5,8,13 73:5,8
science 45:3
Sclar 2:14 4:3
scope 17:10,15 18:1,4 20:18 58:8,12 72:20
scoped 41:11
Scott 2:11 4:5,5 35:7 35:8 38:7
SE 1:15
second 6:1 7:17,20 24:2,9 56:11 57:7 58:3 75:8
section 14:23 15:11 33:25 63:18
security 14:12 19:21
see 9:2 12:4,22 13:6 14:3 24:9 28:9 33:19 38:21 41:6 44:3 47:14 50:16 60:9 62:11,17 64:22 64:22 67:9 70:15 72:16 77:3
seeing 57:14
seek 39:1
seen 10:12 27:24 57:3

59:24
segue 40:1
senate 73:19
senator 73:12
send 41:20 48:17 53:3 55:12 71:6,12 73:19 74:4,14
sending 54:18
sends 72:25
separating 73:4
sequences 14:18
series 45:16,23
serve 6:22 52:15
service 1:23 13:15 78:3
set 14:19 16:6 48:18 61:9,10 63:23 65:24
setting 16:16
seven 39:14 67:24
shaping 15:5,5
share 8:17 39:16 40:20 41:18,21 49:20 50:7
shell 66:23 67:15
shift 63:1
Shim 2:3 3:5,5,21 4:16 6:24 7:2 9:23 9:24 12:21 13:4 20:1,5,22 21:3 25:11,16 26:12 27:7 31:16,19,22 34:17 34:23 35:1,4 49:17 51:5,8,13,17,21 52:21 53:4 54:9 55:5,11 56:5,10,14 58:5,10,14 59:8 60:8,12 61:12 66:6 69:12,18 70:1 71:3 71:8 72:1,23 73:21 74:3,7,14 76:25
shortly 3:22
shovel-ready 63:15 66:19 72:2,4
show 55:7 68:25
shows 33:12,14 38:19
shut 63:4
side 7:14 27:3
sidebar 47:6
significant 13:20 14:10
simplifying 38:11

single 10:24 14:13 19:18 21:8 54:6 67:22
site 9:3,5 44:14 50:12 52:11
sites 49:21 50:16 56:22
sitting 62:20 73:2 76:3
six 23:24 30:5 67:24
sized 59:1
slide 13:4 14:3 17:25 21:4 24:9 30:17 31:24 33:12,14,17 35:10 36:11,21 37:12 38:7,19
slides 23:4
slightly 16:13
slow 28:14
slower 28:14
small 25:25 34:5,9 35:11 36:25 37:8,13 37:20 38:8 39:3 46:16
Smart 10:14,23 11:10 14:5 20:1,2,6,12,14 20:17,17 30:18 31:8 32:3,14 36:24 37:14 44:4 48:23 58:15 69:13 70:7 71:23
Smart-In-Action 47:25
smoke 30:8
smoothly 17:23
social 39:16 41:18 45:22
solicitations 38:15
Solutions 2:13,14 4:4 4:9 40:6
somebody 16:11 65:8 67:21 74:3
somebody's 59:5
soon 28:21 46:20
sorry 34:23 50:10
sort 21:14 30:25 31:5 62:16 63:22 65:4 69:4 75:8
sounds 45:13
south 1:24 69:2
space 30:23 73:1
spaces 14:2,14 21:9

40:19 44:5,8 46:11 47:14 48:3,19
speak 9:9 18:21 76:2
speaking 59:10
special 10:7,10 39:9
specials 25:23
specific 8:17 22:7
specifically 40:15
speed 9:12
spend 16:25 17:6 31:23 33:8 37:6
spending 36:21
spent 31:13 33:18 35:11 73:3
spitting 16:13
sponsoring 73:25
spot 56:15 75:14
sprinkler 14:12 24:24 28:10,11 29:24 30:4 30:11 76:18
square 21:11,16
squelch 50:1
SROs 27:3
staff 9:21 10:1,5,5 12:4,19 40:13 54:5 55:22,23 56:24 60:18 77:14
staged 66:22
stakeholder 40:10
stakeholders 37:17 42:4 43:20
stand 12:23 30:25
stand-in 75:8
Stand-up 75:9,10
standpoint 37:21 76:16
start 3:1,2 9:23 18:24 40:6 45:1 63:15 67:15,16 68:19,20 68:21
started 9:25 25:17 58:15 61:12,24 68:8
starting 67:17 72:5
starts 67:12
state 10:22 72:25 73:9,12 74:12 79:2 79:5
status 24:23 28:9 41:23
statuses 17:1
statute 75:15

stay 39:17 45:19,22
  53:12
stays 24:14 26:17
Stem 29:25 30:7,14
  44:6 45:3
stemmed 60:14
stenographic 79:9
stenographically
  79:7
step 4:24 14:7 49:6
  52:14
steps 14:9 59:14
Steve 2:19 3:23
Steve's 77:24
Stoneman 13:8
stored 27:18
straightened 60:20
Stranahan 30:9 43:9
  58:24
Strategic 39:8
strategically 14:20
strategies 35:15
strategy 22:8 36:8,10
streamline 21:24
  74:25
Streamlined 15:20
streamlining 17:18
street 18:24 19:16
  47:11
strength 59:17
strengthen 14:17
strengthening 17:10
stride 43:24
stronger 14:24 15:10
struggles 48:7
stuck 10:9
student 15:18 39:12
  45:15 49:23 51:11
  51:18 52:15 59:12
  65:6
students 5:12,13 6:1
  6:21 26:13 40:21
  44:2,11 46:19,23
  47:14,19 48:5,11
  50:5 52:19 53:12
  57:19 64:22,23
stuff 17:7 22:25 26:25
  51:2 52:9
sub 62:8,20
sub's 62:20
subcontractor 35:17

37:2,4
subcontractors 38:24
subject 56:21
submitting 75:18
subs 19:16 62:18
  65:11,23 66:11
substantial 24:7,15
  24:21 34:20
substantially 23:2
  26:5 27:21 29:2
success 35:15 39:12
successful 22:22
  57:23
suffered 11:2
suggest 55:17
suggestion 55:14
suggestions 53:21
  54:1 71:2
suite 1:24 17:20
Sullivan 55:12 74:16
  74:19
summarize 31:25
summarizes 36:21
summer 44:14 45:8
  46:15 50:14
sunsetting 47:24
Sup' 4:19
superintendent 2:15
  3:3 4:16,20 13:9
  39:10 45:14
superintendents 6:13
supervisor 63:17
suppliers 63:6
support 5:11 6:17
  37:20 38:17
supported 10:6
supporting 38:8
  39:21 57:23
sure 9:11,18 18:10,22
  19:6 22:19 25:2
  30:13 32:24 48:8
  54:3,25 59:5 70:19
  71:13,16
survey 48:15
swept 31:14
switch 30:12,12 55:2
system 9:14 16:3,14
  21:20 38:22 72:7
systems 14:2,12
  19:14 67:2 76:18,18

T
table 7:12 27:8
take 5:23 11:25 27:11
  45:23 49:22 76:16
  77:13
taken 5:8 38:20 48:4
  48:4 70:4
takes 55:17 78:1
talk 11:16 13:13
  25:12 31:19 46:9
  56:20
talked 25:4 29:1
  33:15 53:20 55:20
  76:11
talking 33:6,23 34:8
  58:5 65:5
talks 45:16
Tallahassee 76:13
  77:7,9
Tamarac 4:2
taper 28:1
targeted 8:4
Task 2:8 3:12
tax 10:21 26:24 27:4
taxed 27:22
taxpayers 5:7
TaxWatch 15:2 60:1
  62:2
teachers 2:23 5:13
team 4:4,9 12:22,22
  13:1 36:20 39:20
  40:5 41:15 48:15
  59:3
teams 14:25 22:18
  50:17
technical 38:12
technically 30:17
technological 34:22
technology 11:2
  14:14 15:17 33:25
  34:2,24 51:2
tell 8:20 56:1
tells 56:25
temporary 7:10
terms 13:10,11,21
  17:14 26:18 27:8,9
  43:24 46:6 61:1
  69:14 70:12
thank 4:21 5:2 6:23
  6:24 7:6 9:19,25
  10:7 11:20 12:3,21

13:1 15:12 28:7
  31:22 35:6,9 39:24
  39:25 40:2 53:14
  54:6,24 56:16 76:15
  76:24,25 77:14,17
  77:21 78:3,4,6
thanks 6:19,19 10:10
  40:2 76:21
theirs 56:10,12
thereof 79:9
thing 9:13,13 16:23
  24:17 37:24 47:17
  48:13 56:19,20 60:3
  63:11 69:3,8,12
  70:17 77:1
things 5:9 7:15 8:7,8
  8:9,19 11:22,25
  13:6,23,24 14:12
  17:1 28:4,17 32:24
  40:11 43:6,23 46:5
  46:22 50:2,8 58:6
  59:14 60:19,21
  61:14,16 62:15,23
  62:24 63:3,4 70:7
  71:18,23 72:14,21
think 7:9,15 11:4
  12:11 13:9 16:20
  20:5,11 21:16 28:3
  35:1 44:24 47:17
  51:5 52:17 53:17,22
  53:23 54:10,16,19
  54:23 55:18,21 56:5
  56:12 57:1,2,22
  58:10 59:4,10,16
  60:8,24 62:1,4
  65:10,14 66:14 68:9
  70:11 71:8 74:1
  76:3,10
thinking 15:23 74:12
third 6:1 67:25 75:11
thorn 7:14
thought 7:13 31:4
  56:19 57:14
three 31:1 65:21
  69:11 70:23
THURSDAY 1:9
tie 20:1
tied 26:14
time 5:4,9,19 9:4
  10:17 16:25 17:2,3
  21:13 31:24 35:3,4

48:1,4 54:3,21 55:3
  55:5,13,15,16 56:3
  56:15 57:6,8 58:3
  61:8,19 62:9 67:25
  74:14 76:17
timeline 31:1
timeliness 50:2
times 55:2 75:19
Timothy 1:23 79:4,14
today 5:1 10:13 11:7
  11:8 12:12 16:15
  36:18 52:22 55:20
  73:4
Tommy 2:20 4:1
tools 37:22
top 44:23 49:12 57:25
  58:11
topics 45:17 46:9
total 23:8,25 36:17
  37:6 39:13
totally 24:8
totals 37:2
touch 46:9 72:13
track 11:22
tracking 35:16
Tracy 2:22 3:15,15
  7:19 55:3,10 62:14
  63:9 65:8,20 66:12
  66:18 67:5 68:14
  69:25 70:17 73:12
  75:15,18 76:10
  77:18
trades 66:24
traditional 6:3
trainings 39:5
transcript 79:8
transition 9:16 31:20
translation 47:18
transparency 15:7
  16:9
tremendous 5:15
  17:7 45:4
trends 36:22
Trimble 21:21
true 79:8
trust 54:14
truthfully 15:6
try 28:5 45:16,23
  49:22,22 55:5,12
  56:14
trying 17:13 22:16