

SCHOOL BOARD OF BROWARD COUNTY

AUDIT COMMITTEE MEETING

KC WRIGHT ADMINISTRATION CENTER
BOARD ROOM
600 SE 3RD AVENUE
FORT LAUDERDALE, FLORIDA

THURSDAY, AUGUST 3, 2023
9:57 A.M. - 12:06 P.M.

Court Reporter:
Timothy R. Bass, Stenographic Reporter
Bass Reporting Service, Inc.
633 South Andrews Avenue, Suite 500
Fort Lauderdale, FL 33301

1 COMMITTEE MEMBERS IN ATTENDANCE:

2 MS. RUTH CARTER-LYNCH
 MS. REBECCA DAHL
 3 MR. ANTHONY DE MEO
 MS. MARY FERTIG
 4 DR. NATHALIE LYNCH-WALSH
 MR. ROBERT MAYERSOHN
 5 MR. ANDREW MEDVIN
 MS. PHYLLIS SHAW
 6 MR. PETER TURSO

7
 8 OFFICE OF THE CHIEF AUDITOR STAFF:

9 MR. JORIS JABOUIN, Chief Auditor
 MS. ALI ARCESE, Audit Director
 10 MS. JENNIFER HARPALANI, Assistant Director IT Audits
 MS. NAKIA GOULDBOURNE, Acting Manager, Internal Funds
 11 MS. MICHELE MARQUARDT, Executive Secretary
 MS. WANDA RADCLIFF, Clerk Spec B
 12 MS. ELENA PRITYKINA, Task-Assigned Manager, Operations
 MR. BRYAN ERHARD, System Support Specialist II

13 DISTRICT STAFF:

14 DR. JOSIAH PHILLIPS, Chief Information Officer
 15 MR. JAIME ALBERTI, Chief Safety & Security Officer
 MR. ALAN STRAUSS, Acting Deputy Superintendent,
 16 Teaching & Learning
 MS. ERUM MOTIWALA, Associate Superintendent, Finance
 17 DR. TED TOOMER, Associate Superintendent, Teaching &
 Learning, Non-Traditional Schools
 18 DR. JERMAINE FLEMING, Regional Superintendent, North
 Region
 19 MS. SHELLEY MELONI, Executive Director, Capital
 Programs
 20 MR. OLEG GOROKHOVSKY, Director, Accounting & Financial
 Reporting
 21 MR. OMAR SHIM, Director, Capital Budget
 MR. RYAN SMITH, Director, Business Support Center
 22 MS. MARY COKER, Director, Procurement & Warehousing
 Services
 23 MR. ERNIE LOZANO, Director, Behavioral Threat
 Assessment
 24 MS. KIM PUNZI-ELABIARY, Manager, Behavioral Threat
 Assessment
 25 MR. ERIC SEIFER, Process Analyst

1 INVITED GUESTS:

2 MR. EDDY CASTANEDA, Audit Senior Manager, MSL CPAs &
3 Advisors

4 MS. NATALEE WALLACE, Risk Consulting Director, Process
Risk and Controls, RSM (via phone)

5 MS. JENNIFER MURTHA, RSM (via phone)

6 MS. JAMIE BARDEE, RSM (via phone)

MS. KATHLEEN LANGAN, AECOM

MR. TIM BASS, Court Reporter, United Reporting

1 Thereupon, the following proceedings were had:

2 - - -

3 MR. JABOUIN: Good morning. We are ready to
4 begin the Audit Committee Meeting.

5 Do we have any public speakers?

6 MS. FERTIG: Can I just make a comment before
7 we start? I don't know where our quorum's going
8 to lie, but I have to be out of here by 12,
9 12:15. I don't know about anybody else, but I
10 just wanted to put that on so we can try to make
11 it through 18 items. So --

12 MR. JABOUIN: There are no public speakers.
13 We will now rise for the Pledge of
14 Allegiance.

15 (Pledge of Allegiance was recited.)

16 MS. SHAW: I do have a question.

17 MR. JABOUIN: Good morning. So, Ms. Shaw, is
18 it possible to postpone your question to one of
19 the agenda items or is it a procedural question?

20 MS. SHAW: No. Why did we call for comments
21 before the Pledge of Allegiance?

22 MR. JABOUIN: So I seek public speakers
23 before the meeting, but there is, just to know
24 where they are so I can place them on the agenda,
25 but there is a standing agenda item for them. So

1 that way they can speak at Agenda Item Number 5.

2 So this is just to understand if there's any
3 public speakers here and they would be able to
4 speak under Agenda Item Number 5.

5 MS. SHAW: Okay. Yeah, so that was a bit
6 confusing, so that's why, because I'm not sure if
7 it's relevant or necessary to know if there are
8 any, because if anyone comes up after we've done
9 the Pledge of Allegiance, they haven't heard what
10 you've said, so --

11 MR. JABOUIN: I only wanted to know if they
12 were here. I'll also seek -- when we get to
13 Agenda Item Number 5, I'm also going to ask my
14 staff to check to see if there's any public
15 speakers for Agenda Item Number 5.

16 We're going to go ahead and take the roll
17 call before the questions, please.

18 Ms. Ruth Carter-Lynch?

19 MS. CARTER-LYNCH: Here.

20 MR. JABOUIN: Ms. Rebecca Dahl?

21 MS. DAHL: Here.

22 MR. JABOUIN: Mr. Anthony De Meo?

23 MR. DE MEO: Present.

24 MR. JABOUIN: Ms. Mary Fertig?

25 MS. FERTIG: Here.

1 MR. JABOUIN: Ms. Ighodaro is excused.

2 Dr. Nathalie Lynch-Walsh?

3 DR. LYNCH-WALSH: Here.

4 MR. JABOUIN: Mr. Robert Mayersohn?

5 MR. MAYERSOHN: I'm here.

6 MR. JABOUIN: Mr. Andrew Medvin?

7 MR. MEDVIN: Here.

8 MR. JABOUIN: Ms. Phyllis Shaw?

9 MS. SHAW: Here.

10 MR. JABOUIN: Ms. Jaclyn Strauss?

11 (No response.)

12 MR. JABOUIN: And Mr. Peter Turso?

13 MR. TURSO: Here.

14 MR. JABOUIN: So before I go to the approval
15 of the agenda there were some questions.

16 Dr. Lynch-Walsh?

17 DR. LYNCH-WALSH: Once upon a time, I think
18 the last time Mr. Mayersohn was chair, I believe
19 instead of limiting public speakers to speak
20 before the meeting or after the meeting they
21 could also speak to an item. And that was
22 supposed to be standard operating procedure that
23 we seem to somehow have lost.

24 MR. JABOUIN: No, it's not lost. Had there
25 been a public speaker, I would have known that

1 they were there, we would -- as discussed with
2 Mr. Mayersohn at the time, we would identify what
3 subject that they wish to speak on. If they wish
4 to speak on a specific report we would have them
5 speak at that report. But if they had non-agenda
6 items they would speak at Agenda Item Number 5.

7 DR. LYNCH-WALSH: What if they're not here
8 yet?

9 MR. JABOUIN: Then we will acknowledge them
10 when Agenda Item Number 5 is here.

11 MS. MESCOLOTTO: No, no. What if they want
12 to speak to an item that has a timestamp of noon
13 and they are not planning to be here at 10:00;
14 then what do you do?

15 MR. JABOUIN: Then we will take them when
16 they get here.

17 DR. LYNCH-WALSH: Okay. That was the
18 clarification I was looking for.

19 MR. JABOUIN: Thank you, audit committee
20 members.

21 Just a few items on Agenda Item Number 3 with
22 respect to the agenda. It was posted to the
23 Office of the Chief Auditor website on July 27th.

24 And it just occurred to me I forgot to take a
25 roll call amongst the other members that are

1 here.

2 I'm Joris Jabouin, the Chief Auditor.

3 MS. ARCESE: Ali Arcese, Audit director.

4 DR. PHILLIPS: Dr. Joe Phillips, Chief
5 Information Officer, serving as the
6 superintendent's designee. He does send his
7 regrets. Also Dr. Licata does plan on attending
8 these meetings in the future.

9 MR. GOROKHOVSKY: Oleg Gorokhovsky, Director
10 of Accounting & Financial Reporting.

11 DR. LYNCH-WALSH: You need a mike.

12 MR. GOROKHOVSKY: Oleg Gorokhovsky, Director
13 of Accounting & Financial Reporting Department.

14 MS. GOULDBOURNE: Nakia Gouldbourne, Office
15 of the Chief Auditor.

16 MS. HARPALANI: Jennifer Harpalani, Office of
17 the Chief Auditor.

18 MR. ERHARD: Bryan Erhard, Office of the
19 Chief Auditor.

20 MS. MARQUARDT: Michele Marquardt, Office of
21 the Chief Auditor.

22 MS. PRITYKINA: Elena Pritykina, Office of
23 the Chief Auditor.

24 MS. RADCLIFF: Wanda Radcliff, Office of the
25 Chief Auditor.

1 MR. JABOUIN: Thank you.

2 Dr. Lynch-Walsh?

3 DR. LYNCH-WALSH: In reviewing the items for
4 today's agenda, there are items where the
5 department reports to the chief financial
6 officer, and I couldn't help but notice that I
7 don't see Ms. Motiwala, unless I missed her.

8 MR. JABOUIN: Ms. Motiwala has a family
9 emergency that she is not able to attend and Mr.
10 Gorokhovsky is there to represent the Finance
11 Department.

12 DR. LYNCH-WALSH: And then she reports to
13 Mrs. Marte who I also don't see in attendance.

14 MR. JABOUIN: And Ms. Marte is also not in
15 the office today. We will have Mr. Omar Shim who
16 prepared that response available for Agenda Item
17 Number 17.

18 DR. LYNCH-WALSH: Oh, no, I'm talking about
19 things like 14 where the Business Support Center
20 reports to Ms. Motiwala who then reports to Mrs.
21 Marte.

22 MR. JABOUIN: Director Smith will be here for
23 that particular item. So all of the appropriate
24 individuals have been invited and they have been
25 informed of the time of the documents that

1 related to their areas.

2 DR. LYNCH-WALSH: Except that, Oleg is here
3 to speak to which item?

4 MR. JABOUIN: So, Mr. Gorokhovsky, are you
5 representing Ms. Marte.

6 MR. GOROKHOVSKY: I was informed that both
7 Ms. Marte and Erum, as well.

8 MR. JABOUIN: So he is the designee for both
9 of those individuals. So he will be the person
10 that will represent them and take any questions
11 back if needed to address any of the committee's
12 concerns.

13 DR. LYNCH-WALSH: Uh-huh.

14 MR. GOROKHOVSKY: If I can add, I will be
15 more than happy to communicate it back to the two
16 individuals.

17 MR. JABOUIN: So with respect to the agenda
18 are there any more questions on it?

19 I did want to mention that we did provide an
20 updated Procurement presentation for Agenda Item
21 Number 18 that was e-mailed.

22 We have Ms. Shaw?

23 MS. SHAW: Mary was first.

24 MS. FERTIG: Yeah, I would like to move the
25 audit committee motion up to the top.

1 Historically, when we've done followups we've
2 done them at the front of the agenda, not the
3 bottom of the agenda. And it's been quite a
4 while since we got a followup, so I would like to
5 see, if it's okay with everybody, that we move
6 that to the top of the agenda.

7 MR. JABOUIN: The only part I wanted to
8 mention is we do have Ms. Meloni and Ms. Langan
9 who were not able to provide a response to those
10 motions and they are scheduled to be here at a
11 certain time and they're just not here yet,
12 though, Ms. Fertig.

13 DR. LYNCH-WALSH: Which items are they
14 providing a response to?

15 MR. JABOUIN: I believe it is -- one moment,
16 please. There was some questions regarding
17 policies and procedures as well as the closure of
18 audit findings. There was a motion regarding
19 that. One other item, too, I believe it was a
20 list of schools and their staffs. But that is
21 the pending motion response. And I've asked both
22 of them to be here for that.

23 DR. LYNCH-WALSH: If it's pending and there
24 isn't a response then why waste their time coming
25 to say it's pending.

1 MS. FERTIG: And ours.

2 DR. LYNCH-WALSH: Right.

3 MR. JABOUIN: So they need to be able to
4 respond to the committee as far as their ability
5 or inability.

6 DR. LYNCH-WALSH: It literally says here, is
7 it 3a that we're talking about?

8 MR. JABOUIN: Yes, it is.

9 DR. LYNCH-WALSH: It literally says, the
10 response to this motion was not received by AECOM
11 at the time of printing of these materials. The
12 response will be emailed to the Audit Committee
13 members and was also added to the Agenda on the
14 Chief Auditor' website.

15 MR. JABOUIN: So that was not done because we
16 did not receive it from them. And I need to make
17 sure that if the committee had a question as to
18 why it's not done, that they can respond to it.
19 But, nevertheless, Mr. Shim is here to be able to
20 respond to the rest of those -- the rest of the
21 motions. So I guess, Ms. Fertig, the new chair
22 can choose to do so.

23 MS. FERTIG: Okay. We're setting the agenda
24 and we're voting on it. So I would like to vote
25 to move that up. And at least four of us

1 indicated we would not be here at the time that
2 you have this scheduled. And there are a couple
3 of outstanding motions on here that I think that
4 we just want to comment on.

5 So I'm not trying to make this go longer
6 because we just need to move this stuff, but I
7 would just like to suggest that we move number 17
8 the follow-ups after the Audit Committee Chair's
9 comments and then proceed with the agenda as it
10 is.

11 And then in the future those follow-up
12 comments be scheduled for the beginning of the
13 meeting so we can dispose of those before we go
14 to the new items.

15 MR. TURSO: Second.

16 MR. JABOUIN: Second by Mr. De Meo.

17 MS. FERTIG: Turso.

18 MR. JABOUIN: Oh, sorry, Mr. Turso. Thank
19 you.

20 And this item would now become the new Agenda
21 Item 10.

22 There's some questions from Ms. Shaw?

23 MS. SHAW: Yes. So with the limited time and
24 we have five items or six items that could take
25 up quite a bit of time, could we take a look at

1 this item and decide which of these items can go
2 onto next meeting? Because within two hours most
3 of us will be leaving. So I want to make sure
4 that the items that are absolutely necessary to
5 move forward --

6 DR. LYNCH-WALSH: Time sensitive.

7 MS. SHAW: -- those are taken care of. But
8 those that have a little bit more time that we're
9 able to postpone them and remove them from the
10 agenda and move them until next meeting.

11 MR. JABOUIN: I think Agenda Item Number 10
12 is required as is Agenda Items Number 12 and 13
13 is also required. Those would be the required
14 ones that the committee should review at today's
15 meeting.

16 MS. SHAW: So my motion then is to postpone
17 items 13, 14, 15 and 16 and 18.

18 DR. LYNCH-WALSH: 19.

19 MS. SHAW: Oh, and 19.

20 DR. LYNCH-WALSH: Wait, there's a second
21 page. Hold on.

22 Bylaws, 20.

23 MS. SHAW: And 20 until a future meeting.

24 MS. FERTIG: You started with 13? Did you
25 start with the AppliTrack item?

1 MS. SHAW: 13. I'm so sorry. Item 14, 15,
2 16 -- item 14 all the way down and prior to
3 adjournment.

4 MS. FERTIG: Okay. We moved 17 up.

5 MS. SHAW: We moved 17 up.

6 DR. LYNCH-WALSH: Second.

7 MR. TURSO: We already have a second.

8 MR. JABOUIN: We do have a second. Let me
9 just make sure before the vote the committee is
10 clear that Agenda Item Number 17 will now become
11 Agenda Item Number 10. Utilizing the old numbers
12 that you have there, Agenda Items Numbers 14,
13 15 -- 16 has no issues by the way, but, and then
14 19 --

15 DR. LYNCH-WALSH: Don't forget 18. She said
16 everything else. So 14, 15, 16, 18, 19 and 20
17 would be deferred to the next meeting or a future
18 meeting.

19 MR. MAYERSOHN: So this is a second?

20 DR. LYNCH-WALSH: I seconded it.

21 MR. MAYERSOHN: No, no, no. Because there
22 was a motion on the table.

23 DR. LYNCH-WALSH: A second motion now.

24 MR. MAYERSOHN: So this is a second. So why
25 don't we dispose of the first one, which is

1 moving Item 17 up.

2 MR. JABOUIN: The first one was never voted
3 on.

4 MR. MAYERSOHN: Right. But it's on the
5 table.

6 MS. FERTIG: Well, he's saying, let's just
7 vote on it.

8 DR. LYNCH-WALSH: Is this a friendly
9 amendment?

10 MS. SHAW: So a friendly amendment to Mary's
11 motion to move 17 up and move all of the other
12 items that are not necessarily required today to
13 the next future meeting.

14 MS. FERTIG: And the only thing I would say,
15 Phyllis, and I think that's great, is that if we,
16 I can't even imagine it, should we be able to get
17 to that point that we then pick up the next one
18 in line.

19 MS. DAHL: That's what I was going to say.
20 Thank you.

21 MS. FERTIG: Okay. Great. That's fine.

22 DR. LYNCH-WALSH: Second.

23 MS. FERTIG: I think Peter already seconded
24 it.

25 MR. JABOUIN: Mr. Turso seconded it.

1 Can we please have a full vote of the
2 committee, please, on the adjustment to the
3 agenda.

4 MS. SHAW: Discussion?

5 MR. JABOUIN: Oh, discussion. Thank you.

6 MS. SHAW: Yes. So the other point I want to
7 make is, for example, we're starting a meeting at
8 9:45, and the only reason is because we're
9 discussing the agenda, and I think whenever we're
10 transitioning we need to allow at least 10
11 minutes in between to start the new agenda,
12 because, for example, we know that we can't seem
13 to start anything on time. So at least allow 10
14 minutes in the agenda. This way, if we're
15 running behind from the prior meeting or for
16 whatever reason we're able to move timely.

17 MR. JABOUIN: So noted, Ms. Shaw, and with
18 the new chair, who determines the agenda, I'll
19 make sure to remind them of that.

20 Any further discussion regarding the agenda?

21 (No response.)

22 MR. JABOUIN: Okay. So can we please have a
23 vote on this motion?

24 MR. MEDVIN: Can you please repeat that?

25 MR. JABOUIN: Sure. Thank you.

1 So the motion is to move Agenda Item Number
2 17 to be Agenda Item Number 10, postpone all
3 Agenda Items, 14 through 20, but if time permits
4 the committee may be able to bring one of them
5 up. That is the motion.

6 MS. SHAW: Yes, that was the amended motion
7 or accepted amendment.

8 MR. JABOUIN: All right. Time for a vote.
9 All in favor?

10 COMMITTEE MEMBERS: Aye.

11 MR. JABOUIN: Any opposed?
12 (No response.)

13 MR. JABOUIN: The motion passes unanimously
14 for the adjustment to the agenda.

15 So now I need a motion to approve this agenda
16 with the adjusted motion.

17 MR. MAYERSOHN: Motion to approve.

18 MS. SHAW: Second.

19 MR. JABOUIN: Moved by Mayersohn and seconded
20 by Shaw.

21 Can I please have any discussion?
22 (No response.)

23 MR. JABOUIN: Vote?

24 COMMITTEE MEMBERS: Aye.

25 MR. JABOUIN: All in favor. Thank you.

1 So regarding the Administrative Matters on
2 the agenda, which were just discussed, I do want
3 to mention to the committee that now that we have
4 a new physical year we will need to do the school
5 board approved advisory training. So we will
6 send the link during this meeting to your
7 addresses, and we do ask for the committee to
8 please complete this by August 25th, Friday.
9 That will allow me to provide a status to the
10 committee on the completion at the next meeting.

11 Also, we do have a package for you that
12 includes the Acknowledgment of School Board
13 Advisory Member Responsibilities form that was
14 previously committed. Please complete it and
15 provide it to Ms. Radcliff so she can go ahead
16 and correct them. We do have those in your
17 package.

18 Also for some of you we have returned the
19 parking passes because the new passes are not
20 ready yet. So please continue to utilize your
21 old passes. We have your applications and we
22 will get you the new passes when they are
23 available.

24 We did make some modifications to the agenda
25 so my team will try to inform the different

1 individuals that needed to be there for those
2 items because the agenda items, although they
3 serve as a guide, they are provided to district
4 staff in order for them to be able to come in and
5 out between the various meetings that they have.

6 I do want to ask my staff to also reach out
7 to Ms. Meloni and to Ms. Langan regarding this
8 next agenda item. The Agenda Follow-Up Items
9 have moved.

10 And then regarding the November 16th Audit
11 Committee Meeting that the committee previously
12 approved, this room is not available on that day,
13 and so my request would be to move the meeting to
14 Friday, November 17th. This is the meeting where
15 the ACFR is presented and the ACFR needs to be
16 approved before it goes to the December meeting
17 and there are various different milestones for
18 the ACFR to be presented. So the following week
19 after that is the week of Thanksgiving and
20 different things have to be sent. So I would
21 like to ask the committee's permission and would
22 seek a motion and a second to please move the
23 existing November Audit Committee Meeting that is
24 on November 16th to November 17th, 2023.

25 Ms. Shaw?

1 MS. FERTIG: Can I --

2 MS. SHAW: Go ahead, Ms. Fertig.

3 MS. FERTIG: Yeah, I would request that we
4 see if the board room or another room is
5 available for our meeting rather than changing it
6 to the Friday before -- I just feel like we've
7 all booked on Thursdays, we've had the calendar,
8 and there has been a couple of other times when
9 we've either met upstairs in the board room or
10 we've met in here or -- the school board doesn't
11 lack for properties in this district, so -- maybe
12 we'll even meet out west sometime. I don't know.
13 So I would like to see us keep it the same.

14 DR. LYNCH-WALSH: We had an extensive
15 discussion about dates, I think the last time we
16 met, and hashed out. So, if this was an issue,
17 that would have been the time to bring it up.
18 And I agree, I've already made peace with it
19 being that Thursday as opposed to Friday, because
20 I don't now know what I might be doing on Friday.
21 I would have to check before I can commit. We
22 already know that this Thursday date existed. So
23 I'm in favor of finding a different location.

24 MR. JABOUIN: Mr. Medvin?

25 MR. MAYERSOHN: I'll have to concur. I think

1 Friday of that week is a travel day, perhaps, for
2 some of us. And I think it's a bad day to have
3 any kind of meeting. So if we could possibly
4 relocate this one to another place, and I'm sure
5 there's a room somewhere in the district that we
6 could meet, I think it would be most appropriate.

7 MR. JABOUIN: Given that November is still a
8 while, I now have time and some guidance to be
9 able to seek an alternative to that. There are
10 some challenges with the broadcast in other rooms
11 but I can seek to try to do that. So there's
12 still the September meeting before then and
13 October.

14 So I would like to withdraw my request for a
15 motion. I can run with the comments from the
16 committee to be able to come up with some
17 alternatives for Thursday, November 16th.

18 Okay. It's time to check for more public
19 speakers, please, from my staff?

20 There are no public speakers.

21 So now we go to Agenda Item Number 6 which is
22 the minutes from the June 22 --

23 MR. MAYERSOHN: Motion to approve.

24 MR. JABOUIN: Motion from Mayersohn. Second,
25 please?

1 MS. CARTER-LYNCH: Second.

2 MR. JABOUIN: From Carter-Lynch.

3 Any discussion?

4 (No response.)

5 MR. JABOUIN: Vote. All in favor please say,
6 aye.

7 COMMITTEE MEMBERS: Aye.

8 MR. JABOUIN: Any opposed?

9 (No response.)

10 MR. JABOUIN: The motion passes for the audit
11 committee agenda, which is Agenda Item Number 6.

12 We will now proceed to Agenda Item Number 7,
13 which is the Nominating Committee Report.

14 I would like to ask the Chair of the
15 Nominating Committee, Mr. Anthony De Meo, to
16 please present the report of the Audit
17 Committee's Nominating Committee.

18 MR. DE MEO: The Nominating Committee today
19 nominated Mr. Medvin and Mr. Mayersohn as chair
20 and vice chair respectively.

21 MR. JABOUIN: Thank you very much.

22 So we will now proceed to Agenda Item Number
23 8, which is the election of the chair and the
24 vice chair.

25 As reported by Nominating Committee Chair,

1 Mr. De Meo, the Committee, the Nominating
2 Committee has nominated Mr. Medvin to be chair
3 and Mr. Mayersohn to be vice chair of the audit
4 committee for school year 2024.

5 I would also like to ask if there are any
6 nominations from the floor for chair?

7 MS. CARTER-LYNCH: I would like to --

8 MR. JABOUIN: Thank you, Ms. Carter-Lynch.

9 MS. CARTER-LYNCH: -- nominate from the floor.
10 I would like to nominate Dr. Nathalie Walsh-Lynch
11 [sic].

12 MR. JABOUIN: For chair?

13 MS. CARTER-LYNCH: Yes.

14 MR. JABOUIN: So we do have a nomination for
15 chair for Dr. Nathalie Lynch-Walsh from Ms.
16 Carter-Lynch. For chair, Dr. Nathalie
17 Lynch-Walsh.

18 May I please ask if there are any nominations
19 from the floor for vice chair?

20 MS. DAHL: You do that after the chair is
21 elected.

22 MR. JABOUIN: Okay. I could. Thank you.

23 So from the committee members we have two
24 candidates for chair. It is Mr. Medvin and it's
25 Dr. Nathalie Lynch-Walsh.

1 MR. MAYERSOHN: Should we take a vote?

2 MR. JABOUIN: I'm just preparing myself for
3 that.

4 Let me go around the room for votes, please.
5 Mr. Medvin?

6 MS. DAHL: Okay. I'm going to object to
7 that, too. I would prefer the votes to be
8 written down and handed to you.

9 MS. FERTIG: I think that with the Sunshine
10 thing we have to -- we have to do it. We have to
11 say who we're voting for. I mean, sometimes in
12 the school board meetings they'll take one name
13 and then the other, but I think that they have
14 to --

15 MR. JABOUIN: It would still need to be
16 revealed.

17 MR. MAYERSOHN: Yeah, the votes -- I mean,
18 the votes are still -- the votes are still
19 public. The process is they still -- as Mr.
20 Jabouin said, they still have to be revealed.
21 The only caveat to that is, let's say it gets to
22 a point where, you know, like Mr. Medvin was the
23 tying vote, you know, or Mr. De Meo, you know, it
24 was a split vote, he's got to make a decision, it
25 puts him in the hot seat of going with one or the

1 other. That's the only caveat to that. But they
2 still have to be revealed.

3 So, how that works -- I mean, I'm ready to
4 vote now, but, to me, that's up to the committee
5 of how they want to handle it. But they still
6 have to be public.

7 MR. JABOUIN: Yes. If the -- there is no
8 confidentiality to this process, so we do need to
9 know the votes of the committee members and that
10 has to be revealed.

11 So we'll proceed with the verbal roll call.

12 So Mr. Medvin, please?

13 MR. MEDVIN: I vote for myself.

14 MR. JABOUIN: Ms. Fertig?

15 MS. FERTIG: Mr. Medvin.

16 MR. JABOUIN: Mr. De Meo?

17 MR. DE MEO: I can't abstain; right?

18 MR. JABOUIN: No.

19 MR. DE MEO: Well, I think you've done a
20 great job, but I'm going to vote for Dr. Nathalie
21 Lynch-Walsh.

22 MR. JABOUIN: If we have Ms. Shaw?

23 MS. DAHL: You forgot me.

24 MS. SHAW: The other Shaw.

25 MR. JABOUIN: Sorry. Ms. Dahl?

1 MS. DAHL: Mr. Medvin.

2 MR. JABOUIN: Ms. Shaw?

3 MS. SHAW: This one is kind of difficult.

4 Dr. Nathalie Lynch-Walsh.

5 MR. JABOUIN: Dr. Nathalie Lynch-Walsh.

6 DR. LYNCH-WALSH: I'll vote for myself.

7 Thank you.

8 MS. CARTER-LYNCH: Dr. Nathalie Lynch-Walsh.

9 MR. MAYERSOHN: Mr. Medvin.

10 MR. TURSO: If my math is correct, is that I
11 would be the tiebreaker?

12 So I want to say this because I've only been
13 to a few meetings and in the interest of seeing
14 things being more streamlined, hopefully, and I
15 think Mr. Medvin has done a terrific job, I
16 really want to just say one thing before I cast
17 my vote because I think it's important. If you
18 witnessed what happened during the nominating
19 committee, if you witnessed what happened during
20 trying to rearrange the agenda, that's not very
21 functional. And I hope everybody recognizes
22 that.

23 So for that reason I'm hoping we're going to
24 have change. I hope we're going to have less
25 strife. And I want to go on the record as

1 saying, if we're going to keep having this
2 strife, I'm going to start throwing my hand up a
3 lot more. Because no more strife. No more 10
4 minutes deciding which agenda item to move back
5 and forth. We've got to deal with numbers.
6 We've got to deal with money. We've got to put
7 money in the pockets so that the children can be
8 educated. But for that reason I am going to give
9 it to Dr. Nathalie Lynch-Walsh.

10 MR. JABOUIN: One moment while I tabulate the
11 votes.

12 MR. TURSO: Yeah, all that for one vote.

13 MR. JABOUIN: So the calculation of the votes
14 are, for Dr. Nathalie Lynch-Walsh it is five
15 votes and for Mr. Medvin it is four votes.

16 So the new chair of the audit committee for
17 the next fiscal school year is Dr. Nathalie
18 Lynch-Walsh.

19 And so now we will proceed to the nominations
20 for the vice chair. The nominating committee has
21 nominated Mr. Mayersohn.

22 MR. MAYERSOHN: Doesn't Dr. Nathalie
23 Lynch-Walsh now run the meeting since she's
24 chair?

25 MR. JABOUIN: Sure. Let me ask her if she's

1 going to accept.

2 DR. LYNCH-WALSH: Yes.

3 MR. JABOUIN: Okay. So Dr. Lynch-Walsh if
4 you could proceed with the election of the vice
5 chair? The nominating committee has nominated
6 Mr. Mayersohn. If you can proceed with that and
7 request nominations from the floor and I'll do
8 the tabulation.

9 DR. LYNCH-WALSH: Okay. So the nominating
10 committee nominated Mr. Mayersohn for vice chair.
11 Are there any nominations from the floor for vice
12 chair?

13 (No response.)

14 DR. LYNCH-WALSH: Okay. Seeing none, if
15 we're going to do a roll call?

16 MR. JABOUIN: Yes, please.

17 DR. LYNCH-WALSH: Mr. Medvin?

18 Well, I guess -- wait. Hold up. There
19 aren't any nominations, so I think that he's
20 automatically vice chair.

21 MR. JABOUIN: Still do the vote, please.

22 MR. MAYERSOHN: You still have to vote. You
23 don't have to do the roll call.

24 DR. LYNCH-WALSH: All right. Sorry. I need
25 Linda here for my Bob's Rules.

1 So all in favor of Robert Mayersohn as vice
2 chair of the audit committee for the 23-24 school
3 year say, aye.

4 COMMITTEE MEMBERS: Aye.

5 DR. LYNCH-WALSH: Any opposed?

6 (No response.)

7 DR. LYNCH-WALSH: Motion carries.

8 Congratulations. You're the vice chair.

9 Okay. So we've done 7, we've done 8.

10 I don't really have any comments other than,
11 thank you, Phyllis, for rearranging the agenda
12 because you made the suggestion I was going to
13 make when I reviewed it.

14 So then we are moving on -- unless there's
15 anything else -- oh, we're ahead of schedule?

16 Okay. Okay. Let me keep going.

17 MR. MAYERSOHN: Can I just make a comment?

18 First of all I want to congratulate you as
19 serving as chair. You know, again, somebody
20 mentioned the comment, there's been a lot of
21 strife. I hope that we will continue to move
22 down a path, obviously, this was a split vote,
23 but I think it's important that we all unite
24 behind the current chair that we have and move
25 forward in the way that we need to move forward.

1 So that's number one.

2 Number two, I respect Ms. Dahl's comments
3 that she made about the nominating committee and
4 other ways that we vote. And as much as I
5 understand --

6 MS. DAHL: And I'm going to get a comment
7 from our standing parliamentarian who comes to
8 every single diversity committee meeting and
9 bring it back.

10 MR. MAYERSOHN: I'm just saying from a
11 standpoint of these are public meetings and we
12 are guided by Sunshine.

13 MS. DAHL: I understand that.

14 MR. MAYERSOHN: So the fact that the meeting
15 took place at 9:30 didn't mean that you had to or
16 anybody had to attend. We could have just sat
17 outside or, you know, done whatever. We just
18 elected to come here and sit down here and be a
19 part of the -- in fact, I walked out of the room
20 and I took a phone call so -- and missed the
21 robust conversation.

22 But, anyway, my point is is that there are
23 parliamentary procedures that take place, but we
24 are governed by Sunshine. So a lot of those
25 things preclude what we can and can't do.

1 So those are the only comments that I want to
2 make. But congratulations to Madam Chair.

3 DR. LYNCH-WALSH: I don't like Madam Chair,
4 but thank you.

5 Yes?

6 MS. FERTIG: Okay. Following along --
7 congratulations. Congratulations. Following
8 along on what Mr. Mayersohn just said, I believe
9 it would benefit this committee to have a
10 parliamentarian here or receive training. I feel
11 like we're off -- we're off balance sometimes.
12 It would make things move faster if we stuck by
13 parliamentary procedure as amended by Sunshine.

14 MS. SHAW: Second.

15 DR. LYNCH-WALSH: Thank you.

16 Okay. Well, hold up.

17 Discussion?

18 And I'm going to say that we probably want to
19 wait on that, because I don't -- that's an
20 expense, we already have, if we're going to
21 choose expenses, I choose having Mr. Bass. I
22 don't think we have an issue with parliamentary
23 procedure. Well, as someone that lives and dies
24 by Sunshine Law, let's see --

25 MS. DAHL: You don't have to make a comment

1 on it.

2 DR. LYNCH-WALSH: Okay. But as the chair,
3 and we're having a discussion, I think I can.

4 So before we go down that road, we shortened
5 the agenda, that's already helped immensely and
6 then we'll review if -- we'll review concerns. I
7 think we need to have a discussion about what
8 people's concerns are regarding parliamentary
9 procedure before we automatically start having a
10 parliamentarian.

11 MS. SHAW: Dr. Nathalie Lynch-Walsh, I
12 disagree with that. There is a motion and a
13 second on this. So the board now needs to decide
14 whether or not they want to vote it up or vote it
15 down. And I believe you will have an opportunity
16 to comment on it along with the rest of us and
17 that's usually after we have commented on it.

18 DR. LYNCH-WALSH: Okay. That's fine.
19 Remember, I'm not used to this whole new role.

20 MS. CARTER-LYNCH: And I'm raising my hand.
21 And I agree with Ms. Fertig. I think it would
22 eliminate a whole lot of unnecessary discussion
23 if we had somebody that was very well-versed in
24 how we need to handle this according to Sunshine,
25 according to what Bob said, because it's

1 different from regular parliamentary
2 procedures. It is. So we need to have somebody
3 that's an expert in that. So I agree.

4 MR. DE MEO: I have a question and I would
5 like to make a comment.

6 DR. LYNCH-WALSH: Mr. De Meo.

7 MR. DE MEO: Certainly the district has a
8 parliamentary that attends meetings that could
9 attend our meeting without any additional cost.
10 Is that the case?

11 MR. JABOUIN: I would have to check if the
12 legal department has such. I'm not aware of
13 that. If those of you who attend other meetings
14 are aware of the attendance of a parliamentary?
15 Ms. Dahl?

16 MR. DE MEO: It would be shocking that we
17 didn't have somebody to serve in that role.

18 MS. DAHL: I don't know -- I don't know if
19 it's charged to Diversity or not, but we have an
20 expert in parliamentary procedures at every
21 single one of our meetings. And if she can't
22 show up someone else fills in for her. And it
23 does streamline what's going on. She will
24 correct the chair if the discussion needs to stop
25 or something else needs to go on. Thank you.

1 DR. LYNCH-WALSH: Okay. Hold up. I know
2 we're all new at this, but I believe Ms. Shaw and
3 then Ms. Fertig.

4 MS. SHAW: So I work at a large organization
5 and in the past when I was the north area, the
6 district advisory, the north central area chair
7 and advisory and whatever the case may be, we've
8 always had folks within the district who would
9 assist us with such. And even if we don't, there
10 are other organizations outside who will provide
11 free service to us in this regard. And one of
12 the things that we need to do is, we need to
13 reduce -- if it's already said, we don't need to
14 say it again. We need to reduce the number of
15 unnecessary comments. And as -- as he said, if
16 this continues he will put his hand up and
17 comment on everything. And I probably can do the
18 same thing. But I will charge you also \$225 an
19 hour, you know, for it.

20 So let's move forward. Congratulations, Dr.
21 Nathalie Lynch-Walsh. And let's figure out how
22 to move forward without all of the unnecessary
23 information. If we need to send out information
24 to someone, if there's a document out there, send
25 it through our chief and he will forward the

1 information to us. It is at our leisure to read
2 it. If we don't read it, I don't really want to
3 hear about it. If you send it to me and I didn't
4 read it and it's brought up, I don't want it
5 regurgitated to me all over again because I
6 didn't read it. So we just need to figure out,
7 we're all grown-ups here.

8 DR. LYNCH-WALSH: Okay. Ms. Fertig?

9 MS. FERTIG: I just want to make clear that
10 in no way did my motion in any way suggest that
11 we should not have Mr. Bass because I think he
12 has done such a great job and gotten us organized
13 in a whole other way. So it's just very simply
14 to have a parliamentary.

15 DR. LYNCH-WALSH: No, I didn't interpret it
16 that way. I was just thinking, being cost
17 conscious, I didn't want anyone else to come up
18 with the idea that we should forego in favor of
19 the other.

20 Mr. Mayersohn?

21 MR. MAYERSOHN: Having -- obviously, being an
22 elected official and having sat on numerous
23 committees, Ms. Shaw has done, as well, some of
24 them we sat on together, we're an advisory
25 committee. We have, obviously, the vote of yes

1 and no. At the end of the day, no matter what
2 happens, that's our vote, yes or no. We have the
3 ability to make motions.

4 When we get into larger discussions that are
5 not within our frame of or scope of work, that's
6 where we get kind of off the beaten path, and
7 that's where I think some of our challenges are,
8 is that, you know, we go from A to Z in, you
9 know, or from 0 to 60, you know, whatever it may
10 be, but we need to be focused and understand what
11 we're voting on. I mean, if we asked staff to,
12 you know, bring us back 25 million things, we've
13 got to look at what -- I mean, I hear Dr. Mack
14 going, if we're gonna -- you know, Ms. Fertig
15 understands that, Dr. Mack used to go, look, if
16 you're going to ask staff to do the work,
17 understand they're taking away from something
18 else. Unless it's really pertinent to what that
19 discussion is, because you're curious is a
20 difference than really helping move the item
21 forward or improve the outcomes potentially.

22 So we just have to, I think -- as Ms. Shaw
23 said, we're all adults. I think that we have
24 enough wherewithal to be able to understand the
25 basics of parliamentary procedure. I think that

1 the chair needs to guide us in keeping us
2 focused, not to necessarily cut somebody off, but
3 at least to know that if you don't have anything
4 new to add, just to say it is not really
5 relevant.

6 So those are my comments. As I said, I
7 don't -- I don't think that we need a
8 parliamentarian sitting here. If we want to get
9 up on parliamentary procedure, that's one thing.
10 But to have somebody sitting here to control the
11 meeting is just a matter of keeping us in line.
12 So I hope the chair will be able to do that.

13 DR. LYNCH-WALSH: That would be my goal as
14 well.

15 All right. So in keeping with timeframes,
16 it's 10:35, 10:36 and we have MSL sitting here.

17 MS. SHAW: Motion.

18 DR. LYNCH-WALSH: Oh, sorry.

19 So discussion is over?

20 All in favor of the motion? Unless you want
21 it restated?

22 COMMITTEE MEMBERS: Aye.

23 MR. MAYERSOHN: No.

24 DR. LYNCH-WALSH: Any opposed? I say, no
25 also. That's interesting, the chair and vice

1 chair say, no.

2 MR. TURSO: No, I'm on, no.

3 DR. LYNCH-WALSH: You're on no?

4 Okay. So then we need to -- we had one, two,
5 three, four, five, six, yes; three, no.

6 MR. JABOUIN: Can I please have the wording
7 of the motion, please?

8 DR. LYNCH-WALSH: I didn't make the motion.

9 MS. FERTIG: Yeah, I think that we're
10 requesting that we have a parliamentarian at our
11 meetings.

12 MS. SHAW: Or training. Because that was
13 part of the motion.

14 MS. FERTIG: Yes. And/or receive training by
15 a certified parliamentarian.

16 MR. JABOUIN: Okay. Parliamentarian at the
17 meeting or training by a certified
18 parliamentarian. So noted.

19 DR. LYNCH-WALSH: And I would suggest you
20 look into training as well as and not just the
21 parliamentarian because the training I think
22 might be helpful across the board and is a
23 one-time issue rather than an every time.

24 MS. SHAW: Dr. Nathalie Lynch-Walsh.

25 DR. LYNCH-WALSH: We have to give him

1 guidance.

2 MS. SHAW: No, you don't.

3 DR. LYNCH-WALSH: We do.

4 MS. SHAW: Huh-uh. He's the chief auditor.

5 He knows. There's a motion.

6 DR. LYNCH-WALSH: Okay.

7 MR. JABOUIN: Yeah, the motion is
8 parliamentarian at the meetings or training by a
9 certified parliamentarian. So it has the word
10 "or" in it.

11 DR. LYNCH-WALSH: Okay. As long as it stays
12 there.

13 Okay. So next up.

14 MS. FERTIG: And, slash, or.

15 DR. LYNCH-WALSH: Pardon?

16 MS. FERTIG: I was just correcting that to
17 and, slash, or.

18 DR. LYNCH-WALSH: So either way it should be
19 in there.

20 Okay. So the motion was to move Number 17 up
21 after Number 9, but MSL is here for a required
22 update as Number 10. So, theoretically, we would
23 take the motion first because that's what the
24 group voted for or we can let them do their piece
25 and leave since they're here.

1 MS. SHAW: We have an agenda that was
2 approved.

3 MR. MAYERSOHN: We have an agenda that's
4 approved, so let's follow it.

5 DR. LYNCH-WALSH: Okay. All right. So the
6 motion, with apologies to MSL, I can't quite see
7 Mr. Castaneda over there, Number 17.

8 So we have Audit Committee Responses.

9 So the first one up is the -- is 1a. And I'm
10 just making sure, is 1a the MSD funds?

11 MR. JABOUIN: I can read that, what 1a is.
12 That was for the audit committee to receive
13 information on the \$25 million provided to the
14 district by the state legislature for MSD.

15 DR. LYNCH-WALSH: Okay. So one of the -- so
16 in terms of moving the meeting along, so what was
17 provided in response to that is this memo from
18 Ms. Batista; correct?

19 MR. JABOUIN: That was part of it. We do
20 have that. That's the part as it pertains to
21 legal. There's also a part regarding the
22 calculations that's provided as well. And a link
23 as well.

24 DR. LYNCH-WALSH: Okay. So the committee
25 would like to know, number one, if the 18 million

1 has been committed? Number two, information on
2 the difference. Where is the money? What's been
3 spent? I believe invoices. So where are the
4 funds coming from? They would like to have
5 estimates on costs and cost of demolition, a
6 spreadsheet. Paper confirmation the 1 million is
7 readily available. All invoices on what is spent
8 or the reimbursement packages. Data on the
9 project.

10 So what do we not have in response here?

11 MR. JABOUIN: So I believe you have all of
12 that. With respect to that response, that has
13 been provided. And then there was a link with
14 the invoices that Mr. Shim had. Because the
15 invoices were quite voluminous.

16 MR. MEDVIN: Okay. So has that link been
17 provided to the committee?

18 MR. JABOUIN: Yes, it has been provided to
19 the committee. It's also on the Chief Auditor's
20 website as well.

21 DR. LYNCH-WALSH: Okay. So then any
22 questions, Ms. Fertig?

23 MS. FERTIG: Yeah, after reviewing this --
24 thank you for the report. I would like to
25 suggest that anybody who made a public records

1 request for this information and did not get it
2 be provided with the materials we have in front
3 of us today.

4 I think you've accounted for the money. I'm
5 not sure why it was so difficult to provide this
6 information before this. But I just had one
7 thought. We don't need to belabor it today. I
8 would like to know who was in charge of this
9 project and how their results comport with
10 other -- other classroom additions that are being
11 built in the district? It seems like they got it
12 done very timely and, you know, the amounts of
13 money looked -- I would just like to see that
14 comparison. And I just want to see the
15 comparison, that's what I'm asking for as a
16 follow-up. I'm not going to belabor it today.
17 And I'm also asking that this be provided to
18 anybody who had made a public records request for
19 this information and was not given it.

20 DR. LYNCH-WALSH: Okay. Ms. Shaw?

21 MS. SHAW: Yeah, you know, when I was
22 reviewing the information I had the same
23 question. You know, especially dealing with the
24 number of schools who are still struggling to,
25 you know, to get completion. But I wasn't -- I

1 didn't understand why we couldn't get a full
2 spreadsheet with all of this information
3 presented in this package versus, you know, the
4 information submitted to the link?

5 MR. JABOUIN: You mean like an Excel recap.

6 MS. SHAW: Yeah.

7 MS. FERTIG: Yeah, I wondered that, too,
8 but --

9 MR. MEDVIN: Okay. So I'm hearing
10 comparison. And as for anyone that doesn't know,
11 I'm also the chair of the Facilities Task Force,
12 so I know the answer to your question and -- I
13 do. And it may be unexpected in terms of what
14 the answer is.

15 But an Excel recap you're saying, Ms. Shaw,
16 that you haven't seen that's not included and
17 that was one of the requirements.

18 So I will follow up with Mr. Jabouin.

19 Mr. Mayersohn?

20 MR. MAYERSOHN: So, the question that I have
21 is that it says here that the estimated cost for
22 the demolition work is \$600,000, and, obviously,
23 there's a project balance of, I guess it's 1.3,
24 and I'm rounding it down, 1.3 million.

25 So my question, I guess, is is that,

1 obviously, this was intended to be demolished
2 during the summer when nobody was on campus.
3 This now looks like it will be demolished or
4 intended to be demolished either while kids are
5 on campus -- you can't -- I've got to talk like
6 into it -- while students are on campus, while
7 teachers are on campus, or at sometime in the
8 middle of the night to start demolishing it.
9 This is not something that you implode, it's more
10 piecemeal. So you're going to have rubble and
11 other stuff that's going to be sitting there
12 while students are, obviously, attending class.

13 So I guess my question is, what is the
14 district's intent or timeframe to demolish it and
15 have in that respect if they're planning to do it
16 during the school year, have considered the
17 unintended consequences? And, from an economic
18 standpoint, is that \$600,000 still projected if
19 they do it in the next four weeks or if they do
20 it in the next, you know, during the summertime
21 of 2024?

22 MR. MAYERSOHN: Okay. So that's a follow-up
23 question as well. And Ms. Shaw?

24 MS. SHAW: And I would just like to say one
25 thing. And how do we plan to protect, as this

1 demolition is being done, to protect these
2 children, whether it's from airborne or whatever
3 the case may be? Because the air-conditioning is
4 going to be on. We don't know what's behind
5 there lurking, you know. So just the health and
6 the wellness and the mental health of, you know,
7 of our students and teachers that are going to be
8 affected.

9 DR. LYNCH-WALSH: Okay. So safety, health
10 and welfare -- well-being.

11 MR. DE MEO: Madam Chair, I have a question.

12 DR. LYNCH-WALSH: Okay. Mr. De Meo?

13 MR. DE MEO: First, a comment. I thought the
14 information submitted with regard to the new
15 building and demolition was exhaustive. Read it.
16 It's all there.

17 But aside from that, I'd like to know from
18 legal if and when this building is going to be
19 torn down. Because already we have an enactment,
20 that goes to appeal, it could be another two or
21 three years. So I'd like to know from our legal
22 counsel when will that building be cleared to be
23 demolished?

24 DR. LYNCH-WALSH: Okay. Anyone else have a
25 question?

1 MS. CARTER-LYNCH: No, I was going to have
2 the same question that Mr. De Meo had.

3 MR. DE MEO: It's disgusting that it's there.
4 I don't care about the legal. It's disgusting.
5 Not that that matters.

6 MS. FERTIG: Unfortunately, it's caught up in
7 the --

8 MR. DE MEO: It shouldn't be. It shouldn't
9 be. Who gives a damn about that. It's
10 disgusting.

11 MS. FERTIG: It shouldn't. I know.

12 MS. CARTER-LYNCH: And to add, I just want to
13 know why it's taking so long just to tear down
14 the building?

15 MR. DE MEO: Because we have a legal system,
16 not a justice system. That's why.

17 DR. LYNCH-WALSH: Right. So it's -- I mean,
18 I think there's a reenactment, tomorrow; is it?
19 Yeah. So it just keeps going, and going, and
20 going.

21 MR. MAYERSOHN: It's an acoustical
22 simulation. It's not a reenactment.

23 DR. LYNCH-WALSH: Sorry.

24 MR. MAYERSOHN: Because there are no people
25 in the building at the time, so --

1 DR. LYNCH-WALSH: Yeah. Okay. So are we
2 good on 1a? I made multiple notes. I think I
3 have five notes for follow-up.

4 Okay. So the next one is is 1b, which is,
5 what? Because our motions aren't labeled
6 necessarily. So which one is 1b?

7 MS. FERTIG: I'm thinking the audit plan is
8 what's next in the packet.

9 MR. JABOUIN: One moment, please.

10 DR. LYNCH-WALSH: Mr. Jabouin, can you
11 clarify what 1b is, please?

12 MR. JABOUIN: I will. One moment, please.
13 Oh, the 1b is the one from legal.

14 MR. TURSO: Dash 02.

15 MS. FERTIG: Oh, from Ms. Batista?

16 DR. LYNCH-WALSH: Okay. So that's 1a, 1b.
17 If we can have these labeled in the future, that
18 would be great.

19 Okay. So now we've moved on to motion number
20 2. Is that the audit plan?

21 MS. FERTIG: Yes.

22 DR. LYNCH-WALSH: Okay. So this should be
23 relatively self-explanatory. But since we moved
24 the MSL Discussion of Internal Controls we'll
25 discuss more next time, essentially, the board

1 reaffirmed our motion and -- to add audits of HR,
2 which are all things HR, and Procurement to the
3 audit plan.

4 So -- now, as a member, I had the follow-up
5 question for Mr. Jabouin, I don't know if anyone
6 else has the same concern, I wasn't clear on what
7 the last paragraph meant. "Although such a
8 presentation is no longer needed because of the
9 school board action, MSL will still prepare a
10 document on this subject and will remain as an
11 agenda item."

12 Mr. Jabouin, can you explain that statement?

13 MR. JABOUIN: Sure. Yes. So we do have --
14 well, this item has been postponed.

15 DR. LYNCH-WALSH: It has. I'm just looking
16 for clarity.

17 MR. JABOUIN: Yeah, we do have that
18 presentation. So you're correct. So the board
19 did add to the audit plan Human Resources and
20 Procurement, but there was discussion amongst the
21 committee as to what those areas could
22 potentially be, and that there would be that
23 presentation to assist the committee with that.
24 So the presentation is still there, but since the
25 board went ahead and approved those two areas for

1 the audit plan, it's not as critical as it was
2 before.

3 DR. LYNCH-WALSH: Okay. The board also
4 decided to have a workshop on internal controls
5 on HR, so it would probably be a good idea
6 between now and when MSL comes back, just so our
7 time and theirs isn't wasted, that we're all on
8 the same page as to what HR means. And then if
9 the committee has things to add to that, we can
10 add it at the next meeting if that's the agenda
11 this ends up on. Because we also have to look at
12 what our next agenda looks like so we don't have
13 20 items.

14 Okay. Any questions on motion number 2?

15 (No response.)

16 DR. LYNCH-WALSH: Or are we good for now?

17 Okay.

18 Motion 3a. Let's see. The motion, itself,
19 was --

20 MR. JABOUIN: This was the one for AECOM.

21 DR. LYNCH-WALSH: But what was the question?
22 Because I see the response, but --

23 MR. JABOUIN: I'll give you the question in
24 one moment, please.

25 Okay. So the motion was for a list of

1 schools under the SMART Bond program and how far
2 behind they are, an update to the policies and
3 procedures, and closure on all findings in the
4 report by the end of the year. That was the
5 motion that was passed regarding the RSM report
6 that was presented that we had asked AECOM to
7 respond to.

8 DR. LYNCH-WALSH: Okay. So if you could --
9 so the first one, I can tell you that AECOM and
10 Atkins absolutely do reports that would address
11 that concern. They do it monthly. They're a
12 little behind schedule. I don't think I've seen
13 the May reports, but there are monthly reports
14 that would address that in spades.

15 The second piece about an update on policy
16 and procedure, I would have to get some clarity
17 on which ones we're referring to. So the monthly
18 report on projects and where they stand, then
19 perhaps they can add the audit committee to the
20 distribution list.

21 Yes, Ms. Fertig.

22 MS. FERTIG: I would just request that on the
23 to follow-ups that we request, that we receive
24 the follow-up in writing. I think that helps us
25 over time to make sure that we have a complete

1 record of what's happened. So if you're going to
2 get this and email it to us in between before the
3 next audit committee meeting, just if we could
4 just get a complete response to what we asked for
5 in writing and I think most of us can then read
6 it.

7 DR. LYNCH-WALSH: Okay. So monthly reports,
8 policy and procedure I need more clarity or go
9 back to the minutes to find out what was being
10 referred to there, and then what was the third
11 thing?

12 MR. JABOUIN: The third item was the closure
13 on all findings in the audit report by the end of
14 the year.

15 DR. LYNCH-WALSH: By the end of 22-23?

16 MR. JABOUIN: You know, that actually was the
17 wording in the motion. I thought that, and Mr.
18 Mayersohn, you're the one that you made that part
19 of the motion, that you were referring to
20 December, the calendar year. Or were you
21 referring to the next fiscal year?

22 MR. MAYERSOHN: Next fiscal year.

23 MR. JABOUIN: Okay. So that would be June of
24 2024.

25 MS. FERTIG: But when was the motion made?

1 MR. JABOUIN: At the previous meeting.

2 MR. MAYERSOHN: Meaning this coming fiscal
3 year then.

4 DR. LYNCH-WALSH: Okay. Well, we can look
5 into that and get some clarity, because I -- a
6 lot of times the responses are sort of written
7 independent of the intent of the motion. So I
8 just want to make sure they respond to what the
9 concerns actually were, as opposed to just giving
10 a response. Because I'm not even clear on the
11 policy and procedure piece.

12 All right. Any other questions on 3a?

13 (No response.)

14 DR. LYNCH-WALSH: Okay. 3b. The last piece
15 of paper I'm holding on number 17 has to do with
16 the motion to transmit, ba-ba-ba, had to do with
17 adding the staffing report and M/WBE. I think
18 this might have been my motion.

19 Okay. The response, "the OCA met with RSM to
20 incorporate auditing of M/WBE in future audits.
21 The staffing report was previously audited and
22 will be considered again for future audits."

23 Mr. Jabouin, could you clarify the direction
24 you were given by the board at the last meeting?
25 I believe that the staffing plan was -- you were

1 directed to add that in.

2 MR. JABOUIN: Yeah, I still stand by this
3 response. They did not direct us to do so. But
4 I did tell RSM to do so. So it will be included.

5 DR. LYNCH-WALSH: Okay. So they didn't
6 direct you because when they asked about it you
7 said that it would be added in.

8 Okay. So, to be clear -- so then to be
9 clear, the response then is that the staffing
10 plan will be -- because I'm not sure what
11 "considered" means. That doesn't sound the same
12 as included. Because it says, "met with RSM to
13 incorporate auditing of M/WBE", which that
14 includes that staffing is part of that in future
15 audits. The staffing report was previously
16 audited, initially, but it is a quarterly
17 requirement.

18 So just to be clear so I have, there's no
19 confusion, you're saying you stand by this
20 response, but the reason the board didn't direct
21 you is that you indicated that it would be added
22 to future audits. Not considered, but --

23 MR. JABOUIN: Yeah, I communicated that to
24 RSM and they were sitting next to me at the board
25 meeting. I communicated to add that to them.

1 DR. LYNCH-WALSH: That it would be added and
2 be in their quarterly, so, essentially, it would
3 be incorporated.

4 MR. JABOUIN: Yes, I communicated to RSM to
5 include it into their reports.

6 DR. LYNCH-WALSH: Okay. The only reason I'm
7 confused is you said you stand by this response.

8 MR. JABOUIN: I do.

9 DR. LYNCH-WALSH: That's the only reason I'm
10 asking for clarity.

11 Okay. So are we all under the impression
12 that this will now be included?

13 MS. CARTER-LYNCH: Yes.

14 DR. LYNCH-WALSH: Okay. And not just
15 considered?

16 MS. CARTER-LYNCH: We're good.

17 DR. LYNCH-WALSH: All right. As long as
18 we're all clear. Okay. So that's 3b. I believe
19 that loops us back around to item number -- well,
20 forget number because those changed. So MSL
21 Required Communications Under Government Audit
22 Standards.

23 Mr. Castaneda.

24 MR. CASTANEDA: Thank you. Hello, my name's
25 Eddie Castaneda. I'm an audit senior manager

1 with the external auditors, MSL, which we're the
2 external auditors for the school district. It's
3 that time of year again for our annual required
4 communications to the committee. These
5 communications are required by our auditing
6 standards. It goes over general information such
7 as our responsibilities versus management's
8 responsibilities, any new and upcoming accounting
9 standards and audit standards that may -- may
10 impact the district in the upcoming year. I
11 would like to say that there's no new auditing
12 standards in the current year that would affect
13 the district, however, there is a new GASB, GASB
14 96 which is the subscription-based Internet
15 technology agreements. We don't feel -- they may
16 impact the district's financial statements,
17 however, we don't feel that it will be an
18 impactful one as the district underwent the same
19 processes for this standard last year in the
20 implementation of GASB 87 leases.

21 Attached to that letter is our peer review
22 document. We, as auditors, who issue audit
23 opinions, we also get audited by other auditors.
24 So sometimes I do feel the district's pain when
25 we're asking questions and everything like that.

1 So we get audited as well. I'm happy to report
2 that that's a pass. No findings were found in
3 our internal control structure of our firm and
4 that -- so that's good for you and for us.

5 Other than that, if you have any specific
6 questions with any of the information within the
7 letter we could discuss that.

8 DR. LYNCH-WALSH: Ms. Shaw?

9 MS. SHAW: Yes, you said there were no new
10 GASBs for this year?

11 MR. CASTANEDA: No, there was one new GASB
12 that may impact the district. It's GASB 96,
13 which is -- yeah.

14 DR. LYNCH-WALSH: I'm sorry. Mr. De Meo?

15 MR. DE MEO: Yeah, just a few comments. I
16 think it's important that we understand this
17 required communication, so I'm going to point out
18 a few things. Mr. Castaneda, if you want to
19 comment on them --

20 MR. CASTANEDA: Absolutely.

21 MR. DE MEO: -- Or not, because they're
22 pretty -- first, I think our auditors have done a
23 great job and they're -- I think they're an
24 outstanding firm.

25 This communication on the -- one of the

1 things I'll point out, on page 6, the second to
2 last bullet point there, the primary auditors,
3 the lead auditors, MSL, are responsible for all
4 of the subcontractors such as Davis and any other
5 firm they hire to do some component auditing. So
6 that's important to know.

7 In the next paragraph, the audit -- this is a
8 financial statement audit. So they've obtained
9 reasonable assurance. They don't give us
10 absolute assurance that every item has been
11 checked and everything is perfect. They measure
12 everything by the standard of materiality. So
13 that's important for us to understand.

14 On the next page in the first paragraph, they
15 do not perform a detailed examination of all
16 transactions. It's a risk-based audit. So they
17 look at risk of the area, like our internal
18 auditor does, although he doesn't always share it
19 with us, he does in some way, not in the way I'd
20 like, and based on that risk they assess the risk
21 and they go and perform audit procedures. A lot
22 of it is testing, sampling. It's not 100 percent
23 vouching of every single transaction.

24 On the same page under Audit Procedures -
25 Internal Controls, tests and controls may be

1 performed. They are not obligated to perform
2 tests of our controls. They are only -- they
3 only do that when compelled to do that or if it
4 will save time in the audit. Because if the
5 controls work they don't have to test as many
6 items.

7 In that same paragraph the scope of the
8 testing of internal control is not a test of our
9 entire internal control system. It's only that
10 specific area. They only have to gain an
11 understanding of our internal controls, they're
12 not required to test them. So we're not -- in
13 this audit that we pay for, they are not required
14 and they do not perform an audit of our internal
15 controls. It's extremely important.

16 Next paragraph on page 7, they do perform
17 tests of compliance. This is where government
18 auditing standards are different from GAAP. They
19 are required to test some compliance with
20 contracts and so forth.

21 MS. SHAW: I have a question.

22 DR. LYNCH-WALSH: Okay. Ms. Shaw.

23 MS. SHAW: Is there a question on this? Is
24 there a question? Is there a question?

25 DR. LYNCH-WALSH: Yes, I was thinking you

1 would get to a question.

2 MR. DE MEO: I don't understand.

3 MS. DAHL: Were you finished with your
4 question?

5 MS. SHAW: Was there a question?

6 MR. DE MEO: No, I want to point out key
7 parts.

8 DR. LYNCH-WALSH: I appreciate you pointing
9 this out because, to be honest --

10 MS. DAHL: He's not done.

11 MS. SHAW: My issue is not because he's not
12 done. My issue is, is there a question for him,
13 number one? We're paying him money. Number two,
14 I think -- I'm an accountant and I hope most of
15 you around here are at least familiar with
16 accounting and audits, et cetera, et cetera, and
17 we can read in terms of what's on here and what
18 is required. And if we have a question for him,
19 who is sitting here for the last 45 minutes as it
20 relates to what is required under an audit, then
21 we can ask the question. This is why we spend so
22 much time in this room, in this room. And it's
23 nothing on you. I understand the point, what
24 you're trying to point out to those who don't
25 understand audit, but I'm hoping everyone here

1 understands what is required under the audit.

2 MR. DE MEO: Yeah, I'm not sure of that and
3 that's why I'm going to continue, but thank you
4 for your comment.

5 DR. LYNCH-WALSH: Okay. Thank you. Keep
6 going.

7 MR. DE MEO: Under that same paragraph on the
8 bottom of page 7 they also express an opinion
9 about certain compliance. On page 8 near the
10 middle of the page they are -- the school
11 district is responsible for bringing information
12 about allegations of fraud or suspected fraud to
13 the auditors.

14 Can you share that with us, Mr. Castaneda, at
15 the end of the audit, if -- what allegations they
16 brought and so forth?

17 MR. CASTANEDA: I'm happy to state that so
18 far no allegations of fraud or suspicions of
19 fraud has been brought to our attention. To
20 address that specific point, we do inquire
21 management as well as governance, which would be
22 the school district, in a management
23 representation letter that they have disclosed
24 all instances of fraud or any fraudulent
25 suspicions. We also do various employee

1 interviews with random employees throughout the
2 district, not just in finance or payroll, like we
3 cast a wide net and we do those interviews with
4 those employees to see, yes, it is for fraud, but
5 also it's, in our view, to get them comfortable
6 with reaching out to us. I give them my business
7 card, reach out to me if anything would come up.
8 You know, I don't work -- you know, we work for
9 the board. So there is a certain independence
10 that you're not going to get in trouble with your
11 boss if you tell me something, things along those
12 lines. But those are those -- those are the
13 techniques that we kind of do to address that
14 issue.

15 DR. LYNCH-WALSH: Mr. De Meo, while you're on
16 page 8, I just wanted to point out that
17 management has designated Erum Motiwala, actually
18 she -- you're the Chief Financial Officer;
19 correct?

20 MS. MOTIWALA: Associate Superintendent of
21 Finance is the title.

22 DR. LYNCH-WALSH: Okay. All right. But are
23 you still designated as the responsible party for
24 oversight of the audit?

25 MS. MOTIWALA: Yes.

1 DR. LYNCH-WALSH: Okay. I just wanted to
2 point out that you're here and that you're the
3 responsible party.

4 Hold on, I think -- Mr. De Meo, are you -- do
5 you have more?

6 MR. DE MEO: Did you have --

7 MR. TURSO: I do. I have a question.

8 So when you talk about identifying fraud,
9 could you give us an example of something? I
10 realize you haven't identified any, but could you
11 give us an example of something perhaps that
12 you've seen in the past that would constitute
13 fraud?

14 MR. CASTANEDA: Sure. Fraud, as we define
15 it, external auditors, is the intent of doing
16 something against policy or guidance or rules
17 within an organization and they know that they
18 are breaking them. So that's a very broad thing.

19 Common instances of fraud that I've been a
20 part of, not at the district but just in my
21 career, is typically in purchasing cards, you see
22 that a lot, where like an employee will like have
23 a purchasing card, they'll pay for something
24 personal and then get the expense reimbursed
25 through the district. You also have -- it's

1 really like -- and then you also have sometimes
2 some CFOs or director of finances who they have
3 super access to all things related in the
4 accounting module, so they're preparing bank recs
5 but they're also embezzling funds and they cover
6 it because they have access to do bank
7 reconciliations. It's really things along those
8 nature.

9 MR. TURSO: Okay. And as a follow-up to
10 that, is it within your purview to also review if
11 purchasing decisions that are being made are in
12 the best interest of the district? For example,
13 the district needs to buy a thousand widgets and
14 you review a document and something about that
15 document seems like those items could have been
16 procured more efficiently or at a better rate, is
17 that within your purview?

18 MR. CASTANEDA: It is in our purview as it
19 relates to testing it against the city's
20 procurement policy. For example, in this
21 particular case, that would have to go out
22 through an RFP like if it meets a certain dollar
23 threshold. We do get those bid documents, we do
24 evaluate what the evaluating committee reviewed,
25 or if it wasn't at low cost, why wasn't it at low

1 cost? But there are certain exemptions within
2 your procurement policy that some type of
3 services aren't just based off of cost. For
4 example, your external auditor, that's based on
5 qualifications, not necessarily strictly tied to
6 cost.

7 So we do review those for reasonableness,
8 absolutely. But, as Mr. De Meo said, we do a
9 sampling of those bids. It's not like every
10 single transaction that we do. We get a list of
11 the bids, we make a random sample and then that's
12 what we go with.

13 MR. TURSO: And those samples are random and
14 selected by you or by your firm?

15 MR. CASTANEDA: By us; yes. Sometimes
16 they're random, sometimes they're not random.
17 Sometimes I don't want it to be random.
18 Sometimes I, actually, want to test this one
19 specific one because of whatever nature,
20 qualitative or quantitative.

21 MR. TURSO: Okay. Thank you.

22 MR. DE ME0: To finish my comments, on page
23 9, apply financial condition assessment
24 procedures, Mr. Castaneda, does that mean that
25 you looked at our balance sheets to make sure

1 we're solvent or able to meet bills on --

2 MR. CASTANEDA: We -- yeah, we look at your
3 funds. We look at everything, revenues,
4 expenditures, your assets, your liabilities, your
5 net position. We do that on a fund level and we
6 do it on a trend of five years to see -- and
7 that's the financial condition that is set forth
8 by the auditor general. They require that
9 assessment to be done. And we do a five-year
10 look-back and then we look at if things are
11 deteriorating or improving or, hey, this is a
12 caution. So we do that and that's that process.

13 MR. DE MEO: And last few comments. The
14 required supplemental information, most of which
15 is not audited, it's presented in the financial
16 statements, not audited, so we should know that.
17 And to put into context -- I think it's
18 important, these comments are important, because
19 the financial statement audit needs to be placed
20 in context of the entire purpose for this
21 committee. That's why we have a chief auditor.
22 The chief auditor mostly does operational
23 auditing, different than financial statement
24 auditing. And that completes the circle for us
25 to discharge our responsibility on this

1 committee. That's why each time the required
2 communication comes to us, unless I know everyone
3 here is an auditor with the requisite experience
4 similar to Mr. Castaneda, I will point this stuff
5 out. It's extremely important and I want it on
6 the record. Thank you.

7 MR. CASTANEDA: Thank you. And well said.

8 DR. LYNCH-WALSH: Thank you. Anyone else
9 with questions for Mr. Castaneda?

10 Yes, Ms. Fertig.

11 MS. FERTIG: I don't specifically have a
12 question, I'm just going to mention this since
13 we've been talking a lot about how to make our
14 meetings efficient. And as Mr. De Meo was doing
15 this, I was thinking, I'm going to use as an
16 example I'm on Planning and Zoning for the City
17 of Fort Lauderdale, and the person who comes
18 always makes a short, concise report at the
19 beginning, it could be a PowerPoint, which would
20 be helpful, and sometimes that takes away the
21 need for a lot of questions. And I appreciate
22 your doing that today, but maybe we just would
23 like to start each segment with a short
24 presentation and that may alleviate the need for
25 a lot of questions. It's just a thought.

1 MR. CASTANEDA: I'm at the discretion of this
2 committee. So however you want the information
3 provided to you for dissemination and discussion,
4 let me know.

5 DR. LYNCH-WALSH: Okay. So they were also on
6 the agenda, which has been deferred, for a
7 presentation on internal controls, but I think
8 that I would need to discuss that in order -- so
9 that they could do a presentation that fits what
10 the motion was intended to convey as well as
11 internal controls as a whole.

12 But I also appreciate Mr. De Meo's
13 explanation, because half of the committee are
14 not accountants at all and not necessarily doing
15 auditing, to your point.

16 But I agree on the presentation to sort of
17 reduce the number of questions.

18 Mr. Mayersohn?

19 MR. MAYERSOHN: Yeah, just one quick thing.
20 Because you had mentioned before about some of
21 the fraud, Mr. Castaneda, some of the fraud being
22 P card usage. Do you guys go -- although you may
23 not be directed to check that scope, but do you
24 go beyond and do some of those things just in
25 general or is that not --

1 MR. CASTANEDA: Mr. De Meo is right, where
2 we're not required to test controls as an
3 external auditor. Our firm policy and our
4 mandate for our governmental practice group,
5 because governments are different, you actually
6 receive a, not an audit opinion letter, but an
7 audit letter on internal controls and whether any
8 material weaknesses or significant deficiencies
9 were identified. So we have to issue that
10 report. So our stance is we do test your
11 controls.

12 MR. DE MEO: But you don't validate it.

13 MR. CASTANEDA: We don't -- we test controls
14 over financial reporting. We do test individual
15 P card transactions every single year. We do a
16 random sample, half random, half intent, just
17 based off of the vendor perhaps. We haven't
18 found anything wrong in that area. We feel that
19 the internal controls are sufficient to support
20 the financial reporting. And when I say "support
21 the financial reporting", I mean the numbers that
22 eventually get shown and disclosed in the annual
23 financial statements of the district.

24 So we do go above and beyond.

25 MR. MAYERSOHN: Right.

1 MR. CASTANEDA: We're required to do an
2 understanding of internal controls, but we go
3 above because we actually do, every single year
4 do test the controls on the district.

5 MR. MAYERSOHN: Okay.

6 DR. LYNCH-WALSH: Okay. Thank you.

7 So if there are no other questions or
8 comments I believe we need to move on to the
9 Behavioral Threat Assessment Policy and
10 Procedures Compliance Audit.

11 MR. CASTANEDA: Thank you.

12 DR. LYNCH-WALSH: Thank you, Mr. Castaneda.
13 And if I could have your card?

14 MR. CASTANEDA: Sure.

15 DR. LYNCH-WALSH: I appreciate it. Thank
16 you.

17 So, Mr. Jabouin, who is going -- is RSM here?

18 MR. JABOUIN: Yes, they are on the line. Can
19 I please get a confirmation, RSM, if you're on
20 the line and who is on the line?

21 And we're getting Mr. Lozano into the room.

22 MS. BARDEE: Good morning. This is Jamie
23 Bardee, manager with RSM. I have with me this
24 morning Jennifer Murtha, partner, and Natalee
25 Wallace, director.

1 DR. LYNCH-WALSH: Okay. Thank you. Welcome.
2 We're just transitioning people in and out of the
3 room right now to get to your item.

4 Okay. So since they're on the line it makes
5 it a little trickier. So I know I have all my
6 stickies as far as questions and I also went back
7 and pulled motions that we made in February and
8 the minutes in terms of follow-up.

9 So just sort of to introduce this, I, as a
10 member, saw items where we had made
11 recommendations and we're still seeing things
12 presented the same way or the same answers. So I
13 think we need to get to the bottom of that.

14 But is everyone in place? Mr. Lozano --

15 MR. LOZANO: Yes.

16 DR. LYNCH-WALSH: Is it possible, because I
17 can't see you --

18 MR. LOZANO: I agree --

19 DR. LYNCH-WALSH: -- to move you over to the
20 other side? That way I think everyone can see
21 you. I like to see people when I'm talking to
22 them.

23 MR. LOZANO: Agreed.

24 DR. LYNCH-WALSH: Okay. So do we want to
25 start with questions; comments?

1 We can go around the room beginning with Mr.
2 Medvin and then I'll -- I have my own that flow
3 from everything we did in the past.

4 MS. FERTIG: Does RSM have any kind of
5 comments they want to start with or --

6 DR. LYNCH-WALSH: We can try that.

7 MS. BARDEE: I can start us off. We are
8 presenting this morning our report for the second
9 period of the school year 2023. Within that the
10 period covers October 1st through March 12th and
11 we did sample 100 samples from that at the
12 direction of the district. And I don't want to
13 go too in depth because I know there's going to
14 be a lot of questions, so I will -- I'm here to
15 answer any questions you have.

16 COURT REPORTER: And who was that?

17 DR. LYNCH-WALSH: I'm sorry, can you please
18 identify who you are?

19 MS. BARDEE: This is Jamie Bardee with RSM.

20 DR. LYNCH-WALSH: Say your name one more time
21 slowly and clearly.

22 MS. BARDEE: Jamie Bardee.

23 DR. LYNCH-WALSH: I don't think that was
24 better.

25 Okay. We're having -- I think the technology

1 is failing us.

2 Mr. Jabouin, can you please state the name of
3 the RSM --

4 MR. JABOUIN: Yeah, Jamie Bardee,
5 B-A-R-D-E-E, is her last name.

6 DR. LYNCH-WALSH: Okay. Mr. Bass, does that
7 work?

8 Okay. All right. It's hard to hear you via
9 the phone. Okay.

10 MS. SHAW: And in the future add it to the
11 report if you're not going to be in the room.

12 DR. LYNCH-WALSH: Let me write that as a
13 note.

14 Okay. RSM, Jamie, if you guys can continue,
15 please?

16 MS. BARDEE: Did you hear my last statement?
17 I wasn't sure if you heard that part.

18 DR. LYNCH-WALSH: No.

19 MS. BARDEE: Okay. We may have to switch
20 audios --

21 DR. LYNCH-WALSH: Oy vey. I don't think this
22 audio is working. And if we're trying to
23 streamline meetings, having them report every --
24 repeat everything they say is not going to be
25 productive.

1 So if we can't get better audio -- Ms. Shaw?

2 MS. SHAW: I think in the future when we have
3 something as important as this the auditor of
4 record for these particular events should be in
5 the room with us and not on the phone. And I
6 understand if they're not able, at least one
7 person should be able to be in the room.

8 DR. LYNCH-WALSH: Right. We've had multiple
9 people each time.

10 MR. JABOUIN: I have a point on that. RSM
11 did ask if they should attend in person. At the
12 time I did check with Mr. Medvin, and due to the
13 scheduling challenges, they asked to dial in.

14 Now, what we're going to try to do, they're
15 on a joint line, we're going to ask them to call
16 in on a separate line. That will probably
17 provide a little bit more clarity.

18 Jamie, can you dial into the regular line
19 individually and maybe your voice will come in a
20 little bit better?

21 MS. FERTIG: You know, we had a lot of
22 conversation about even having this meeting today
23 given the time of year. I'm not going to rehash
24 everything. But we have a number of key people
25 who are not here today. And it just seems to me

1 that, as much conversation as we had up front
2 about whether to have an August 3rd meeting, it
3 would be good for next year when -- this is not
4 the first time we've found ourselves in this
5 August situation, to clarify that the necessary
6 people will be here before we meet.

7 And I'll just leave it at that.

8 MS. CARTER-LYNCH: And can I also? Today, if
9 we can't understand what's being said, why don't
10 we just move it until somebody is here? Because
11 I think it's nebulous to just sit around here and
12 not, I'm not understanding what's being said.
13 And we all have questions, so --

14 DR. LYNCH-WALSH: Right. Mr. Mayersohn?

15 MR. MAYERSOHN: Well, I mean, looking at this
16 audit, I guess my first question to staff, and
17 again, we can go back, I don't know whether or
18 not we have it but -- I've got to go into my
19 microphone. But my first question to staff on
20 this is, are they satisfied with the results?
21 Because I see some of these items that have shown
22 improvement but some are still far away from that
23 and continue. Like item number 38 continues to
24 be a problem. And this is something that I know
25 Ms. Strauss has been very passionate about as

1 well as others on this committee to ensure that
2 these behavioral threat assessments are done with
3 fidelity.

4 So when you have, you know, continued at,
5 like I said, item number 38, at a 45, 43 percent
6 fail rate, to me, that's not acceptable.

7 So I just ask staff what their thoughts are.
8 I know that you guys continue -- are working
9 through this, but we don't want to have
10 opportunities missed that the response is, we're
11 working on it. So --

12 DR. LYNCH-WALSH: Yes. So while we have -- I
13 agree with that comment and that you should
14 answer it, but also we have a larger issue with
15 missing -- not having RSM here and we have a
16 number of issues and I have my own issues of a
17 list where there are statutory requirements that
18 are not being audited. And that's, that should
19 be a concern.

20 So, since you're here, Mr. Lozano, if you
21 could answer Mr. Mayersohn's question and then I
22 think we need to look at what we do with this
23 audit altogether.

24 MR. LOZANO: So, again, I first want to say,
25 many of the attributes did improve. Attribute

1 38, with each audit we do we kind of go deeper
2 and deeper. This was the largest sample we did
3 with a hundred where the previous two were 35
4 samples. Where you saw the fail rate, just to
5 give you where the majority of the fail rate came
6 in at 43 percent, so most of the fail rate came
7 from a school. A school's required to keep a
8 daily person possession log when they do the
9 daily person possession check. So, for example,
10 so this audit was over five months. So a school
11 could have been doing that check for all five
12 months. If the school inaccurately signed one
13 day of that log, it was a fail. So, right, you
14 could have 90 days where they completed the logs
15 for multiple months and if -- so what we learned
16 is, not so much a threat assessment issue, but a
17 recordkeeping issue with attendance at schools.
18 So if a teacher in fourth period, let's say at a
19 secondary school that day, the student was absent
20 and that teacher did not capture attendance
21 correctly, in TERMS that student showed up for
22 that day as present.

23 So RSM doesn't live at the schools. They
24 have to go by our district record for attendance,
25 which is TERMS. So if on August 8th TERMS showed

1 the student as present, and the log had no
2 signature, that was a fail rate.

3 So, again, over on the overall, 43 looks bad.
4 We're not happy with that, obviously. We want
5 100 percent accuracy on every log. But as far as
6 this audit committee getting us to the level
7 where we are auditing every single day of a
8 signed log and a person possession check is most
9 likely not happening anywhere else in this
10 country.

11 So we are at a place where, again, we are --
12 I say this every time I do this meeting, these
13 audits -- these audits help us improve process.
14 So we've already started. Yesterday we were in
15 front of all principals and assistant principals
16 and we talked about process for attendance;
17 right? Who's verifying that the TERMS attendance
18 matches these person possession check logs and
19 what are those processes to manage that we're
20 accurately recording information?

21 Right now as one of the mandatory trainings
22 all administrators have to go through attendance
23 training. Teachers have to go through attendance
24 training.

25 So, while this is on the BTA audit, it came

1 out more as a recordkeeping issue with attendance
2 on these person possession checks. A few of them
3 were a student needed to be referred to a child
4 problem study team and weren't. The bulk of the
5 43 percent was some of the days on the logs they
6 kept were not accurate with attendance.

7 So that's a process we have to clean up in
8 the district.

9 DR. LYNCH-WALSH: Okay. I've been told by
10 Mr. Jabouin -- I know you have a question, I just
11 want to -- I have a piece of new information that
12 may help, not help.

13 Jamie Bardee from RSM is now on a separate
14 line, which may improve the audio, but she's
15 still, obviously, not here in person. So think
16 about whether that changes what we want to do
17 with this audit.

18 Mr. Mayersohn?

19 MR. MAYERSOHN: So -- so, as a follow-up,
20 and, I guess -- and I understand what you're
21 expressing is that we can't continue to operate
22 in silos. If you're dealing from a behavioral
23 threat assessment to meet certain criteria, and
24 attendance is not, however that is working, then
25 the next time, my opinion is, somebody who's in

1 charge of attendance or in charge of working
2 should be here to explain what they're doing to
3 improve that connectivity. Because I know,
4 obviously, in the past sitting on the attendance
5 committee, there are challenges, because, again,
6 it's -- you're still entering something into the
7 system.

8 But to the point of being at 100 percent, and
9 I know we're all human and we all make mistakes,
10 but, you know, the incident that happened on
11 February 14th, as I'm sure everybody in this room
12 can understand, and subsequent incidents that
13 happened in other cities and other states, one
14 little misstep is where the problem is.
15 Sometimes you could have 20 and nothing happens.
16 But sometimes when you have that one, whether
17 it's a door being left open or whatever it may
18 be, is where the problems, you know, arise.

19 So, I guess, my perspective, looking at this
20 that we're doing this and, you know, hopefully
21 moving forward towards, you know, as we move in
22 the school year, I would like to have at least a
23 lot of these things improved where, if there is
24 an outlier and when you come here and explain
25 that, to have those people who are supporting

1 those issues to come and have that understanding.

2 So, as I said, if you notice that out of
3 these incidents 20 were related to attendance and
4 one was --

5 MR. LOZANO: It's more than that.

6 MR. MAYERSOHN: Right. That we need to have
7 the attendance person in charge be here to
8 communicate that information to, because,
9 obviously, you know, Dr. Phillips is here through
10 the superintendent, which I know he'll relay that
11 information to, but this gets back to how do we
12 operate together and not in those silos where
13 it's, well, you did this but I didn't do this.
14 So that's kind of my two cents.

15 MR. LOZANO: Absolutely. And in terms of, so
16 there was a couple where the student may have
17 shown up late. So, again, this process helped us
18 improve that process; right? So when the student
19 shows up at their normal time, follows their
20 normal process, they get checked. When the
21 student showed up at 10 on one day and they went
22 to class and there was no signature, so that was
23 a process improvement. So now my team is
24 reviewing with all schools, how do you handle
25 students who have a plan that come in after the

1 bell rings or come in late?

2 So -- so, again, we are working on that. We
3 hear it. And at the next time when there's an
4 outlier attribute we'll bring all the staff
5 that's connected to the issues involved in that
6 attribute.

7 DR. LYNCH-WALSH: Okay. We have Mr. De Meo,
8 Ms. Ruth Carter-Lynch, then, I think, Ms. Fertig
9 and Mr. Medvin.

10 And Dr. Phillips has a comment about Focus
11 and I had some questions. Because, obviously,
12 for those who don't know, EDPlan is migrating --
13 we're migrating to Focus away from TERMS and
14 that's going to impact these processes, as well.

15 Mr. De Meo?

16 MR. DE MEO: I have a question for both Ms.
17 Bardee and our chief auditor. On page 7 the
18 methodology states that "as directed by Internal
19 Audit, our sample was not intended to be
20 representative" so on and so forth, "the
21 agreed-upon sample size for testing was 100."
22 I'm pretty sure we asked that 100 percent of the
23 serious and very serious threats be audited every
24 time is my --

25 DR. LYNCH-WALSH: You are correct. And that

1 is one of the reasons I pulled motions, minutes.
2 And we have some systemic issues where things
3 that we asked for last time were not addressed.

4 MR. JABOUIN: I could respond to that, if
5 you'd like. So I went ahead, and RSM met with
6 them on the information in the motion and they
7 priced out the project. It was a very high cost.
8 So I ended up talking to the board chair about
9 it. And so the conclusion of that discussion was
10 that we would proceed with the same sampling
11 methodology that was done in the previous audit,
12 but we would revisit the whole strategy for this
13 fiscal year, and we are. So there will be a new
14 position that was added to our team to be able to
15 do work that's going to get us the more robust
16 sampling and testing that the committee is
17 looking for. So we've added and we're recruiting
18 for that position.

19 So this year we can have, I mean, those
20 elements and others that the committee so chooses
21 because we'll have somebody on staff that can
22 react rather quickly on that.

23 So that was the decision that I discussed
24 with the chair on the motion.

25 DR. LYNCH-WALSH: Okay. Mr. De Meo, does

1 that satisfy? Can I go to Ms. Carter-Lynch?

2 MR. DE MEO: Well, I think we're playing with
3 fire here. I really do.

4 Also, I just wanted to confirm from both,
5 from the chief auditor and Ms. Bardee that, I
6 guess, it's attribute 41, is the referral to law
7 enforcement and that is now being audited; is
8 that correct?

9 MR. LOZANO: So that would be 9b where we
10 looked at the imminent threats and that was your
11 request. So we added actually 9a.

12 MR. DE MEO: 9a? Oh, okay.

13 MR. LOZANO: Was law enforcement contacted if
14 an imminent threat has been identified? So that
15 was one of the motions brought forth in the last
16 one, so that's 9a.

17 MR. DE MEO: Thank you.

18 MR. LOZANO: You're welcome.

19 DR. LYNCH-WALSH: Okay. Ms. Fertig?

20 MS. FERTIG: I just have a follow-up to Mr.
21 Jabouin's comment. That's the kind of
22 information that would have been helpful in the
23 follow-up chart that we're now starting to do
24 again, for us to know what -- the dollars and
25 cents of doing this. I don't think -- I think

1 that that gives us the opportunity to say to the
2 board, this is -- this is important enough to
3 spend the money on or not. But if we don't have
4 it, we can never really convey that.

5 So I would just request that if we're in that
6 situation we be advised of what the result of the
7 motion was. Thank you.

8 DR. LYNCH-WALSH: Okay. So we're in that
9 situation, so I think we should have whatever the
10 proposed cost was that was discussed outside of
11 the audit committee because we're not aware of
12 the proposed cost.

13 MR. JABOUIN: So I did discuss the situation
14 in my regular chief auditor report. I don't
15 believe RSM has that cost handy, but it was in
16 excess of \$300,000 for -- to be able to make
17 those modifications. And it is something that
18 has to be put in because it wasn't in our budget
19 as well. But the strategy is to be able to make
20 quick modifications with our own staff that can
21 augment the procedures that are being done.

22 DR. LYNCH-WALSH: Okay. Yes, Ruth.

23 MS. CARTER-LYNCH: When it comes to our
24 children -- I know money is important, but when
25 it comes to the safety of our children, the cost

1 should be -- the kids should be top of mind and
2 the cost is secondary. That's my point on that.
3 So whatever it cost, we need to go ahead and get
4 it done.

5 And another thing, when we -- what are we
6 measuring against? When we say we're doing
7 great, but I'm sure nobody else in the country is
8 doing the same thing, that's not good enough for
9 me either. I want us to be striving for 100
10 percent, not measuring against anybody, when it
11 comes to our children.

12 DR. LYNCH-WALSH: Mr. Medvin?

13 MR. MEDVIN: A few questions. RSM, in your
14 scope of preparing the audit and your procedures,
15 did you rely exclusively on the generated reports
16 from the new system or did you go a step deeper
17 and look at original documents or original
18 principals' signatures and so forth?

19 MR. JABOUIN: Ms. Bardee?

20 MS. BARDEE: This is Jamie Bardee from RSM
21 and we are given access to the EDPlan system
22 where we go in and look at these documents on our
23 own and we do look for signatures and official
24 documentation.

25 MR. MEDVIN: And you're satisfied that these

1 were actually done timely and signed by the right
2 person, not the principal's secretary or anything
3 like that?

4 MS. BARDEE: So we do look at the footprints
5 of the audit system behind EDPlan, so we can go
6 in and see when the principal actually did look
7 at that and acknowledge that and that's what we
8 do look at in our processes.

9 MR. MEDVIN: Okay. So in your opinion, that
10 part of the system and the procedure is working?

11 MS. BARDEE: The EDPlan system is working.

12 MR. MEDVIN: Okay. My second comment, it
13 appears that most of these numbers seem to be
14 improving, which is -- which is a very good
15 thing. So I'll address this comment to Mr.
16 Lozano and your staff. You have been striving to
17 get the system to work, to get the appropriate
18 mental health counselors, law enforcement, to
19 respond to these threats within the 72 hours.
20 This sample is 100 kids and the sample is to the
21 date of March 12th, '23. Where are these kids
22 today, five or six months later? What follow-up
23 is in place or can be in place to see that you've
24 done the threat assessment, you've recognized the
25 threat, and now is the next step. What is being

1 done and can you track this? Because, obviously,
2 if there's a kid with a serious problem that your
3 team has to get involved with, there has to be
4 follow-up stuff.

5 Now, I don't know if there's a problem
6 sometimes with parents participating, or, if they
7 don't, does that negate whatever you're doing? I
8 mean, where do we stand? And is there a way that
9 you could come back here and say, these hundred
10 kids have now progressed to this point, their
11 attendance is better, their grades are better, or
12 it's not. Because here we are with a mechanical
13 system that's telling us we're doing what we have
14 to do in the immediate time for the immediate
15 threat, but these kids all have issues. Where do
16 we stand with them three months, six months, a
17 year down the road? Have you implemented or are
18 implementing procedures that we can track this?
19 And I realize there's HIPAA issues and other
20 things that it's not very easy to audit.

21 DR. LYNCH-WALSH: So, Mr. Lozano, so I think
22 that -- does that tie into the monitoring plan?

23 MR. LOZANO: I'm going to hire you.

24 So we have two separate processes; right?
25 The school completes the threat assessment which

1 determines the level of concern. Then once they
2 determine the level of concern they implement the
3 monitoring plan. So that's the next phase. That
4 happens immediately. And that's all captured in
5 EDPlan, the electronic system. Schools have
6 threat assessment team meetings monthly, by
7 statute, where they have to review all those
8 plans, make edits. If the student needs more
9 supports, they implement more supports. If the
10 student is deemed by the team ready to phase down
11 some of the interventions, they may reduce the
12 number of interventions. Schools have to
13 document when they close a plan with the
14 rationale in the system. A lot of the students
15 even from October probably still have active
16 monitoring plans today continuing into this next
17 school year. Currently, as a district we have
18 417 students on active monitoring plans today
19 that will begin effective August 21st, 2023.

20 MR. MEDVIN: Do you have enough mental health
21 professionals either on your staff or in the
22 school system itself to do this?

23 MR. LOZANO: So we've been able to -- the
24 first couple years really focused on compliance
25 and school administrators learning EDPlan, doing

1 the process. We have really come a long way in
2 four years. As a district we added mental health
3 positions last year and Veda Hudge has hired, I
4 was part of the interview panel on hiring the
5 mental health coordinators. Veda Hudge, who's
6 the Executive Director of Student Services, and I
7 have been collaborating all summer. We're really
8 becoming a cohesive unit in matching, doing the
9 threat assessment prevention with providing
10 services. So adding those additional mental
11 health positions, the suicide prevention
12 positions, is really going to help us this year
13 provide additional supports to schools and
14 students that -- that will enhance what we were
15 already doing in the past.

16 MR. MEDVIN: But say a month or so from now
17 could you come back to us and say, okay, here's a
18 report based on the same sample that we used for
19 this report, because they can be identified, and
20 say where each student stands in the procedures
21 and the process?

22 MR. LOZANO: Yes, I can do that realtime any
23 time.

24 MR. MEDVIN: Because this to me is a bunch of
25 numbers and checkmarks and tick marks, but it

1 doesn't tell me where the kid's at. And that's
2 the whole purpose for this. And if we could see
3 that I, at least, would feel better to know that
4 we're progressing.

5 DR. LYNCH-WALSH: Okay. So I think that that
6 may tie into the diversity committee, which might
7 be why Rebecca's hand went up. And also, Dr.
8 Phillips, you mentioned EDPlan again and I want
9 to get to his comments.

10 Ms. Dahl?

11 MS. DAHL: My question is, when you look at
12 this, and I'm looking at page 1 of the first
13 thing.

14 DR. LYNCH-WALSH: Which page?

15 MS. DAHL: Page 1 which has the first -- I'm
16 sorry, I'm having trouble with words.

17 DR. LYNCH-WALSH: Table?

18 MS. SHAW: Transmittal letter?

19 MS. DAHL: No, no, no.

20 DR. LYNCH-WALSH: The table?

21 MS. DAHL: Yes. Thank you.

22 Is this an unduplicated count or is this a
23 duplicated count? Because it seems to me that a
24 lot of the numbers change, and so it's important
25 to me to know at that 71 kids between 3/8/22 and

1 6/8/22, you said that they roll over, and then in
2 the first quarter it goes down to 34; so you've
3 dismissed that many kids?

4 MR. LOZANO: No. So those are the actual
5 number of threat assessments. These are not
6 monitoring plans. So there were 71 students, if
7 you look at March 8th, that third column --

8 MS. DAHL: Yes. Right.

9 MR. LOZANO: Those 71 -- during that time
10 period 71 threat assessments were conducted and
11 the school team determined the level of concern
12 was 71. Then when you look at the next audit
13 period, during that time school teams determined
14 34 threats were very serious. Those are all
15 separate numbers.

16 MS. DAHL: Okay. So what happened to those
17 71; they're not included anywhere here?

18 MR. LOZANO: They may have monitoring plans,
19 but that's separate from -- this is actual, just
20 the number of threat assessments that were done
21 in each period, not if they stayed on or
22 discontinued a monitoring plan.

23 DR. LYNCH-WALSH: So I think, Ms. Dahl, that
24 you and Mr. Medvin are asking the same question
25 about seeing monitoring plan updates and so that

1 you follow the kids. Because, yes, in one
2 quarter they could be a threat assessment and
3 then they don't create another threat assessment
4 but they're now on a monitoring plan.

5 So if he -- if Mr. Lozano -- and we have to
6 decide whether we're transmitting this report or
7 not, I don't see us doing it just based on the
8 sheer number of unanswered questions, and then
9 there's some systemic things that need to be
10 addressed so that our time, everyone's time is
11 better spent when we go through this report.

12 MS. DAHL: Okay.

13 DR. LYNCH-WALSH: But a monitoring plan they
14 could certainly bring back as part of this item.

15 Mr. De Meo?

16 MR. DE MEO: As a follow-up to Mr. Medvin's
17 question, which I think is really excellent, I
18 don't know if it's within the scope of what we do
19 --

20 DR. LYNCH-WALSH: I was struggling with that,
21 but the monitoring plan is part of this.

22 MR. DE MEO: The real issue is, are these --
23 I think we should add if a kid is a repeat
24 offender, one. And, two, how do we know, is
25 there any way to report to us the progress of

1 these children? They've improved; they don't
2 need monitoring anymore; they have been referred
3 elsewhere; they need more intervention; they've
4 been -- because that -- I agree with Mr. Medvin,
5 that's the real issue. And I don't know if
6 there's any way for you to track that or to let
7 us know, but -- and I don't even know if that's
8 our responsibility, but certainly it would be
9 informative.

10 DR. LYNCH-WALSH: Okay. I see Mr. Mayersohn,
11 but can I get to Dr. Phillips with Focus?
12 Because some of this -- some of these very issues
13 in terms of being able to track things, because
14 we have EDPlan and now Focus, can you speak to
15 the technology piece of this?

16 DR. PHILLIPS: Yes. Happy to. Thank you.

17 Dr. Joe Phillips, Chief Information Officer.
18 That's the mode I'll be in for this part. So
19 right now when we look at the EDPlan data and
20 when we look at where attendance is taken, so
21 I'll go back to that issue, attendance is taken
22 in a gradebook software called Pinnacle.
23 Pinnacle transfers into TERMS. The EDPlan data
24 is a manual file that is sent and then manually
25 put into TERMS. And so what we don't have right

1 now between these checks in attendance is kind of
2 this crosswalk type of situation happening.

3 As we're moving into Focus all of this will
4 be in one system and the data is live in that
5 system. So if we go and do those checks, we'll
6 know instantly if students are marked absent or
7 present that day. When we're doing the
8 monitoring plans all of that will be in the same
9 system. So without having to do code, we can set
10 up automated alerts, we can set up flags and
11 triggers and all of this type of stuff and we can
12 even integrate that into what's called Power
13 Apps, they're our Microsoft programs that will
14 allow us to when we reach certain thresholds or
15 flags it will automatically contact the
16 appropriate staff within the district to make
17 sure that appropriate actions are happening. So
18 that's the work that we're doing with Chief
19 Alberti and Mr. Lozano's teams right now, with
20 our IT data intelligence team, in order to make
21 sure that the processes and practices that are
22 being improved this year will be in place and
23 automated as much as possible for the 24-25
24 school year.

25 DR. LYNCH-WALSH: Okay. Mr. Mayersohn?

1 MR. MAYERSOHN: Yeah, just -- can you hear me
2 now? Just to Mr. De Meo's point and then I have
3 another point, as far as tracking. The point of
4 tracking is that if you have a 18-year-old high
5 school student and they're a senior and they're
6 leaving, you don't have any way to track them
7 after that. So that's a systemic issue as far as
8 tracking. You can track them while they're
9 currently in school, while they're associated
10 with Broward County Public Schools, but once they
11 leave and go to college or workforce or wherever
12 they go, you don't have that tracking ability.
13 So that's a systemic issue along the way where
14 there may be progress monitoring here today in
15 Broward County Public Schools, but they leave and
16 then they escalate situations, whether it's, you
17 know, home, wherever it may be, that becomes a --
18 that's another issue, but that's where that, you
19 know, how do you hand off a kid?

20 The other question that I have, and if my
21 memory serves me correct, one of the challenges
22 that the Marjory Stoneman Douglas Safety
23 Commission had was identifying, I'll call them
24 violations, Code of Student Conduct or SESIR
25 incidents and see how they align with behavioral

1 threat assessments. So, for example, somebody
2 may get into a, what some might consider a fight
3 and others just consider, you know --

4 MS. DAHL: Horseplay.

5 MR. MAYERSOHN: Huh?

6 MS. DAHL: Horseplay.

7 MR. MAYERSOHN: Right. Exactly. And that
8 may not rise to the level of a behavioral threat
9 assessment. However, six months down the road
10 that student continues to escalate those behavior
11 issues and we've missed -- we've missed
12 identifying that because of that. And I'm just
13 bringing out the point, I know this is beyond
14 your -- your scope, Mr. Lozano, but just from a
15 district, and I go back to Dr. Phillips, how do
16 we ensure, and this may be the type of audit that
17 we do as well, just to make sure that we're
18 aligned so that we don't have, you know, 45 SESIR
19 incidents and only three behavioral threat
20 assessments? I'm not saying it's there, but that
21 was one of the concerns systemwide when I say
22 within the state where there were some districts
23 that were over-creating behavioral threat
24 assessments and some districts that were under.
25 So I want to make sure we're doing it right in

1 identifying those kids that might have, like Ms.
2 Dahl said, you know, a horseplaying incident, but
3 how do we follow up to make sure it's not more
4 than that?

5 DR. PHILLIPS: Yeah, if I may? And then I'll
6 hand it to Mr. Lozano. So that was a great
7 question, Mr. Mayersohn. Right now we have
8 inside of our system called BASIS, the discipline
9 management system that is separate from the
10 behavioral threat assessment, which is separate
11 from all of the other student data, again, inside
12 of Focus we'll be working with Mr. Lozano and his
13 team this year on our process, our controls and
14 all of that. Inside of Focus we'll have one pane
15 of glass called the student demographic profile.
16 It's going to have the discipline, it'll have the
17 behavioral threat assessment, the progress
18 monitoring, all of that in one place. And, most
19 importantly, we can pull those flags and reports
20 on those students and set that up so principals
21 will be able to have that access, our student
22 support services folks will be able to have that
23 access, and we can automate that type of thing.
24 So if we're seeing more incidents of horseplay
25 for a student that's also getting a drop in

1 grades or attendance issues, we'll be able to
2 automate those types of reports, hopefully,
3 before they get to a BTA and be able to put in
4 some preventative measures. But if it goes to a
5 BTA it will also all be lumped into the same
6 system with all those other variables.

7 DR. LYNCH-WALSH: Okay. Ms. Shaw, but one
8 question. When is the first hard stop? Is it
9 noon?

10 MS. SHAW: 12.

11 DR. LYNCH-WALSH: 12? Okay. We have like 10
12 minutes and we still have AppliTrack that we have
13 to get through, which I think is short.

14 So Ms. Shaw, Ms. Fertig, and we've got to
15 wrap this up. And you've got to go. Okay.

16 MS. SHAW: So in light -- first of all,
17 thanks everyone for being here today. I love
18 your voice, by the way. I'd like to thank
19 everyone for being here today. I appreciate you.
20 But this -- this -- this is such an important
21 topic and I don't want us to lose sight of the
22 rest of the questions that the rest of us have or
23 the answers that we need.

24 Therefore, can we table this to either a
25 special meeting? Because right now, if I move it

1 to the next meeting, with the seven items that
2 we're moving to the next meeting you're going to
3 be full. Not only that --

4 MR. MAYERSOHN: So I'd like to make -- I'd
5 like to make -- you can make that motion, but
6 I'll second it.

7 MS. SHAW: I'd like to move that we table
8 this to a special meeting so we can have the full
9 discussion and all of the folks would need to be
10 in the room or if we're doing it electronically,
11 virtually, to be able to have a full discussion.
12 And some of the questions that were already
13 asked, that those answers are brought forward as
14 well.

15 MR. MAYERSOHN: So, again, I second the
16 motion.

17 DR. LYNCH-WALSH: Okay. Any discussion?

18 MS. FERTIG: I'm fine with doing that, but
19 some of us didn't get a chance to mention the
20 things that are of concern in here. So do you
21 have a process? Do you want us to write those
22 in? Because I would like to have some more
23 complete answers on the recordkeeping. There are
24 a number of things they say are either partially
25 or not able to be audited. And some of those are

1 things that we have talked and talked about, like
2 notifying other agencies. And, I mean, there's a
3 lot -- there's a lot that we have not covered
4 today and I feel like that needs to be a
5 conversation in and of itself. If they can't
6 audit it, how are we going to make sure that all
7 of the people that should be notified are
8 notified, that the services that we're requesting
9 are -- that everything is being done? And the
10 most important thing is -- not the most
11 important, but also the whole issue of the
12 72-hour report. There are still, maybe it's 11
13 percent, but there are still reports not being
14 done within that period of time.

15 So there are -- there are a number of things
16 in here that I would hope that, you know, it may
17 say 1 percent, but as many of you have pointed
18 out, you know, one time could be the time that it
19 causes a problem.

20 So I would like to have some conversation on
21 what safeguards we're going to put on for the
22 things that they cannot audit or can only
23 partially audit and the recordkeeping, which it
24 sounds like we're maybe making progress on, but
25 not totally.

1 DR. LYNCH-WALSH: So if you can email that
2 in, that way I can make sure that I capture
3 everything that's on the list, because I have my
4 own list. And the things that are not auditable,
5 if you can measure things, you can audit them.
6 And some of them are required by state statute.

7 And so, any other discussion?

8 MS. FERTIG: One last thing. I'm sorry I
9 didn't mention this. But one of the things is
10 not being able to audit whether people had
11 knowledge of something and then didn't report it
12 and something happened. But I just want to make
13 sure that we're doing it the other way. If
14 something happens and people had information,
15 what steps are being taken to make sure that
16 doesn't happen again?

17 DR. LYNCH-WALSH: Well, there's one thing
18 like EDPlan notification and they couldn't audit
19 whether, you know, there's someone required to
20 notify but they said they couldn't audit whether
21 someone had been notified. That doesn't seem
22 like something that can't be audited.

23 So any -- Mr. Medvin, was it about this
24 motion? Because we need to table it, have the
25 special meeting, go over everybody's list of

1 questions so that they can come prepared with
2 answers.

3 MS. SHAW: And what I would ask is, for those
4 of us who have not asked our questions, that we
5 send those questions in, within reason, to our
6 chief auditor and then that list is distributed
7 to the rest of us.

8 MS. CARTER-LYNCH: So you are amending your
9 original motion?

10 MS. SHAW: I'm not amending, I'm just putting
11 that as a request.

12 MS. CARTER-LYNCH: As a request.

13 MS. SHAW: That don't need to be in the
14 motion.

15 DR. LYNCH-WALSH: Okay. Any further
16 discussion?

17 You're going to be coming back.

18 MR. LOZANO: But I would just like to say a
19 few things in summary. Ms. Carter-Lynch, our
20 standard is 100 percent. As a -- Chief Alberti
21 and I, we don't sleep well until all of these
22 fail rates are zero percent. That's the
23 expectation. Ms. Punzi-Elabary will tell you,
24 we push the team hard to ensure we get to zero
25 percent. That's our expectation.

1 As far as SESIR incidents and BTAs, Dr.
2 Phillips' team and my team work together. So if
3 a school enters a discipline code, we have 10
4 codes that require a behavioral threat
5 assessment, if we don't see it, we work together,
6 we follow up with the school to ensure it's done.

7 The other big rock, and I don't mind meeting
8 with you individually to go over, so the State of
9 Florida has written, and, again, being out front
10 of this process, in House Bill 543 we are moving
11 away from the current threat assessment model and
12 we're moving to the Florida-specific threat
13 management model effective January 1st, 2024. So
14 my team is getting ready. We've already started
15 the process. We are going to retrain this whole
16 district on the new Florida-specific model. Like
17 I said, I don't mind getting each of you up to
18 speed so you're ready in January; what does it
19 look like; what is the new process? There are
20 major differences. So you let me know and I'll
21 work with each of you or however you tell me the
22 best way to do that to go over that with you, but
23 --

24 DR. LYNCH-WALSH: So only because we have
25 like five minutes to handle another agenda item,

1 so they're going to be sending in all of their
2 questions. In the spirit of transparency those
3 should all go to everybody, but if they're common
4 themes I would summarize them so that it's more
5 efficient.

6 But, also, to your point, it would have been
7 helpful, because I keep hearing the rules are
8 changing, to bring or have us provided with House
9 Bill 543 and what those changes will look like.
10 And also, Dr. Phillips, sort of a picture,
11 because I think we have at least three, if not
12 more, software programs mentioned and how those
13 work now and how those will change, bringing us a
14 picture of what that will look like would be
15 helpful to the group for the special meeting.
16 And it looks like we have to get together on when
17 that would be and what forum it would be.

18 MR. LOZANO: And threat assessment is getting
19 its own rule now, so they pulled it out of
20 68.10018 and now it's going to be threat
21 management 68.10019, specifically to threat
22 management across the state. That's getting
23 adopted in August for final adoption.

24 DR. LYNCH-WALSH: This August?

25 MR. LOZANO: Correct.

1 DR. LYNCH-WALSH: Like this month.

2 MR. LOZANO: What I can do is we have the
3 draft, so I'll get the draft of 6a to the chief
4 auditor and he can get that to you so you can
5 start reviewing it.

6 DR. LYNCH-WALSH: Okay.

7 MR. LOZANO: And, again, any information you
8 want on that new process, let me know and I'll
9 work with you to get you informed on what's
10 coming January 1st, 2024.

11 MS. FERTIG: Can we just do a presentation at
12 the meeting?

13 DR. LYNCH-WALSH: Yeah, at the meeting have
14 --

15 MS. FERTIG: I think you're right. That's
16 what we need to do.

17 DR. LYNCH-WALSH: Okay. Yes.

18 MS. SHAW: Motion?

19 DR. LYNCH-WALSH: To -- we're not
20 transmitting it.

21 MS. FERTIG: Table.

22 DR. LYNCH-WALSH: Oh, the motion to table.
23 Sorry.

24 Okay. So we had discussion. All in favor?

25 COMMITTEE MEMBERS: Aye.

1 DR. LYNCH-WALSH: Any opposed?

2 (No response.)

3 DR. LYNCH-WALSH: Okay. Motion carries
4 unanimously.

5 We are now on to AppliTrack Audit Report and
6 we have five minutes.

7 MR. JABOUIN: All right. So Agenda Item
8 Number 13 is an internal audit of the AppliTrack
9 recruitment application. This work and the
10 procedures were covering areas that are under
11 Florida Statute 119.0725. And so much of it we
12 were not able to present.

13 So we did go through the report. We
14 presented it before to the board and then we
15 received the public records request and
16 reevaluated the report on a finding-by-finding
17 basis.

18 The finding that is in the package that is
19 presented to you relates to procurement controls
20 that are not covered under that statute. This
21 issue, and you can see in the report, goes over
22 concerns over circumventing controls that we had
23 regarding board approvals. So there's a -- and
24 they're listed on the first page, but there's
25 also a table that we have on the second page that

1 better shows you a little bit of a timeline and
2 you can see that the dates of the purchase orders
3 are very close to each other.

4 Now, this was -- and we do have with us the
5 Director of Procurement, Mary Coker. This was
6 before that management was put in place, but
7 audit committee members may remember that these
8 type of issues have occurred in some other audits
9 that have been here. So it's a very important
10 control that was not adhered to with respect to
11 this particular case.

12 We do have Ms. Coker here in case the
13 committee has any questions on her response, her
14 control environment and so forth with respect to
15 that.

16 Chair, that concludes my introduction.

17 DR. LYNCH-WALSH: Okay. Just to clarify,
18 because this is from 2013, and the reason we're
19 seeing this is because this was a closed-door
20 item that then became clear that should not have
21 been behind closed doors due to the public
22 records request from, I think, the Sun-Sentinel.

23 So -- so why was this required? Why was this
24 a required item today?

25 MR. JABOUIN: Oh, so we -- we're going

1 through the process. So this particular item, we
2 want to make sure it goes through the process.

3 DR. LYNCH-WALSH: Came to the audit
4 committee. Okay. Got it.

5 All right. Ms. Fertig and then Ms. Shaw.

6 MS. FERTIG: Yeah, I would just note that
7 their names are not used in here but that we had
8 asked for some follow-up on certain items and
9 within -- I know it was still a couple years
10 after it happened, but it still was much more
11 current than what we're seeing here. In other
12 words, we asked for follow-up and they didn't do
13 follow-up, but, now, obviously, this is still
14 occurring.

15 DR. LYNCH-WALSH: On AppliTrack,
16 specifically?

17 MS. FERTIG: No, not on AppliTrack.

18 DR. LYNCH-WALSH: You mean like Recordex, on
19 other --

20 MS. FERTIG: On anything that certain
21 employees --

22 DR. LYNCH-WALSH: Oh, yes, I remember the
23 motion.

24 MR. JABOUIN: Yes. And noticed the names are
25 not here. So that's one. And think if we had

1 done some of that follow-up we might have found
2 other examples. But on a broader scope, I think
3 this is a problem that has plagued the district
4 forever. I'm sure the school board is not the
5 only place where it happens, but I think it's
6 more easily noticeable than the attention it
7 gets. And I know Ms. Coker's done a lot to try
8 to change a lot of the processes so, hopefully,
9 we aren't still doing it. But I would just say
10 if you were to look at what goes before the board
11 from month to month and you notice that three,
12 four, five, six months, within a six-month period
13 three things for the same thing come, it's just a
14 no-brainer to look and see whether those were the
15 same type of a, the same, the same contract being
16 split up to avoid having to follow the
17 procedures. So I would just -- I -- you know, I
18 mean, what are we going to do, pass this on 10
19 years later? But I would hope that it wouldn't
20 take 10 years to be evaluating whether this is
21 still occurring and with what frequency.

22 DR. LYNCH-WALSH: We saw it happen with
23 Recordex.

24 Ms. Shaw, you had a comment or question?

25 MS. SHAW: Yeah. Ms. Fertig mentioned what I

1 was going to say. And I think that's where, when
2 it comes to the follow-up, that it's really
3 important that as committee members that we're --
4 we are making sure that we are receiving those
5 follow-ups. I mean, 10 years later there's
6 really nothing we can do about this. It's just
7 unfortunate. I just hope -- and to your point
8 Ms. Fertig, not all organizations have this kind
9 of issue. I work at a government and we don't.

10 MS. FERTIG: I'm sure they don't all.

11 MS. SHAW: I'm sorry. And so does Mr.
12 Mayersohn. So, you know, but it just means that,
13 and Ms. Coker is here and I'm hoping that those
14 policies and procedures and I know we have
15 grilled her so many times over the last number of
16 years about policies and procedures and making
17 sure that we are -- that -- you know, we can't
18 come in here with dirty hands. And I think
19 that's -- that's the problem. We just need to
20 keep our house clean. We just need to do that.
21 If we have policies and procedures, let's put
22 them in place. Let's hold people accountable.
23 And that's it. I don't care if we're a
24 government agency or not. People are paying for
25 this, money.

1 DR. LYNCH-WALSH: All right. Mr. Mayersohn,
2 and then I have comments if no one else does, and
3 then I think we need a motion to adjourn.

4 Mr. Mayersohn?

5 MR. MAYERSOHN: So I agree with everything
6 Ms. Shaw said and Ms. Fertig said. I just go
7 back to Dr. Phillips, who's in charge of
8 technology.

9 Are there things out there from a technology
10 standpoint that would prevent this? I mean,
11 before, I'm sure we were using paper and pencil
12 to push these items through, but when you get
13 either identifying with a vendor or a product,
14 and especially when you get into catalogue
15 products, purchasing, it's, you know, like carte
16 blanche where it's another story, but are there
17 things that you are working on to prevent this
18 thing from happening again?

19 No offense to Ms. Coker, mind you.

20 DR. PHILLIPS: Yes, I'm actually working with
21 Ms. Coker and Ms. Motiwala and Ms. Marte on
22 standing up a product called Ariba that will
23 manage our procure-to-pay process. And so it
24 will pretty easily catch things like trying to
25 split orders to get under thresholds and that

1 kind of thing. We'll be able to build in
2 internal controls and then they will get flagged
3 and then -- not to say someone can't override a
4 flag, but at least there will be an audit trail
5 of that when these things are attempted to be
6 done.

7 Additionally, practice-wise, all technology
8 purchases have to come to my desk now and --
9 regardless of what the tech is throughout the
10 district. And Ms. Coker and I have been working
11 very closely to make sure that these types of
12 things are not occurring.

13 DR. LYNCH-WALSH: Okay. Ms. Coker, who you
14 can't see because she's behind you has asked to
15 speak.

16 MS. COKER: Good afternoon. Thank you. Can
17 you hear me?

18 DR. LYNCH-WALSH: Is it on?

19 MS. COKER: I think so.

20 DR. LYNCH-WALSH: Eric, or tech support, is
21 it on?

22 MS. COKER: Hello? I have a loud enough
23 voice for you all to hear me anyway. Thank you
24 so much for your comments. My name is Mary
25 Coker. For those of you that don't know me, I am

1 the procurement director. I started in 2016. So
2 thank you for highlighting that this is an old
3 audit.

4 For me, this is a good news story, because
5 when this audit was performed and it went back to
6 the initiation of when this AppliTrack system
7 began, you can see those purchases were made
8 consistently and paid for by the way by accounts
9 payable, which that should not have been done
10 either. But in the new process, effective in my
11 time, you will see that there were no findings.
12 So it's a good story.

13 What I mean is that, you guys are talking
14 about how we continue to see these things and Mr.
15 Jabouin made a comment about that we've seen
16 these findings in other audits. Yes, the one
17 that came forth from PPO, again, was not
18 Procurement. We clarified that where we changed
19 the verbiage of the report to say it was the user
20 department, which was PPO, that was making those
21 purchases, not Procurement.

22 So I just want to make sure that the message
23 is clear, that though we do not have automated
24 systems in Procurement, and as Dr. Joe mentioned,
25 we're working very diligently to get them, we

1 have put in place manual controls that are the
2 ones that made sure that these purchases that
3 happened in '17 and '18 and '19 didn't occur
4 because we stopped them.

5 So I just want to highlight the fact that we
6 have done a lot of work in Procurement and
7 sometimes it's confused when you say
8 "procurement". Well, some of these contracts are
9 not procured, they're -- we procure the vehicle
10 and the user department is the one that makes
11 those purchases through frameworks. So I just
12 want to highlight that.

13 DR. LYNCH-WALSH: Okay. Thank you. Example
14 would be PCG and accounts payable paying future
15 or past invoices.

16 Okay. So if there are no more comments and
17 it is 12:05, we usually do motion to adjourn.

18 MS. CARTER-LYNCH: No, but you don't have to.

19 MS. FERTIG: We're going to move to adjourn.
20 I'm making that motion --

21 MS. SHAW: Second.

22 MS. FERTIG: -- and Phyllis is seconding it.

23 DR. LYNCH-WALSH: All right. All in favor?

24 COMMITTEE MEMBERS: Aye.

25 DR. LYNCH-WALSH: Okay. Any opposed?

(No response.)

DR. LYNCH-WALSH: Okay. Thank you.

(Meeting was concluded at 12:06 p.m.)

REPORTER'S CERTIFICATE

STATE OF FLORIDA

COUNTY OF BROWARD

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

Dated this 14th day of August, 2023, Fort Lauderdale, Broward County, Florida.



TIMOTHY R. BASS
Court Reporter

A				
A.M 1:15 ability 12:4 37:3 96:12 able 5:3 9:9 11:9 12:3 12:19 14:9 16:16 17:16 18:4 20:4 22:9,16 37:24 38:12 66:1 74:6,7 83:14 85:16,19 89:23 94:13 98:21,22 99:1 99:3 100:11,25 102:10 107:12 113:1 absent 77:19 95:6 absolute 58:10 absolutely 14:4 51:10 57:20 65:8 81:15 abstain 26:17 accept 29:1 acceptable 76:6 accepted 18:7 access 64:3,6 86:21 98:21,23 accountable 111:22 accountant 60:14 accountants 68:14 accounted 43:4 accounting 2:20 8:10 8:13 56:8 60:16 64:4 accounts 114:8 115:14 accuracy 78:5 accurate 79:6 accurately 78:20 ACFR 20:15,15,18 acknowledge 7:9 87:7 Acknowledgment 19:12 acoustical 47:21 Acting 2:10,15 action 49:9 actions 95:17 active 89:15,18 actual 92:4,19 add 10:14 38:4 47:12 49:1,19 50:9,10 51:19 54:1,25 73:10 93:23 added 12:13 54:7,21	55:1 83:14,17 84:11 90:2 adding 53:17 90:10 additional 34:9 90:10 90:13 Additionally 113:7 additions 43:10 address 10:11 51:10 51:14 61:20 62:13 87:15 addressed 83:3 93:10 addresses 19:7 adhered 108:10 adjourn 112:3 115:17 115:19 adjournment 15:3 adjusted 18:16 adjustment 17:2 18:14 ADMINISTRATI... 1:10 Administrative 19:1 administrators 78:22 89:25 adopted 105:23 adoption 105:23 adults 37:23 advised 85:6 Advisors 3:3 advisory 19:5,13 35:6 35:7 36:24 AECOM 3:5 12:10 50:20 51:6,9 affect 56:12 afternoon 113:16 agencies 101:2 agency 111:24 agenda 4:19,24,25 5:1,4,13,15 6:15 7:6 7:10,21,22 9:4,16 10:17,20 11:2,3,6 12:13,23 13:9,20 14:10,11,12 15:10 15:11,12 17:3,9,11 17:14,18,20 18:1,2 18:3,14,15 19:2,24 20:2,8,8 22:21 23:11,11,12,22 27:20 28:4 30:11 33:5 41:1,3 49:11 50:10,12 68:6	104:25 107:7 agree 21:18 33:21 34:3 68:16 71:18 76:13 94:4 112:5 Agreed 71:23 agreed-upon 82:21 agreements 56:15 ahead 5:16 19:15 21:2 30:15 49:25 83:5 86:3 air-conditioning 46:3 airborne 46:2 ALAN 2:15 Alberti 2:15 95:19 103:20 alerts 95:10 Ali 2:9 8:3 align 96:25 aligned 97:18 allegations 61:12,15 61:18 Allegiance 4:14,15,21 5:9 alleviate 67:24 allow 17:10,13 19:9 95:14 alternative 22:9 alternatives 22:17 altogether 76:23 amended 18:6 32:13 amending 103:8,10 amendment 16:9,10 18:7 amounts 43:12 Analyst 2:25 And/or 39:14 Andrew 2:5 6:6 Andrews 1:22 annual 56:3 69:22 answer 44:12,14 72:15 76:14,21 answers 71:12 99:23 100:13,23 103:2 Anthony 2:3 5:22 23:15 anybody 4:9 31:16 42:25 43:18 86:10 anymore 94:2 anyway 31:22 113:23 apologies 41:6 appeal 46:20	appears 87:13 application 107:9 applications 19:21 AppliTrack 14:25 99:12 107:5,8 109:15,17 114:6 apply 65:23 appreciate 60:8 67:21 68:12 70:15 99:19 appropriate 9:23 22:6 87:17 95:16,17 approval 6:14 approvals 107:23 approve 18:15,17 22:23 approved 19:5 20:12 20:16 41:2,4 49:25 Apps 95:13 Arcese 2:9 8:3,3 area 35:5,6 58:17 59:10 69:18 areas 10:1 49:21,25 107:10 Ariba 112:22 aside 46:17 asked 11:21 37:11 51:6 52:4 54:6 74:13 82:22 83:3 100:13 103:4 109:8 109:12 113:14 asking 43:15,17 55:10 56:25 92:24 assess 58:20 assessment 2:23,24 65:23 66:9 70:9 77:16 79:23 87:24 88:25 89:6 90:9 93:2,3 97:9 98:10 98:17 104:5,11 105:18 assessments 76:2 92:5,10,20 97:1,20 97:24 assets 66:4 assist 35:9 49:23 assistant 2:10 78:15 Associate 2:16,17 62:20 associated 96:9 assurance 58:9,10	Atkins 51:10 Attached 56:21 attempted 113:5 attend 9:9 31:16 34:9 34:13 74:11 attendance 2:1 9:13 34:14 77:17,20,24 78:16,17,22,23 79:1 79:6,24 80:1,4 81:3 81:7 88:11 94:20,21 95:1 99:1 attending 8:7 45:12 attends 34:8 attention 61:19 110:6 attribute 76:25 82:4 82:6 84:6 attributes 76:25 audio 73:22 74:1 79:14 audios 73:20 audit 1:3 2:9 3:2 4:4 7:19 8:3 10:25 11:18 12:12 13:8 20:10,23 23:10,16 24:3 28:16 30:2 41:8,12 48:7,20 49:3,19 50:1 51:19 52:3,13 55:21,25 56:9,22 58:7,8,16 58:21,24 59:4,13,14 60:20,25 61:1,15 62:24 66:19 69:6,7 70:10 75:16 76:23 77:1,10 78:6,25 79:17 82:19 83:11 85:11 86:14 87:5 88:20 92:12 97:16 101:6,22,23 102:5 102:10,18,20 107:5 107:8 108:7 109:3 113:4 114:3,5 auditable 102:4 audited 53:21 54:16 56:23 57:1 66:15,16 76:18 82:23 84:7 100:25 102:22 auditing 53:20 54:13 56:5,11 58:5 59:18 66:23,24 68:15 78:7 auditor 2:8,9 7:23 8:2 8:15,17,19,21,23,25

40:4 58:18 65:4 66:8,21,22 67:3 69:3 74:3 82:17 84:5 85:14 103:6 106:4 Auditor' 12:14 Auditor's 42:19 auditors 56:1,2,22,23 57:22 58:2,3 61:13 63:15 audits 2:10 49:1 53:20,22 54:15,22 60:16 78:13,13 108:8 114:16 augment 85:21 August 1:14 19:8 75:2,5 77:25 89:19 105:23,24 117:10 authorized 117:6 automate 98:23 99:2 automated 95:10,23 114:23 automatically 29:20 33:9 95:15 available 9:16 19:23 20:12 21:5 42:7 Avenue 1:11,22 avoid 110:16 aware 34:12,14 85:11 aye 18:10,24 23:6,7 30:3,4 38:22 106:25 115:24	82:17 84:5 86:19,20 86:20 87:4,11 based 58:20 65:3,4 69:17 90:18 93:7 basics 37:25 basis 98:8 107:17 Bass 1:21,22 3:6 32:21 36:11 73:6 117:4,14 Batista 41:18 48:15 beaten 37:6 becoming 90:8 began 114:7 beginning 13:12 67:19 72:1 behavior 97:10 behavioral 2:23,24 70:9 76:2 79:22 96:25 97:8,19,23 98:10,17 104:4 belabor 43:7,16 believe 6:18 11:15,19 32:8 33:15 35:2 42:3,11 53:25 55:18 70:8 85:15 bell 82:1 benefit 32:9 best 64:12 104:22 better 64:16 72:24 74:1,20 88:11,11 91:3 93:11 108:1 beyond 68:24 69:24 97:13 bid 64:23 bids 65:9,11 big 104:7 Bill 104:10 105:9 bills 66:1 bit 5:5 13:25 14:8 74:17,20 108:1 blanche 112:16 board 1:1,10 19:5,12 21:4,9,10 25:12 33:13 39:22 48:25 49:9,18,25 50:3 53:24 54:20,24 62:9 83:8 85:2 107:14,23 110:4,10 Bob 33:25 Bob's 29:25 Bond 51:1	booked 21:7 boss 62:11 bottom 11:3 61:8 71:13 breaking 63:18 bring 18:4 21:17 31:9 37:12 82:4 93:14 105:8 bringing 61:11 97:13 105:13 broad 63:18 broadcast 22:10 broaden 110:2 brought 36:4 61:16 61:19 84:15 100:13 Broward 1:1 96:10 96:15 117:3,11 Bryan 2:12 8:18 BTA 78:25 99:3,5 BTAs 104:1 budget 2:21 85:18 build 113:1 building 46:15,18,22 47:14,25 built 43:11 bulk 79:4 bullet 58:2 bunch 90:24 business 2:21 9:19 62:6 buy 64:13 Bylaws 14:22	career 63:21 carries 30:7 107:3 carte 112:15 Carter-Lynch 2:2 5:18,19 23:1,2 24:7 24:8,9,13,16 27:8 33:20 47:1,12 55:13 55:16 75:8 82:8 84:1 85:23 103:8,12 103:19 115:18 case 34:10 35:7 46:3 64:21 108:11,12 cast 27:16 62:3 Castaneda 3:2 41:7 55:23,24,25 57:11 57:18,20 61:14,17 63:14 64:18 65:15 65:24 66:2 67:4,7,9 68:1,21 69:1,13 70:1,11,12,14 catalogue 112:14 catch 112:24 caught 47:6 causes 101:19 caution 66:12 caveat 25:21 26:1 Center 1:10 2:21 9:19 central 35:6 cents 81:14 84:25 certain 11:11 61:9 62:9 64:22 65:1 79:23 95:14 109:8 109:20 certainly 34:7 93:14 94:8 CERTIFICATE 117:1 certified 39:15,17 40:9 certify 117:6 cetera 60:16,16 CFOs 64:2 chair 6:18 12:21 17:18 23:14,19,20 23:23,24,25 24:2,3 24:6,12,15,16,19,20 24:24 28:16,20,24 29:5,10,12,20 30:2 30:8,19,24 32:2,3 33:2 34:24 35:6 38:1,12,25 39:1	44:11 46:11 83:8,24 108:16 Chair's 13:8 challenges 22:10 37:7 74:13 80:5 96:21 chance 100:19 change 27:24 91:24 105:13 110:8 changed 55:20 114:18 changes 79:16 105:9 changing 21:5 105:8 charge 35:18 43:8 80:1,1 81:7 112:7 charged 34:19 chart 84:23 check 5:14 21:21 22:18 34:11 68:23 74:12 77:9,11 78:8 78:18 checked 58:11 81:20 checkmarks 90:25 checks 79:2 95:1,5 chief 2:8,9,14,15 7:23 8:2,4,15,17,19,21 8:23,25 9:5 12:14 35:25 40:4 42:19 62:18 66:21,22 82:17 84:5 85:14 94:17 95:18 103:6 103:20 106:3 child 79:3 children 28:7 46:2 85:24,25 86:11 94:1 choose 12:22 32:21 32:21 chooses 83:20 circle 66:24 circumventing 107:22 cities 80:13 City 67:16 city's 64:19 clarification 7:18 clarified 114:18 clarify 48:11 53:23 75:5 108:17 clarity 49:16 51:16 52:8 53:5 55:10 74:17 class 45:12 81:22
---	--	--	---	---

classroom 43:10 clean 79:7 111:20 clear 15:10 36:9 49:6 53:10 54:8,9,18 55:18 108:20 114:23 cleared 46:22 clearly 72:21 Clerk 2:11 close 89:13 108:3 closed 108:21 closed-door 108:19 closely 113:11 closure 11:17 51:3 52:12 code 95:9 96:24 104:3 codes 104:4 cohesive 90:8 Coker 2:22 108:5,12 111:13 112:19,21 113:10,13,16,19,22 113:25 Coker's 110:7 collaborating 90:7 college 96:11 column 92:7 come 20:4 22:16 31:18 36:17 62:7 74:19 80:24 81:1,25 82:1 88:9 90:1,17 103:1 110:13 111:18 113:8 comes 5:8 31:7 50:6 67:2,17 85:23,25 86:11 111:2 comfortable 62:5 coming 11:24 42:4 53:2 103:17 106:10 comment 4:6 13:4 30:17,20 31:6 32:25 33:16 34:5 35:17 46:13 57:19 61:4 76:13 82:10 84:21 87:12,15 110:24 114:15 commented 33:17 comments 4:20 13:9 13:12 22:15 30:10 31:2 32:1 35:15 38:6 57:15 65:22	66:13,18 70:8 71:25 72:5 91:9 112:2 113:24 115:16 Commission 96:23 commit 21:21 committed 19:14 42:1 committee 1:3 2:1 4:4 7:19 10:25 12:4,12 12:17 13:8 14:14 15:9 17:2 18:4,10 18:24 19:3,7,10 20:11,11,23 22:16 23:7,11,13,15,17,18 23:25 24:1,2,4,23 26:4,9 27:19 28:16 28:20 29:5,10 30:2 30:4 31:3,8 32:9 36:25 38:22 41:8,12 41:24 42:17,19 49:21,23 50:9 51:19 52:3 56:4 64:24 66:21 67:1 68:2,13 76:1 78:6 80:5 83:16,20 85:11 91:6 106:25 108:7,13 109:4 111:3 115:24 committee's 10:11 20:21 23:17 committees 36:23 common 63:19 105:3 communicate 10:15 81:8 communicated 54:23 54:25 55:4 communication 57:17 57:25 67:2 communications 55:21 56:4,5 comparison 43:14,15 44:10 compelled 59:3 complete 19:8,14 51:25 52:4 100:23 117:8 completed 77:14 completes 66:24 88:25 completion 19:10 43:25 compliance 59:17,19	61:9 70:10 89:24 component 58:5 comport 43:9 concern 49:6 51:11 76:19 89:1,2 92:11 100:20 concerns 10:12 33:6 33:8 53:9 97:21 107:22 concise 67:18 concluded 116:3 concludes 108:16 conclusion 83:9 concur 21:25 condition 65:23 66:7 Conduct 96:24 conducted 92:10 confidentiality 26:8 confirm 84:4 confirmation 42:6 70:19 confused 55:7 115:7 confusing 5:6 confusion 54:19 congratulate 30:18 congratulations 30:8 32:2,7,7 35:20 connected 82:5 connectivity 80:3 conscious 36:17 consequences 45:17 consider 97:2,3 considered 45:16 53:22 54:11,22 55:15 consistently 114:8 constitute 63:12 Consulting 3:3 contact 95:15 contacted 84:13 context 66:17,20 continue 19:20 30:21 61:3 73:14 75:23 76:8 79:21 114:14 continued 76:4 continues 35:16 75:23 97:10 continuing 89:16 contract 110:15 contracts 59:20 115:8 control 38:10 57:3	59:8,9 108:10,14 controls 3:4 48:24 50:4 58:25,25 59:2 59:5,11,15 68:7,11 69:2,7,11,13,19 70:2,4 98:13 107:19 107:22 113:2 115:1 conversation 31:21 74:22 75:1 101:5,20 convey 68:10 85:4 coordinators 90:5 correct 19:16 27:10 34:24 41:18 49:18 62:19 82:25 84:8 96:21 105:25 correcting 40:16 correctly 77:21 cost 34:9 36:16 42:5 44:21 64:25 65:1,3 65:6 83:7 85:10,12 85:15,25 86:2,3 costs 42:5 counsel 46:22 counselors 87:18 count 91:22,23 country 78:10 86:7 County 1:1 96:10,15 117:3,11 couple 13:2 21:8 81:16 89:24 109:9 Court 1:21 3:6 72:16 117:4,14 cover 64:5 covered 101:3 107:20 covering 107:10 covers 72:10 CPAs 3:2 create 93:3 criteria 79:23 critical 50:1 crosswalk 95:2 curious 37:19 current 30:24 56:12 104:11 109:11 currently 89:17 96:9 cut 38:2	31:13 32:25 34:15 34:18 60:3,10 91:10 91:11,15,19,21 92:8 92:16,23 93:12 97:4 97:6 98:2 Dahl's 31:2 daily 77:8,9 damn 47:9 Dash 48:14 data 42:8 94:19,23 95:4,20 98:11 date 21:22 87:21 Dated 117:10 dates 21:15 108:2 Davis 58:4 day 20:12 22:1,2 37:1 77:13,19,22 78:7 81:21 95:7 117:10 days 77:14 79:5 De 2:3 5:22,23 13:16 23:15,18 24:1 25:23 26:16,17,19 34:4,6 34:7,16 46:11,12,13 47:2,3,8,15 57:14 57:15,21 60:2,6 61:2,7 62:15 63:4,6 65:8,22 66:13 67:14 68:12 69:1,12 82:7 82:15,16 83:25 84:2 84:12,17 93:15,16 93:22 96:2 deal 28:5,6 dealing 43:23 79:22 December 20:16 52:20 decide 14:1 33:13 93:6 decided 50:4 deciding 28:4 decision 25:24 83:23 decisions 64:11 deemed 89:10 deeper 77:1,2 86:16 deferred 15:17 68:6 deficiencies 69:8 define 63:14 demographic 98:15 demolish 45:14 demolished 45:1,3,4 46:23 demolishing 45:8
---	--	--	---	---

demolition 42:5 44:22 46:1,15 department 8:13 9:5 9:11 34:12 114:20 115:10 depth 72:13 Deputy 2:15 designated 62:17,23 designee 8:6 10:8 desk 113:8 detailed 58:15 deteriorating 66:11 determine 89:2 determined 92:11,13 determines 17:18 89:1 dial 74:13,18 dies 32:23 difference 37:20 42:2 differences 104:20 different 19:25 20:17 20:20 21:23 34:1 59:18 66:23 69:5 difficult 27:3 43:5 diligently 114:25 direct 54:3,6,20 directed 54:1 68:23 82:18 direction 53:23 72:12 director 2:9,10,19,20 2:21,21,22,23 3:3 8:3,9,12 9:22 64:2 70:25 90:6 108:5 114:1 dirty 111:18 disagree 33:12 discharge 66:25 discipline 98:8,16 104:3 disclosed 61:23 69:22 discontinued 92:22 discretion 68:1 discuss 48:25 57:7 68:8 85:13 discussed 7:1 19:2 83:23 85:10 discussing 17:9 discussion 17:4,5,20 18:21 21:15 23:3 32:17 33:3,7,22 34:24 37:19 38:19	48:24 49:20 68:3 83:9 100:9,11,17 102:7 103:16 106:24 discussions 37:4 disgusting 47:3,4,10 dismissed 92:3 dispose 13:13 15:25 dissemination 68:3 distributed 103:6 distribution 51:20 district 2:13 20:3 21:11 22:5 34:7 35:6,8 41:14 43:11 56:2,10,13,18 57:12 61:11,22 62:2 63:20 63:25 64:12,13 69:23 70:4 72:12 77:24 79:8 89:17 90:2 95:16 97:15 104:16 110:3 113:10 district's 45:14 56:16 56:24 districts 97:22,24 diversity 31:8 34:19 91:6 document 35:24 49:10 56:22 64:14 64:15 89:13 documentation 86:24 documents 9:25 64:23 86:17,22 doing 21:20 63:15 67:14,22 68:14 77:11 80:2,20 84:25 86:6,8 88:7,13 89:25 90:8,15 93:7 95:7,18 97:25 100:10,18 102:13 110:9 dollar 64:22 dollars 84:24 door 80:17 doors 108:21 Douglas 96:22 Dr 2:4,14,17,18 6:2,3 6:16,17 7:7,17 8:4,4 8:7,11 9:2,3,12,18 10:2,13 11:13,23 12:2,6,9 14:6,18,20	15:6,15,20,23 16:8 16:22 21:14 24:10 24:15,16,25 26:20 27:4,5,6,8 28:9,14 28:17,22 29:2,3,9 29:14,17,24 30:5,7 32:3,15 33:2,11,18 34:6 35:1,20 36:8 36:15 37:13,15 38:13,18,24 39:3,8 39:19,24,25 40:3,6 40:11,15,18 41:5,15 41:24 42:21 43:20 46:9,12,24 47:17,23 48:1,10,16,22 49:15 50:3,16,21 51:8 52:7,15 53:4,14 54:5 55:1,6,9,14,17 57:8,14 59:22,25 60:8 61:5 62:15,22 63:1 67:8 68:5 70:6 70:12,15 71:1,16,19 71:24 72:6,17,20,23 73:6,12,18,21 74:8 75:14 76:12 79:9 81:9 82:7,10,25 83:25 84:19 85:8,22 86:12 88:21 91:5,7 91:14,17,20 92:23 93:13,20 94:10,11 94:16,17 95:25 97:15 98:5 99:7,11 100:17 102:1,17 103:15 104:1,24 105:10,24 106:1,6 106:13,17,19,22 107:1,3 108:17 109:3,15,18,22 110:22 112:1,7,20 113:13,18,20 114:24 115:13,23 115:25 116:2 draft 106:3,3 drop 98:25 due 74:12 108:21 duplicated 91:23	economic 45:17 Eddie 55:25 EDDY 3:2 edits 89:8 EDPlan 82:12 86:21 87:5,11 89:5,25 91:8 94:14,19,23 102:18 educated 28:8 effective 89:19 104:13 114:10 efficient 67:14 105:5 efficiently 64:16 either 21:9 40:18 45:4 86:9 89:21 99:24 100:24 112:13 114:10 elected 24:21 31:18 36:22 election 23:23 29:4 electronic 89:5 electronically 100:10 elements 83:20 Elena 2:12 8:22 eliminate 33:22 email 52:2 102:1 emailed 12:12 embezzling 64:5 emergency 9:9 employee 61:25 63:22 employees 62:1,4 109:21 enactment 46:19 ended 83:8 ends 50:11 enforcement 84:7,13 87:18 enhance 90:14 ensure 76:1 97:16 103:24 104:6 entering 80:6 enters 104:3 entire 59:9 66:20 environment 108:14 Erhard 2:12 8:18,18 Eric 2:25 113:20 ERNIE 2:23 Erum 2:16 10:7 62:17 escalate 96:16 97:10	especially 43:23 112:14 essentially 48:25 55:2 estimated 44:21 estimates 42:5 et 60:16,16 evaluate 64:24 evaluating 64:24 110:20 events 74:4 eventually 69:22 everybody 11:5 27:21 80:11 105:3 everybody's 102:25 everyone's 93:10 Exactly 97:7 examination 58:15 example 17:7,12 63:9 63:11 64:12,20 65:4 67:16 77:9 97:1 115:13 examples 110:2 Excel 44:5,15 excellent 93:17 excess 85:16 exclusively 86:15 excused 6:1 Executive 2:11,19 90:6 exemptions 65:1 exhaustive 46:15 existed 21:22 existing 20:23 expectation 103:23 103:25 expenditures 66:4 expense 32:20 63:24 expenses 32:21 experience 67:3 expert 34:3,20 explain 49:12 80:2,24 explanation 68:13 express 61:8 expressing 79:21 extensive 21:14 external 56:1,2 63:15 65:4 69:3 extremely 59:15 67:5
---	--	--	--	---

fact 31:14,19 115:5 fail 76:6 77:4,5,6,13 78:2 103:22 failing 73:1 familiar 60:15 family 9:8 far 12:4 51:1 61:18 71:6 75:22 78:5 96:3,7 104:1 faster 32:12 favor 18:9,25 21:23 23:5 30:1 36:18 38:20 106:24 115:23 February 71:7 80:11 feel 21:6 32:10 56:15 56:17,24 69:18 91:3 101:4 Fertig 2:3 4:6 5:24,25 10:24 11:12 12:1,21 12:23 13:17 14:24 15:4 16:6,14,21,23 21:1,2,3 25:9 26:14 26:15 32:6 33:21 35:3 36:8,9 37:14 39:9,14 40:14,16 42:22,23 44:7 47:6 47:11 48:7,15,21 51:21,22 52:25 67:10,11 72:4 74:21 82:8 84:19,20 99:14 100:18 102:8 106:11,15,21 109:5 109:6,17,20 110:25 111:8,10 112:6 115:19,22 fidelity 76:3 fight 97:2 figure 35:21 36:6 file 94:24 fills 34:22 final 105:23 finance 2:16 9:10 62:2,21 finances 64:2 financial 2:20 8:10,13 9:5 56:16 58:8 62:18 65:23 66:7,15 66:19,23 69:14,20 69:21,23 find 52:9	finding 21:23 107:18 finding-by-finding 107:16 findings 11:18 51:3 52:13 57:2 114:11 114:16 fine 16:21 33:18 100:18 finish 65:22 finished 60:3 fire 84:3 firm 57:3,24 58:5 65:14 69:3 first 10:23 15:25 16:2 30:18 40:23 41:9 46:13 51:9 57:22 58:14 75:4,16,19 76:24 89:24 91:12 91:15 92:2 99:8,16 107:24 fiscal 28:17 52:21,22 53:2 83:13 fits 68:9 five 13:24 28:14 39:5 48:3 66:6 77:10,11 87:22 104:25 107:6 110:12 five-year 66:9 FL 1:23 flag 113:4 flagged 113:2 flags 95:10,15 98:19 FLEMING 2:18 floor 24:6,9,19 29:7 29:11 Florida 1:11 104:9 107:11 117:2,5,11 Florida-specific 104:12,16 flow 72:2 Focus 82:10,13 94:11 94:14 95:3 98:12,14 focused 37:10 38:2 89:24 folks 35:8 98:22 100:9 follow 41:4 44:18 93:1 98:3 104:6 110:16 follow-up 13:11 20:8 43:16 45:22 48:3	49:4 51:24 64:9 71:8 79:19 84:20,23 87:22 88:4 93:16 109:8,12,13 110:1 111:2 follow-ups 13:8 51:23 111:5 following 4:1 20:18 32:6,7 follows 81:19 followup 11:4 followups 11:1 footprints 87:4 Force 44:11 forego 36:18 foregoing 117:7 forever 110:4 forget 15:15 55:20 forgot 7:24 26:23 form 19:13 Fort 1:11,23 67:17 117:10 forth 28:5 59:20 61:16 66:7 82:20 84:15 86:18 108:14 114:17 forum 105:17 forward 14:5 30:25 30:25 35:20,22,25 37:21 80:21 100:13 found 57:2 69:18 75:4 110:1 four 12:25 28:15 39:5 45:19 90:2 110:12 fourth 77:18 frame 37:5 frameworks 115:11 fraud 61:12,12,18,19 61:24 62:4 63:8,13 63:14,19 68:21,21 fraudulent 61:24 free 35:11 frequency 110:21 Friday 19:8 20:14 21:6,19,20 22:1 friendly 16:8,10 front 11:2 43:2 75:1 78:15 104:9 full 17:1 44:1 100:3,8 100:11 functional 27:21	fund 66:5 funds 2:10 41:10 42:4 64:5 66:3 further 17:20 103:15 future 8:8 13:11 14:23 15:17 16:13 48:17 53:20,22 54:14,22 73:10 74:2 115:14 G GAAP 59:18 gain 59:10 GASB 56:13,13,20 57:11,12 GASBs 57:10 general 56:6 66:8 68:25 generated 86:15 getting 70:21 78:6 98:25 104:14,17 105:18,22 give 28:8 39:25 50:23 58:9 62:6 63:9,11 77:5 given 22:7 43:19 53:24 74:23 86:21 gives 47:9 85:1 giving 53:9 glass 98:15 go 5:16 6:14 13:5,13 14:1 19:15 21:2 22:21 25:4 27:25 33:4 34:25 37:8,15 52:8 58:21 64:21 65:12 68:22,24 69:24 70:2 72:1,13 75:17,18 77:1,24 78:22,23 84:1 86:3 86:16,22 87:5 93:11 94:21 95:5 96:11,12 97:15 99:15 102:25 104:8,22 105:3 107:13 112:6 goal 38:13 goes 20:16 46:20 56:6 92:2 99:4 107:21 109:2 110:10 going 4:7 5:13,16 16:19 25:6,25 26:20 27:23,24 28:1,2,8	29:1,15 30:12,16 31:6 32:18,20 34:23 37:14,16 43:16 45:10,11 46:4,7,18 47:1,19,19,20 52:1 57:17 61:3,6 62:10 67:12,15 70:17 72:13 73:11,24 74:14,15,23 82:14 83:15 88:23 90:12 98:16 100:2 101:6 101:21 103:17 104:15 105:1,20 108:25 110:18 111:1 115:19 gonna 37:14 good 4:3,17 48:2 50:5 50:16 55:16 57:4 70:22 75:3 86:8 87:14 113:16 114:4 114:12 Gorokhovsky 2:20 8:9,9,12,12 9:10 10:4,6,14 gotten 36:12 Gouldbourne 2:10 8:14,14 governance 61:21 governed 31:24 government 55:21 59:17 111:9,24 governmental 69:4 governments 69:5 gradebook 94:22 grades 88:11 99:1 great 16:15,21 26:20 36:12 48:18 57:23 86:7 98:6 grilled 111:15 group 40:24 69:4 105:15 grown-ups 36:7 guess 12:21 29:18 44:23,25 45:13 75:16 79:20 80:19 84:6 GUESTS 3:1 guidance 22:8 40:1 63:16 guide 20:3 38:1 guided 31:12
--	---	---	--	--

guys 68:22 73:14 76:8 114:13	hire 58:5 88:23 hired 90:3 hiring 90:4 Historically 11:1 hold 14:21 29:18 32:16 35:1 63:4 111:22 holding 53:15 home 96:17 honest 60:9 hope 27:21,24 30:21 38:12 60:14 101:16 110:19 111:7 hopefully 27:14 80:20 99:2 110:8 hoping 27:23 60:25 111:13 horseplay 97:4,6 98:24 horseplaying 98:2 hot 25:25 hour 35:19 hours 14:2 87:19 house 104:10 105:8 111:20 HR 49:1,2 50:5,8 Hudge 90:3,5 Huh 97:5 Huh-uh 40:4 human 49:19 80:9 hundred 77:3 88:9	implementation 56:20 implemented 88:17 implementing 88:18 implode 45:9 important 27:17 30:23 57:16 58:6,13 59:15 66:18,18 67:5 74:3 85:2,24 91:24 99:20 101:10,11 108:9 111:3 importantly 98:19 impression 55:11 improve 37:21 76:25 78:13 79:14 80:3 81:18 improved 80:23 94:1 95:22 improvement 75:22 81:23 improving 66:11 87:14 inability 12:5 inaccurately 77:12 incident 80:10 98:2 incidents 80:12 81:3 96:25 97:19 98:24 104:1 include 55:5 included 44:16 54:4 54:12 55:12 92:17 includes 19:12 54:14 incorporate 53:20 54:13 incorporated 55:3 independence 62:9 independent 53:7 indicated 13:1 54:21 individual 69:14 individually 74:19 104:8 individuals 9:24 10:9 10:16 20:1 inform 19:25 information 2:14 8:5 35:23,23 36:1 41:13 42:1 43:1,6,19,22 44:2,4 46:14 56:6 57:6 61:11 66:14 68:2 78:20 79:11 81:8,11 83:6 84:22	94:17 102:14 106:7 informative 94:9 informed 9:25 10:6 106:9 initially 54:16 initiation 114:6 inquire 61:20 inside 98:8,11,14 instances 61:24 63:19 instantly 95:6 integrate 95:12 intelligence 95:20 intended 45:1,4 68:10 82:19 intent 45:14 53:7 63:15 69:16 interest 27:13 64:12 interesting 38:25 internal 2:10 48:24 50:4 57:3 58:17,25 59:8,9,11,14 68:7 68:11 69:7,19 70:2 82:18 107:8 113:2 Internet 56:14 interpret 36:15 intervention 94:3 interventions 89:11 89:12 interview 90:4 interviews 62:1,3 introduce 71:9 introduction 108:16 invited 3:1 9:24 invoices 42:3,7,14,15 115:15 involved 82:5 88:3 issue 21:16 32:22 39:23 56:22 60:11 60:12 62:14 69:9 76:14 77:16,17 79:1 93:22 94:5,21 96:7 96:13,18 101:11 107:21 111:9 issues 15:13 76:16,16 81:1 82:5 83:2 88:15,19 94:12 97:11 99:1 108:8 it'll 98:16 item 4:25 5:1,4,13,15 6:21 7:6,10,12,21 9:16,23 10:3,20	11:19 13:20,21 14:1 14:11,25 15:1,2,10 15:11 16:1 18:1,2 20:8 22:21 23:11,12 23:22 28:4 37:20 49:11,14 52:12 55:19 58:10 71:3 75:23 76:5 93:14 104:25 107:7 108:20,24 109:1 items 4:11,19 7:6,21 9:3,4 11:13 13:14 13:24,24 14:1,4,12 14:17 15:12 16:12 18:3 20:2,2,8 50:13 59:6 64:15 71:10 75:21 100:1 109:8 112:12
H half 68:13 69:16,16 hand 28:2 33:20 35:16 91:7 96:19 98:6 handed 25:8 handle 26:5 33:24 81:24 104:25 hands 111:18 handy 85:15 happen 102:16 110:22 happened 27:18,19 52:1 80:10,13 92:16 102:12 109:10 115:3 happening 78:9 95:2 95:17 112:18 happens 37:2 80:15 89:4 102:14 110:5 happy 10:15 57:1 61:17 78:4 94:16 hard 73:8 99:8 103:24 Harpalani 2:10 8:16 8:16 hashed 21:16 he'll 81:10 health 46:5,6,9 87:18 89:20 90:2,5,11 hear 36:3 37:13 73:8 73:16 82:3 96:1 113:17,23 heard 5:9 73:17 hearing 44:9 105:7 Hello 55:24 113:22 help 9:6 78:13 79:12 79:12 90:12 helped 33:5 81:17 helpful 39:22 67:20 84:22 105:7,15 helping 37:20 helps 51:24 hey 66:11 high 83:7 96:4 highlight 115:5,12 highlighting 114:2 HIPAA 88:19	I idea 36:18 50:5 identified 63:10 69:9 84:14 90:19 identify 7:2 72:18 identifying 63:8 96:23 97:12 98:1 112:13 Ighodaro 6:1 II 2:12 imagine 16:16 immediate 88:14,14 immediately 89:4 immensely 33:5 imminent 84:10,14 impact 56:10,16 57:12 82:14 impactful 56:18 implement 89:2,9	J Jabouin 2:9 4:3,12,17 4:22 5:11,20,22,24 6:1,4,6,8,10,12,14 6:24 7:9,15,19 8:2 9:1,8,14,22 10:4,8 10:17 11:7,15 12:3 12:8,15 13:16,18 14:11 15:8 16:2,25 17:5,17,22,25 18:8 18:11,13,19,23,25 21:24 22:7,24 23:2 23:5,8,10,21 24:8 24:12,14,22 25:2,15 25:20 26:7,14,16,18 26:22,25 27:2,5 28:10,13,25 29:3,16 29:21 34:11 39:6,16 40:7 41:11,19 42:11 42:18 44:5,18 48:9 48:10,12 49:5,12,13 49:17 50:20,23 52:12,16,23 53:1,23 54:2,23 55:4,8 70:17,18 73:2,4 74:10 79:10 83:4 85:13 86:19 107:7 108:25 109:24 114:15 Jabouin's 84:21 Jaclyn 6:10 JAIME 2:15		

Jamie 3:5 70:22 72:19,22 73:4,14 74:18 79:13 86:20 January 104:13,18 106:10 Jennifer 2:10 3:4 8:16 70:24 JERMAINE 2:18 job 26:20 27:15 36:12 57:23 Joe 8:4 94:17 114:24 joint 74:15 Joris 2:9 8:2 JOSIAH 2:14 July 7:23 June 22:22 52:23 justice 47:16	68:4 71:5 72:13 74:21 75:17,24 76:4 76:8 79:10 80:3,9 80:10,18,20,21 81:9 81:10 82:12 84:24 85:24 88:5 91:3,25 93:18,24 94:5,7,7 95:6 96:17,19 97:3 97:13,18 98:2 101:16,18 102:19 104:20 106:8 109:9 110:7,17 111:12,14 111:17 112:15 113:25 knowledge 102:11 known 6:25 knows 40:5	liabilities 66:4 Licata 8:7 lie 4:8 light 99:16 limited 13:23 limiting 6:19 Linda 29:25 line 16:18 38:11 70:18,20,20 71:4 74:15,16,18 79:14 lines 62:12 link 19:6 41:22 42:13 42:16 44:4 list 11:20 50:25 51:20 65:10 76:17 102:3,4 102:25 103:6 listed 107:24 literally 12:6,9 little 14:8 51:12 71:5 74:17,20 80:14 108:1 live 77:23 95:4 lives 32:23 location 21:23 log 77:8,13 78:1,5,8 logs 77:14 78:18 79:5 long 40:11 47:13 55:17 90:1 longer 13:5 49:8 look 13:25 37:13,15 39:20 50:11 53:4 58:17 66:2,3,10 76:22 86:17,22,23 87:4,6,8 91:11 92:7 92:12 94:19,20 104:19 105:9,14 110:10,14 look-back 66:10 looked 43:13 65:25 84:10 looking 7:18 49:15 75:15 80:19 83:17 91:12 looks 45:3 50:12 78:3 105:16 loops 55:19 lose 99:21 lost 6:23,24 lot 28:3 30:20 31:24 33:22 53:6 58:21 63:22 67:13,21,25	72:14 74:21 80:23 89:14 91:24 101:3,3 110:7,8 115:6 loud 113:22 love 99:17 low 64:25,25 Lozano 2:23 70:21 71:14,15,18,23 76:20,24 81:5,15 84:9,13,18 87:16 88:21,23 89:23 90:22 92:4,9,18 93:5 97:14 98:6,12 103:18 105:18,25 106:2,7 Lozano's 95:19 lumped 99:5 lurking 46:5 Lynch-Walsh 2:4 6:2 6:3,16,17 7:7,17 8:11 9:2,3,12,18 10:2,13 11:13,23 12:2,6,9 14:6,18,20 15:6,15,20,23 16:8 16:22 21:14 24:15 24:17,25 26:21 27:4 27:5,6,8 28:9,14,18 28:23 29:2,3,9,14 29:17,24 30:5,7 32:3,15 33:2,11,18 34:6 35:1,21 36:8 36:15 38:13,18,24 39:3,8,19,24,25 40:3,6,11,15,18 41:5,15,24 42:21 43:20 46:9,12,24 47:17,23 48:1,10,16 48:22 49:15 50:3,16 50:21 51:8 52:7,15 53:4,14 54:5 55:1,6 55:9,14,17 57:8,14 59:22,25 60:8 61:5 62:15,22 63:1 67:8 68:5 70:6,12,15 71:1,16,19,24 72:6 72:17,20,23 73:6,12 73:18,21 74:8 75:14 76:12 79:9 82:7,25 83:25 84:19 85:8,22 86:12 88:21 91:5,14 91:17,20 92:23	93:13,20 94:10 95:25 99:7,11 100:17 102:1,17 103:15 104:24 105:24 106:1,6,13 106:17,19,22 107:1 107:3 108:17 109:3 109:15,18,22 110:22 112:1 113:13,18,20 115:13,23,25 116:2
M				
M/WBE 53:17,20 54:13				
Mack 37:13,15				
Madam 32:2,3 46:11				
major 104:20				
majority 77:5				
making 41:10 101:24 111:4,16 114:20 115:20				
manage 78:19 112:23				
management 61:21 61:22 62:17 98:9 104:13 105:21,22 108:6				
management's 56:7				
manager 2:10,12,24 3:2 55:25 70:23				
mandate 69:4				
mandatory 78:21				
manual 94:24 115:1				
manually 94:24				
March 72:10 87:21 92:7				
Marjory 96:22				
marked 95:6				
marks 90:25				
Marquardt 2:11 8:20 8:20				
Marte 9:13,14,21 10:5,7 112:21				
Mary 2:3,22 5:24 10:23 108:5 113:24				
Mary's 16:10				
matches 78:18				
matching 90:8				
material 69:8				
materiality 58:12				
materials 12:11 43:2				

math 27:10 matter 37:1 38:11 matters 19:1 47:5 Mayersohn 2:4 6:4,5 6:18 7:2 15:19,21 15:24 16:4 18:17,19 21:25 22:23,24 23:19 24:3 25:1,17 27:9 28:21,22 29:6 29:10,22 30:1,17 31:10,14 32:8 36:20 36:21 38:23 41:3 44:19,20 45:22 47:21,24 52:18,22 53:2 68:18,19 69:25 70:5 75:14,15 79:18 79:19 81:6 94:10 95:25 96:1 97:5,7 98:7 100:4,15 111:12 112:1,4,5 Mayersohn's 76:21 mean 25:11,17 26:3 31:15 37:11,13 44:5 47:17 65:24 69:21 75:15 83:19 88:8 101:2 109:18 110:18 111:5 112:10 114:13 Meaning 53:2 means 50:8 54:11 111:12 meant 49:7 measure 58:11 102:5 measures 99:4 measuring 86:6,10 mechanical 88:12 Medvin 2:5 6:6,7 17:24 21:24 23:19 24:2,24 25:5,22 26:12,13,15 27:1,9 27:15 28:15 29:17 42:16 44:9 72:2 74:12 82:9 86:12,13 86:25 87:9,12 89:20 90:16,24 92:24 94:4 102:23 Medvin's 93:16 meet 21:12 22:6 66:1 75:6 79:23 meeting 1:3 4:4,23 6:20,20 13:13 14:2	14:10,15,23 15:17 15:18 16:13 17:7,15 19:6,10 20:11,13,14 20:16,23 21:5 22:3 22:12 28:23 31:8,14 34:9 38:11 39:17 41:16 50:10 52:3 53:1,24 54:25 74:22 75:2 78:12 99:25 100:1,2,8 102:25 104:7 105:15 106:12,13 116:3 meetings 8:8 20:5 25:12 27:13 31:11 34:8,13,21 39:11 40:8 67:14 73:23 89:6 meets 64:22 Meloni 2:19 11:8 20:7 member 19:13 49:4 71:10 members 2:1 7:20,25 12:13 18:10,24 23:7 24:23 26:9 30:4 38:22 106:25 108:7 111:3 115:24 memo 41:17 memory 96:21 mental 46:6 87:18 89:20 90:2,5,10 mention 10:19 11:8 19:3 67:12 100:19 102:9 mentioned 30:20 68:20 91:8 105:12 110:25 114:24 Meo 2:3 5:22,23 13:16 23:15,18 24:1 25:23 26:16,17,19 34:4,6,7,16 46:11 46:12,13 47:2,3,8 47:15 57:14,15,21 60:2,6 61:2,7 62:15 63:4,6 65:8,22 66:13 67:14 69:1,12 82:7,15,16 83:25 84:2,12,17 93:15,16 93:22 Meo's 68:12 96:2 MESCOLOTTO	7:11 message 114:22 met 21:9,10,16 53:19 54:12 83:5 methodology 82:18 83:11 Michele 2:11 8:20 microphone 75:19 Microsoft 95:13 middle 45:8 61:10 migrating 82:12,13 mike 8:11 milestones 20:17 million 37:12 41:13 41:25 42:6 44:24 mind 86:1 104:7,17 112:19 minutes 17:11,14 22:22 28:4 52:9 60:19 71:8 83:1 99:12 104:25 107:6 missed 9:7 31:20 76:10 97:11,11 missing 76:15 misstep 80:14 mistakes 80:9 mode 94:18 model 104:11,13,16 modifications 19:24 85:17,20 module 64:4 moment 11:15 28:10 48:9,12 50:24 money 28:6,7 42:2 43:4,13 60:13 85:3 85:24 111:25 monitoring 88:22 89:3,16,18 92:6,18 92:22,25 93:4,13,21 94:2 95:8 96:14 98:18 month 90:16 106:1 110:11,11 monthly 51:11,13,17 52:7 89:6 months 77:10,12,15 87:22 88:16,16 97:9 110:12 morning 4:3,17 70:22 70:24 72:8 motion 10:25 11:18	11:21 12:10 14:16 15:22,23 16:11 17:23 18:1,5,6,13 18:15,16,17 20:22 22:15,23,24 23:10 30:7 33:12 36:10 38:17,20 39:7,8,13 40:5,7,20,23 41:6 48:19 49:1 50:14,18 50:18,25 51:5 52:17 52:19,25 53:7,16,18 68:10 83:6,24 85:7 100:5,16 102:24 103:9,14 106:18,22 107:3 109:23 112:3 115:17,20 motions 11:10 12:21 13:3 37:3 48:5 71:7 83:1 84:15 Motiwala 2:16 9:7,8 9:20 62:17,20,25 112:21 move 10:24 11:5 12:25 13:6,7 14:5 14:10 16:11,11 17:16 18:1 20:13,22 28:4 30:21,24,25 32:12 35:20,22 37:20 40:20 70:8 71:19 75:10 80:21 99:25 100:7 115:19 moved 15:4,5 18:19 20:9 48:19,23 moving 16:1 30:14 41:16 80:21 95:3 100:2 104:10,12 MSD 41:10,14 MSL 3:2 38:16 40:21 41:6 48:24 49:9 50:6 55:20 56:1 58:3 multiple 48:2 74:8 77:15 Murtha 3:4 70:24	Natalee 3:3 70:24 Nathalie 2:4 6:2 24:10,15,16,25 26:20 27:4,5,8 28:9 28:14,17,22 33:11 35:21 39:24 nature 64:8 65:19 near 61:9 nebulous 75:11 necessarily 16:12 38:2 48:6 65:5 68:14 necessary 5:7 14:4 75:5 need 8:11 12:3,16 13:6 17:10 18:15 19:4 25:15 26:8 29:24 30:25 33:7,24 34:2 35:12,12,13,14 35:23 36:6 37:10 38:7 39:4 43:7 52:8 67:21,24 68:8 70:8 71:13 76:22 81:6 86:3 93:9 94:2,3 99:23 100:9 102:24 103:13 106:16 111:19,20 112:3 needed 10:11 20:1 49:8 79:3 needs 20:15 33:13 34:24,25 38:1 64:13 66:19 89:8 101:4 negate 88:7 net 62:3 66:5 never 16:2 85:4 nevertheless 12:19 new 12:21 13:14,20 17:11,18 19:4,19,22 28:16 33:19 35:2 38:4 46:14 56:8,11 56:13 57:9,11 79:11 83:13 86:16 104:16 104:19 106:8 114:10 news 114:4 night 45:8 no-brainer 110:14 nominate 24:9,10 nominated 23:19 24:2 28:21 29:5,10 nominating 23:13,15
--	--	---	---	--

23:17,18,25 24:1 27:18 28:20 29:5,9 31:3 nomination 24:14 nominations 24:6,18 28:19 29:7,11,19 non-agenda 7:5 Non-Traditional 2:17 noon 7:12 99:9 normal 81:19,20 north 2:18 35:5,6 Notary 117:4 note 73:13 109:6 noted 17:17 39:18 notes 48:2,3 117:9 notice 9:6 81:2 110:11 noticeable 110:6 noticed 109:24 notification 102:18 notified 101:7,8 102:21 notify 102:20 notifying 101:2 November 20:10,14 20:23,24,24 22:7,17 number 5:1,4,13,15 7:6,10,21 9:17 10:21 13:7 14:11,12 15:10,11 18:1,2 22:21 23:11,12,22 31:1,2 35:14 40:20 40:21,22 41:7,25 42:1 43:24 48:19 50:14 53:15 55:19 55:20 60:13,13 68:17 74:24 75:23 76:5,16 89:12 92:5 92:20 93:8 100:24 101:15 107:8 111:15 numbers 15:11,12 28:5 69:21 87:13 90:25 91:24 92:15 numerous 36:22	36:21,25 44:22 45:1 45:12 78:4 79:15 80:4 81:9 82:11 88:1 109:13 OCA 53:19 occur 115:3 occurred 7:24 108:8 occurring 109:14 110:21 113:12 October 22:13 72:10 89:15 offender 93:24 offense 112:19 office 2:8 7:23 8:14 8:16,18,20,22,24 9:15 officer 2:14,15 8:5 9:6 62:18 94:17 official 36:22 86:23 oh 9:18 13:18 14:19 17:5 30:15 38:18 48:13,15 84:12 106:22 108:25 109:22 okay 5:5 7:17 11:5 12:23 15:4 16:21 17:22 22:18 24:22 25:6 29:3,9,14 30:9 30:16,16 32:6,16 33:2,18 35:1 36:8 39:4,16 40:6,11,13 40:20 41:5,15,24 42:16,21 43:20 44:9 45:22 46:9,12,24 48:1,4,16,19,22 50:3,14,17,25 51:8 52:7,23 53:4,14,19 54:5,8 55:6,11,14 55:18 59:22 61:5 62:22 63:1 64:9 65:21 68:5 70:5,6 71:1,4,24 72:25 73:6,8,9,14,19 79:9 82:7 83:25 84:12,19 85:8,22 87:9,12 90:17 91:5 92:16 93:12 94:10 95:25 99:7,11,15 100:17 103:15 106:6,17,24 107:3 108:17 109:4 113:13 115:13,16	115:25 116:2 old 15:11 19:21 114:2 Oleg 2:20 8:9,12 10:2 Omar 2:21 9:15 once 6:17 89:1 96:10 one-time 39:23 ones 14:14 51:17 115:2 open 80:17 operate 79:21 81:12 operating 6:22 operational 66:22 Operations 2:12 opinion 61:8 69:6 79:25 87:9 opinions 56:23 opportunities 76:10 opportunity 33:15 85:1 opposed 18:11 21:19 23:8 30:5 38:24 53:9 107:1 115:25 order 20:4 68:8 95:20 orders 108:2 112:25 organization 35:4 63:17 organizations 35:10 111:8 organized 36:12 original 86:17,17 103:9 outcomes 37:21 outlier 80:24 82:4 outside 31:17 35:10 85:10 outstanding 13:3 57:24 over-creating 97:23 overall 78:3 override 113:3 oversight 62:24 Oy 73:21	58:14,24 59:16 61:8 61:9,10 62:16 65:22 82:17 91:12,14,15 107:24,25 paid 114:8 pain 56:24 pane 98:14 panel 90:4 paper 42:6 53:15 112:11 paragraph 49:7 58:7 58:14 59:7,16 61:7 Pardon 40:15 parents 88:6 parking 19:19 parliamentarian 31:7 32:10 33:10 34:1,8 34:14 38:8 39:10,15 39:16,18,21 40:8,9 parliamentary 31:23 32:13,22 33:8 34:20 36:14 37:25 38:9 part 11:7 31:19 39:13 41:19,20,21 52:18 54:14 63:20 73:17 87:10 90:4 93:14,21 94:18 partially 100:24 101:23 participating 88:6 particular 9:23 64:21 74:4 108:11 109:1 partner 70:24 parts 60:7 party 62:23 63:3 pass 57:2 110:18 passed 51:5 passes 18:13 19:19 19:19,21,22 23:10 passionate 75:25 path 30:22 37:6 pay 59:13 63:23 payable 114:9 115:14 paying 60:13 111:24 115:14 payroll 62:2 PCG 115:14 peace 21:18 peer 56:21 pencil 112:11 pending 11:21,23,25	people 47:24 71:2,21 74:9,24 75:6 80:25 101:7 102:10,14 111:22,24 people's 33:8 percent 58:22 76:5 77:6 78:5 79:5 80:8 82:22 86:10 101:13 101:17 103:20,22 103:25 perfect 58:11 perform 58:15,21 59:1,14,16 performed 59:1 114:5 period 72:9,10 77:18 92:10,13,21 101:14 110:12 permission 20:21 permits 18:3 person 10:9 67:17 74:7,11 77:8,9 78:8 78:18 79:2,15 81:7 87:2 personal 63:24 perspective 80:19 pertains 41:20 pertinent 37:18 Peter 2:6 6:12 16:23 phase 89:3,10 Phillips 2:14 8:4,4 81:9 82:10 91:8 94:11,16,17 97:15 98:5 105:10 112:7 112:20 Phillips' 104:2 phone 3:4,4,5 31:20 73:9 74:5 Phyllis 2:5 6:8 16:15 30:11 115:22 physical 19:4 pick 16:17 picture 105:10,14 piece 40:24 51:15 53:11,14 79:11 94:15 piecemeal 45:10 Pinnacle 94:22,23 place 4:24 22:4 31:15 31:23 71:14 78:11 87:23,23 95:22
---	---	---	---	--

98:18 108:6 110:5 111:22 115:1 placed 66:19 plagued 110:3 plan 8:7 45:25 48:7 48:20 49:3,19 50:1 53:25 54:10 81:25 88:22 89:3,13 92:22 92:25 93:4,13,21 planning 7:13 45:15 67:16 plans 89:8,16,18 92:6 92:18 95:8 playing 84:2 please 5:17 11:16 17:1,2,22,24 18:21 19:8,14,20 20:22 22:19,25 23:5,16 24:18 25:4 26:12 29:16,21 39:6,7 48:9,11,12 50:24 70:19 72:17 73:2,15 Pledge 4:13,15,21 5:9 pockets 28:7 point 16:17 17:6 25:22 31:22 57:17 58:1,2 60:6,23,24 61:20 62:16 63:2 67:4 68:15 74:10 80:8 86:2 88:10 96:2,3,3 97:13 105:6 111:7 pointed 101:17 pointing 60:8 policies 11:17 51:2 111:14,16,21 policy 51:15 52:8 53:11 63:16 64:20 65:2 69:3 70:9 position 66:5 83:14 83:18 positions 90:3,11,12 possession 77:8,9 78:8,18 79:2 possible 4:18 71:16 95:23 possibly 22:3 posted 7:22 postpone 4:18 14:9 14:16 18:2 postponed 49:14	potentially 37:21 49:22 Power 95:12 PowerPoint 67:19 PPO 114:17,20 practice 69:4 practice-wise 113:7 practices 95:21 preclude 31:25 prefer 25:7 prepare 49:9 prepared 9:16 103:1 preparing 25:2 64:4 86:14 present 5:23 23:16 77:22 78:1 95:7 107:12 presentation 10:20 49:8,18,23,24 67:24 68:7,9,16 106:11 presented 20:15,18 44:3 51:6 66:15 71:12 107:14,19 presenting 72:8 pretty 57:22 82:22 112:24 prevent 112:10,17 preventative 99:4 prevention 90:9,11 previous 53:1 77:3 83:11 previously 19:14 20:11 53:21 54:15 priced 83:7 primary 58:2 principal 87:6 principal's 87:2 principals 78:15,15 98:20 principals' 86:18 printing 12:11 prior 15:2 17:15 Pritykina 2:12 8:22 8:22 probably 32:18 35:17 50:5 74:16 89:15 problem 75:24 79:4 80:14 88:2,5 101:19 110:3 111:19 problems 80:18 procedural 4:19	procedure 6:22 32:13 32:23 33:9 37:25 38:9 51:16 52:8 53:11 87:10 procedures 11:17 31:23 34:2,20 51:3 58:21,24 65:24 70:10 85:21 86:14 88:18 90:20 107:10 110:17 111:14,16 111:21 proceed 13:9 23:12 23:22 26:11 28:19 29:4,6 83:10 proceedings 4:1 117:7 process 2:25 3:3 25:19 26:8 66:12 78:13,16 79:7 81:17 81:18,20,23 90:1,21 98:13 100:21 104:10,15,19 106:8 109:1,2 112:23 114:10 processes 56:19 78:19 82:14 87:8 88:24 95:21 110:8 procure 115:9 procure-to-pay 112:23 procured 64:16 115:9 procurement 2:22 10:20 49:2,20 64:20 65:2 107:19 108:5 114:1,18,21,24 115:6,8 product 112:13,22 productive 73:25 products 112:15 professionals 89:21 profile 98:15 program 51:1 programs 2:19 95:13 105:12 progress 93:25 96:14 98:17 101:24 progressed 88:10 progressing 91:4 project 42:9 43:9 44:23 83:7 projected 45:18	projects 51:18 properties 21:11 proposed 85:10,12 protect 45:25 46:1 provide 10:19 11:9 19:9,15 35:10 43:5 74:17 90:13 provided 20:3 41:13 41:17,22 42:13,17 42:18 43:2,17 68:3 105:8 providing 11:14 90:9 public 4:5,12,22 5:3 5:14 6:19,25 22:18 22:20 25:19 26:6 31:11 42:25 43:18 96:10,15 107:15 108:21 117:5 pull 98:19 pulled 71:7 83:1 105:19 Punzi-Elabiary 2:24 103:23 purchase 108:2 purchases 113:8 114:7,21 115:2,11 purchasing 63:21,23 64:11 112:15 purpose 66:20 91:2 purview 64:10,17,18 push 103:24 112:12 put 4:10 28:6 35:16 66:17 85:18 94:25 99:3 101:21 108:6 111:21 115:1 puts 25:25 putting 103:10	67:12 75:16,19 76:21 79:10 82:16 91:11 92:24 93:17 96:20 98:7 99:8 110:24 questions 5:17 6:15 10:10,18 11:16 13:22 42:22 50:14 53:12 56:25 57:6 67:9,21,25 68:17 70:7 71:6,25 72:14 72:15 75:13 82:11 86:13 93:8 99:22 100:12 103:1,4,5 105:2 108:13 quick 68:19 85:20 quickly 83:22 quite 11:3 13:25 41:6 42:15 quorum's 4:7
R				
R 1:21 117:4,14 Radcliff 2:11 8:24,24 19:15 raising 33:20 random 62:1 65:11 65:13,16,16,17 69:16,16 rate 64:16 76:6 77:4 77:5,6 78:2 rates 103:22 rationale 89:14 reach 20:6 62:7 95:14 reaching 62:6 react 83:22 read 36:1,2,4,6 41:11 46:15 52:5 60:17 readily 42:7 ready 4:3 19:20 26:3 89:10 104:14,18 reaffirmed 49:1 real 93:22 94:5 realize 63:10 88:19 really 27:16 30:10 36:2 37:18,20 38:4 64:1,7 84:3 85:4 89:24 90:1,7,12 93:17 111:2,6 realtime 90:22 rearrange 27:20				
Q				
qualifications 65:5 qualitative 65:20 quantitative 65:20 quarter 92:2 93:2 quarterly 54:16 55:2 question 4:16,18,19 12:17 34:4 43:23 44:12,20,25 45:13 45:23 46:11,25 47:2 49:5 50:21,23 59:21 59:23,24,24 60:1,4 60:5,12,18,21 63:7				

rearranging 30:11 reason 17:8,16 27:23 28:8 54:20 55:6,9 103:5 108:18 reasonable 58:9 reasonableness 65:7 reasons 83:1 Rebecca 2:2 5:20 Rebecca's 91:7 recap 44:5,15 receive 12:16 32:10 39:14 41:12 51:23 69:6 received 12:10 107:15 receiving 111:4 recited 4:15 recognized 87:24 recognizes 27:21 recommendations 71:11 reconciliations 64:7 record 27:25 52:1 67:6 74:4 77:24 117:8 Recordex 109:18 110:23 recording 78:20 recordkeeping 77:17 79:1 100:23 101:23 records 42:25 43:18 107:15 108:22 recruiting 83:17 recruitment 107:9 recs 64:4 reduce 35:13,14 68:17 89:11 reenactment 47:18 47:22 reevaluated 107:16 referral 84:6 referred 52:10 79:3 94:2 referring 51:17 52:19 52:21 regard 35:11 46:14 regarding 11:16,18 17:20 19:1 20:7,10 33:8 41:21 51:5 107:23 regardless 113:9	Region 2:18 Regional 2:18 regrets 8:7 regular 34:1 74:18 85:14 regurgitated 36:5 rehash 74:23 reimbursed 63:24 reimbursement 42:8 related 10:1 64:3 81:3 relates 60:20 64:19 107:19 relatively 48:23 relay 81:10 relevant 5:7 38:5 relocate 22:4 rely 86:15 remain 49:10 remember 33:19 108:7 109:22 remind 17:19 remove 14:9 repeat 17:24 73:24 93:23 report 7:4,5 23:13,16 42:24 51:4,5,18 52:13 53:17,21 54:15 57:1 67:18 69:10 72:8 73:11,23 85:14 90:18,19 93:6 93:11,25 101:12 102:11 107:5,13,16 107:21 114:19 117:7 reported 23:25 Reporter 1:21,21 3:6 72:16 117:4,14 REPORTER'S 117:1 reporting 1:22 2:20 3:6 8:10,13 69:14 69:20,21 reports 9:5,12,20,20 51:10,13,13 52:7 55:5 86:15 98:19 99:2 101:13 represent 9:10 10:10 representation 61:23 representative 82:20 representing 10:5 request 20:13 21:3	22:14 29:7 43:1,18 51:22,23 84:11 85:5 103:11,12 107:15 108:22 requesting 39:10 101:8 require 66:8 104:4 required 14:12,13,13 16:12 40:21 55:21 56:3,5 57:17 59:12 59:13,19 60:18,20 61:1 66:14 67:1 69:2 70:1 77:7 102:6,19 108:23,24 requirement 54:17 requirements 44:17 76:17 requisite 67:3 Resources 49:19 respect 7:22 10:17 31:2 42:12 45:15 108:10,14 respectively 23:20 respond 12:4,18,20 51:7 53:8 83:4 87:19 response 6:11 9:16 11:9,14,21,24 12:10 12:12 17:21 18:12 18:22 23:4,9 29:13 30:6 41:17 42:10,12 50:15,22 52:4 53:10 53:13,19 54:3,9,20 55:7 76:10 107:2 108:13 116:1 responses 41:8 53:6 responsibilities 19:13 56:7,8 responsibility 66:25 94:8 responsible 58:3 61:11 62:23 63:3 rest 12:20,20 33:16 99:22,22 103:7 restated 38:21 result 85:6 results 43:9 75:20 retrain 104:15 returned 19:18 revealed 25:16,20 26:2,10	revenues 66:3 review 14:14 33:6,6 56:21 64:10,14 65:7 89:7 reviewed 30:13 64:24 reviewing 9:3 42:23 43:22 81:24 106:5 revisit 83:12 RFP 64:22 right 12:2 16:4 18:8 26:17 29:24 38:15 41:5 47:17 53:12 55:17 62:22 69:1,25 71:3 73:8 74:8 75:14 77:13 78:17 78:21 81:6,18 87:1 88:24 92:8 94:19,25 95:19 97:7,25 98:7 99:25 106:15 107:7 109:5 112:1 115:23 rings 82:1 rise 4:13 97:8 risk 3:3,4 58:17,20,20 risk-based 58:16 road 33:4 88:17 97:9 Robert 2:4 6:4 30:1 robust 31:21 83:15 rock 104:7 role 33:19 34:17 roll 5:16 7:25 26:11 29:15,23 92:1 room 1:10 20:12 21:4 21:4,9 22:5 25:4 31:19 60:22,22 70:21 71:3 72:1 73:11 74:5,7 80:11 100:10 rooms 22:10 rounding 44:24 RSM 3:4,4,5 51:5 53:19 54:4,12,24 55:4 70:17,19,23 72:4,19 73:3,14 74:10 76:15 77:23 79:13 83:5 85:15 86:13,20 rubble 45:10 rule 105:19 rules 29:25 63:16 105:7 run 22:15 28:23	running 17:15 Ruth 2:2 5:18 82:8 85:22 RYAN 2:21 S safeguards 101:21 safety 2:15 46:9 85:25 96:22 sample 65:11 69:16 72:11 77:2 82:19,21 87:20,20 90:18 samples 65:13 72:11 77:4 sampling 58:22 65:9 83:10,16 sat 31:16 36:22,24 satisfied 75:20 86:25 satisfy 84:1 save 59:4 saw 71:10 77:4 110:22 saying 16:6 28:1 31:10 44:15 54:19 97:20 says 12:6,9 44:21 54:12 schedule 30:15 51:12 scheduled 11:10 13:2 13:12 scheduling 74:13 school 1:1 19:4,12 21:10 24:4 25:12 28:17 30:2 45:16 49:9 56:2 61:10,22 72:9 77:7,10,12,19 80:22 88:25 89:17 89:22,25 92:11,13 95:24 96:5,9 104:3 104:6 110:4 school's 77:7 schools 2:17 11:20 43:24 51:1 77:17,23 81:24 89:5,12 90:13 96:10,15 scope 37:5 59:7 68:23 86:14 93:18 97:14 110:2 SE 1:11 seat 25:25 second 13:15,16
--	--	---	--	---

14:20 15:6,7,8,19 15:23,24 16:22 18:18 20:22 22:24 23:1 32:14 33:13 51:15 58:1 72:8 87:12 100:6,15 107:25 115:21 secondary 77:19 86:2 seconded 15:20 16:23 16:25 18:19 seconding 115:22 secretary 2:11 87:2 Security 2:15 see 5:14 9:7,13 11:5 21:4,13 32:24 41:6 43:13,14 50:18,22 62:4 63:21 66:6 71:17,20,21 75:21 87:6,23 91:2 93:7 94:10 96:25 104:5 107:21 108:2 110:14 113:14 114:7,11,14 seeing 27:13 29:14 71:11 92:25 98:24 108:19 109:11 seek 4:22 5:12 20:22 22:9,11 seen 44:16 51:12 63:12 114:15 segment 67:23 SEIFER 2:25 selected 65:14 self-explanatory 48:23 send 8:6 19:6 35:23 35:24 36:3 103:5 sending 105:1 senior 3:2 55:25 96:5 sensitive 14:6 sent 20:20 94:24 separate 74:16 79:13 88:24 92:15,19 98:9 98:10 September 22:12 serious 82:23,23 88:2 92:14 serve 20:3 34:17 serves 96:21 service 1:22 35:11 services 2:22 65:3	90:6,10 98:22 101:8 serving 8:5 30:19 SESIR 96:24 97:18 104:1 set 66:7 95:9,10 98:20 setting 12:23 seven 100:1 share 58:18 61:14 Shaw 2:5 4:16,17,20 5:5 6:8,9 10:22,23 13:22,23 14:7,16,19 14:23 15:1,5 16:10 17:4,6,17 18:6,18 18:20 20:25 21:2 26:22,24,24 27:2,3 32:14 33:11 35:2,4 36:23 37:22 38:17 39:12,24 40:2,4 41:1 43:20,21 44:6 44:15 45:23,24 57:8 57:9 59:21,22,23 60:5,11 73:10 74:1 74:2 91:18 99:7,10 99:14,16 100:7 103:3,10,13 106:18 109:5 110:24,25 111:11 112:6 115:21 sheer 93:8 sheets 65:25 SHELLEY 2:19 Shim 2:21 9:15 12:19 42:14 shocking 34:16 short 67:18,23 99:13 shortened 33:4 show 34:22 showed 77:21,25 81:21 shown 69:22 75:21 81:17 shows 81:19 108:1 sic 24:11 side 71:20 sight 99:21 signature 78:2 81:22 signatures 86:18,23 signed 77:12 78:8 87:1 significant 69:8	silos 79:22 81:12 similar 67:4 simply 36:13 simulation 47:22 single 31:8 34:21 58:23 65:10 69:15 70:3 78:7 sit 31:18 75:11 sitting 38:8,10,16 45:11 54:24 60:19 80:4 situation 75:5 85:6,9 85:13 95:2 situations 96:16 six 13:24 39:5 87:22 88:16 97:9 110:12 six-month 110:12 size 82:21 slash 40:14,17 sleep 103:21 slowly 72:21 SMART 51:1 Smith 2:21 9:22 software 94:22 105:12 solvent 66:1 somebody 30:19 33:23 34:2,17 38:2 38:10 75:10 79:25 83:21 97:1 sorry 13:18 15:1 26:25 29:24 38:18 47:23 57:14 72:17 91:16 102:8 106:23 111:11 sort 53:6 68:16 71:9 105:10 sound 54:11 sounds 101:24 South 1:22 spades 51:14 speak 5:1,4 6:19,21 7:3,4,5,6,12 10:3 94:14 113:15 speaker 6:25 speakers 4:5,12,22 5:3,15 6:19 22:19 22:20 Spec 2:11 special 99:25 100:8 102:25 105:15	Specialist 2:12 specific 7:4 57:5 59:10 61:20 65:19 specifically 67:11 105:21 109:16 speed 104:18 spend 60:21 85:3 spent 42:3,7 93:11 spirit 105:2 split 25:24 30:22 110:16 112:25 spreadsheet 42:6 44:2 staff 2:8,13 5:14 20:4 20:6 22:19 37:11,16 75:16,19 76:7 82:4 83:21 85:20 87:16 89:21 95:16 staffing 53:17,21,25 54:9,14,15 staffs 11:20 stance 69:10 stand 51:18 54:2,19 55:7 88:8,16 standard 6:22 56:19 58:12 103:20 standards 55:22 56:6 56:9,9,12 59:18 standing 4:25 31:7 112:22 standpoint 31:11 45:18 112:10 stands 90:20 start 4:7 14:25 17:11 17:13 28:2 33:9 45:8 67:23 71:25 72:5,7 106:5 started 14:24 78:14 104:14 114:1 starting 17:7 84:23 state 41:14 61:17 73:2 97:22 102:6 104:8 105:22 117:2 117:5 statement 49:12 58:8 66:19,23 73:16 statements 56:16 66:16 69:23 states 80:13 82:18 status 19:9 statute 89:7 102:6	107:11,20 statutory 76:17 stayed 92:21 stays 40:11 stenographic 1:21 117:9 stenographically 117:7 step 86:16 87:25 steps 102:15 stickies 71:6 Stoneman 96:22 stop 34:24 99:8 stopped 115:4 story 112:16 114:4 114:12 strategy 83:12 85:19 Strauss 2:15 6:10 75:25 streamline 34:23 73:23 streamlined 27:14 strictly 65:5 strife 27:25 28:2,3 30:21 striving 86:9 87:16 structure 57:3 struggling 43:24 93:20 stuck 32:12 student 77:19,21 78:1 79:3 81:16,18,21 89:8,10 90:6,20 96:5,24 97:10 98:11 98:15,21,25 students 45:6,12 46:7 81:25 89:14,18 90:14 92:6 95:6 98:20 study 79:4 stuff 13:6 45:11 67:4 88:4 95:11 subcontractors 58:4 subject 7:3 49:10 submitted 44:4 46:14 subscription-based 56:14 subsequent 80:12 sufficient 69:19 suggest 13:7 36:10 39:19 42:25
---	--	--	--	--

suggestion 30:12	table 15:22 16:5	thank 7:19 9:1 13:18	85:9 88:21 91:5	93:10 101:14,18,18
suicide 90:11	91:17,20 99:24	16:20 17:5,25 18:25	92:23 93:17,23	114:11
Suite 1:22	100:7 102:24	23:21 24:8,22 27:7	99:13 105:11	timeframe 45:14
summarize 105:4	106:21,22 107:25	30:11 32:4,15 34:25	106:15 108:22	timeframes 38:15
summary 103:19	tabulate 28:10	42:24 55:24 61:3,5	109:25 110:2,5	timeline 108:1
summer 45:2 90:7	tabulation 29:8	65:21 67:6,7,8 70:6	111:1,18 112:3	timely 17:16 43:12
summertime 45:20	take 5:16 7:15,24	70:11,12,15 71:1	113:19	87:1
Sun-Sentinel 108:22	10:10 13:24,25 25:1	84:17 85:7 91:21	thinking 36:16 48:7	times 21:8 53:6
Sunshine 25:9 31:12	25:12 31:23 40:23	94:16 99:18 113:16	59:25 67:15	111:15
31:24 32:13,24	110:20	113:23 114:2	third 52:10,12 92:7	timestamp 7:12
33:24	taken 14:7 94:20,21	115:13 116:2	thought 43:7 46:13	Timothy 1:21 117:4
super 64:3	102:15	thanks 99:17	52:17 67:25	117:14
superintendent 2:15	takes 67:20	Thanksgiving 20:19	thoughts 76:7	title 62:21
2:16,17,18 62:20	talk 45:5 63:8	theirs 50:7	thousand 64:13	today 9:15 16:12
81:10	talked 78:16 101:1,1	themes 105:4	threat 2:23,24 70:9	23:18 43:3,7,16
superintendent's 8:6	talking 9:18 12:7	theoretically 40:22	76:2 77:16 79:23	67:22 74:22,25 75:8
supplemental 66:14	67:13 71:21 83:8	thereof 117:9	84:14 87:24,25	87:22 89:16,18
support 2:12,21 9:19	114:13	thing 16:14 25:10	88:15,25 89:6 90:9	96:14 99:17,19
69:19,20 98:22	Task 44:11	27:16 35:18 38:9	92:5,10,20 93:2,3	101:4 108:24
113:20	Task-Assigned 2:12	45:25 52:11 63:18	97:1,8,19,23 98:10	today's 9:4 14:14
supporting 80:25	teacher 77:18,20	68:19 86:5,8 87:15	98:17 104:4,11,12	told 79:9
supports 89:9,9	teachers 45:7 46:7	91:13 98:23 101:10	105:18,20,21	tomorrow 47:18
90:13	78:23	102:8,17 110:13	threats 82:23 84:10	TOOMER 2:17
supposed 6:22	Teaching 2:16,17	112:18 113:1	87:19 92:14	top 10:25 11:6 86:1
sure 5:6 12:17 14:3	team 19:25 79:4	things 9:19 20:20	three 39:5,5 46:21	topic 99:21
15:9 17:19,25 22:4	81:23 83:14 88:3	27:14 31:25 32:12	88:16 97:19 105:11	torn 46:19
28:25 41:10 43:5	89:6,10 92:11 95:20	35:12 37:12 49:2	110:11,13	totally 101:25
49:13 51:25 53:8	98:13 103:24 104:2	50:9 57:18 58:1	threshold 64:23	track 88:1,18 94:6,13
54:10 61:2 63:14	104:2,14	62:11 64:3,7 66:10	thresholds 95:14	96:6,8
65:25 70:14 73:17	teams 92:13 95:19	68:24 71:11 80:23	112:25	tracking 96:3,4,8,12
80:11 82:22 86:7	tear 47:13	83:2 88:20 93:9	throwing 28:2	trail 113:4
95:17,21 97:17,25	tech 113:9,20	94:13 100:20,24	Thursday 1:14 21:19	training 19:5 32:10
98:3 101:6 102:2,13	techniques 62:13	101:1,15,22 102:4,5	21:22 22:17	39:12,14,17,20,21
102:15 109:2 110:4	technology 56:15	102:9 103:19	Thursdays 21:7	40:8 78:23,24
111:4,10,17 112:11	72:25 94:15 112:8,9	110:13 112:9,17,24	tick 90:25	trainings 78:21
113:11 114:22	113:7	113:5,12 114:14	tie 88:22 91:6	transaction 58:23
115:2	TED 2:17	think 6:17 13:3 14:11	tiebreaker 27:11	65:10
suspected 61:12	tell 51:9 54:4 62:11	16:15,23 17:9 21:15	tied 65:5	transactions 58:16
suspicious 61:18,25	91:1 103:23 104:21	21:25 22:2,6 25:9	TIM 3:6	69:15
switch 73:19	telling 88:13	25:13 26:19 27:15	time 6:17,18 7:2 9:25	transcript 117:8
system 2:12 47:15,16	terms 41:16 44:13	27:17 29:19 30:23	11:11,24 12:11 13:1	transfers 94:23
59:9 80:7 86:16,21	60:17 71:8 77:21,25	32:22 33:3,7,21	13:23,25 14:6,8	transitioning 17:10
87:5,10,11,17 88:13	77:25 78:17 81:15	36:11 37:7,22,23,25	17:13 18:3,8 21:15	71:2
89:5,14,22 95:4,5,9	82:13 94:13,23,25	38:7 39:9,21 43:4	21:17 22:8,18 39:23	transmit 53:16
98:8,9 99:6 114:6	terrific 27:15	47:18 48:2 51:12,24	47:25 48:25 50:7	Transmittal 91:18
systemic 83:2 93:9	test 59:5,8,12,19	52:5 53:17 57:16,22	51:25 56:3 59:4	transmitting 93:6
96:7,13	65:18 69:2,10,13,14	57:23 60:14 63:4	60:22 67:1 72:20	106:20
systems 114:24	70:4	66:17 68:7 71:13,20	74:9,12,23 75:4	transparency 105:2
systemwide 97:21	testing 58:22 59:8	72:23,25 73:21 74:2	78:12 79:25 81:19	travel 22:1
	64:19 82:21 83:16	75:11 76:22 79:15	82:3,24 83:3 88:14	trend 66:6
	tests 58:25 59:2,17	82:8 84:2,25,25	90:23 92:9,13 93:10	trickier 71:5
T				

triggers 95:11 trouble 62:10 91:16 true 117:8 try 4:10 19:25 22:11 72:6 74:14 110:7 trying 13:5 27:20 60:24 73:22 112:24 Turso 2:6 6:12,13 13:15,17,18 15:7 16:25 27:10 28:12 39:2 48:14 63:7 64:9 65:13,21 two 10:15 14:2 24:23 31:2 39:4 42:1 46:20 49:25 60:13 77:3 81:14 88:24 93:24 tying 25:23 type 65:2 95:2,11 97:16 98:23 108:8 110:15 types 99:2 113:11 typically 63:21	updated 10:20 updates 92:25 upstairs 21:9 usage 68:22 use 67:15 user 114:19 115:10 usually 33:17 115:17 utilize 19:20 Utilizing 15:11	Wanda 2:11 8:24 want 7:11 10:19 13:4 14:3 17:6 19:2 20:6 26:5 27:12,16,25 30:18 32:1,18 33:14 36:2,4,9,17 38:8,20 43:14 47:12 53:8 57:18 60:6 65:17,18 67:5 68:2 71:24 72:5,12 76:9,24 78:4 79:11,16 86:9 91:8 97:25 99:21 100:21 102:12 106:8 109:2 114:22 115:5,12 wanted 4:10 5:11 11:7 62:16 63:1 84:4 Warehousing 2:22 wasn't 43:25 49:6 64:25,25 73:17 85:18 waste 11:24 wasted 50:7 way 5:1 15:2,13 17:14 30:25 36:10 36:10,13,16 40:18 58:19,19 71:12,20 88:8 90:1 93:25 94:6 96:6,13 99:18 102:2,13 104:22 114:8 ways 31:4 we'll 21:12 26:11 33:6,6 48:24 82:4 83:21 95:5 98:12,14 99:1 113:1 we're 5:16 12:7,23,24 14:8 17:7,8,9,14,16 25:11 27:23,24 28:1 29:15 30:15 32:11 32:11,20 33:3 35:2 36:7,24 37:11,14,23 39:9 50:7 51:17 55:16,18 56:1,25 59:12 60:13 66:1 69:2 70:1,21 71:2 71:11 72:25 73:22 74:14,15 76:10 78:4 78:19 80:9,20 82:13 83:17 84:2,23 85:5	85:8,11 86:6 88:13 90:7 91:4 93:6 95:3 95:7,18 97:17,25 98:24 100:2,10 101:8,21,24 102:13 104:12 106:19 108:18,25 109:11 111:3,23 114:25 115:19 we've 5:8 11:1,1 21:6 21:7,9,10 28:5,6,6 30:9,9 35:7 37:12 48:19 67:13 74:8 75:4 78:14 83:17 89:23 97:11,11 99:14 104:14 114:15 weaknesses 69:8 website 7:23 12:14 42:20 week 20:18,19 22:1 weeks 45:19 welcome 71:1 84:18 welfare 46:10 well-being 46:10 well-versed 33:23 wellness 46:6 went 49:25 71:6 81:21 83:5 91:7 114:5 weren't 79:4 west 21:12 wherewithal 37:24 wide 62:3 widgets 64:13 wish 7:3,3 withdraw 22:14 witnessed 27:18,19 wondered 44:7 word 40:9 wording 39:6 52:17 words 91:16 109:12 work 35:4 37:5,16 44:22 59:5 62:8,8 73:7 83:15 87:17 95:18 104:2,5,21 105:13 106:9 107:9 111:9 115:6 workforce 96:11 working 73:22 76:8 76:11 79:24 80:1	82:2 87:10,11 98:12 112:17,20 113:10 114:25 works 26:3 workshop 50:4 wouldn't 110:19 wrap 99:15 WRIGHT 1:10 write 73:12 100:21 writing 51:24 52:5 written 25:8 53:6 104:9 wrong 69:18
U	V		X	
			Y	
Uh-huh 10:13 unanimously 18:13 107:4 unanswered 93:8 understand 5:2 31:5 31:13 37:10,17,24 44:1 57:16 58:13 60:2,23,25 74:6 75:9 79:20 80:12 understanding 59:11 70:2 75:12 81:1 understands 37:15 61:1 underwent 56:18 unduplicated 91:22 unexpected 44:13 unfortunate 111:7 Unfortunately 47:6 unintended 45:17 unit 90:8 unite 30:23 United 3:6 unnecessary 33:22 35:15,22 upcoming 56:8,10 update 40:22 51:2,15	validate 69:12 variables 99:6 various 20:5,17 61:25 Veda 90:3,5 vehicle 115:9 vendor 69:17 112:13 verbal 26:11 verbiage 114:19 verifying 78:17 versus 44:3 56:7 vey 73:21 vice 23:20,24 24:3,19 28:20 29:4,10,11,20 30:1,8 38:25 view 62:5 violations 96:24 virtually 100:11 voice 74:19 99:18 113:23 voluminous 42:15 vote 12:24 15:9 16:7 17:1,23 18:8,23 23:5 25:1,23,24 26:4,13,20 27:6,17 28:12 29:21,22 30:22 31:4 33:14,14 36:25 37:2 voted 16:2 40:24 votes 25:4,7,17,18,18 26:9 28:11,13,15,15 voting 12:24 25:11 37:11 vouching 58:23		yeah 5:5 10:24 21:3 25:17 28:12 39:9 40:7 42:23 43:21 44:6,7 47:19 48:1 49:17 54:2,23 57:13 57:15 61:2 66:2 68:19 73:4 96:1 98:5 106:13 109:6 110:25 year 19:4 24:4 28:17 30:3 45:16 51:4 52:14,20,21,22 53:3 56:3,10,12,19 57:10 69:15 70:3 72:9 74:23 75:3 80:22 83:13,19 88:17 89:17 90:3,12 95:22 95:24 98:13 years 46:21 66:6 89:24 90:2 109:9 110:19,20 111:5,16 Yesterday 78:14	
	W		Z	
	wait 14:20 29:18 32:19 walked 31:19 Wallace 3:3 70:25 Walsh-Lynch 24:10		Z 37:8 zero 103:22,24 Zoning 67:16	
			0	
			0 37:9 02 48:14	
			1	
			1 42:6 91:12,15 101:17	

1.3 44:23,24 10 13:21 14:11 15:11 17:10,13 18:2 28:3 40:22 81:21 99:11 104:3 110:18,20 111:5 10:00 7:13 10:35 38:16 10:36 38:16 100 58:22 72:11 78:5 80:8 82:21,22 86:9 87:20 103:20 11 101:12 119.0725 107:11 12 4:8 14:12 99:10,11 12:05 115:17 12:06 1:15 116:3 12:15 4:9 12th 72:10 87:21 13 14:12,17,24 15:1 107:8 14 9:19 14:17 15:1,2 15:12,16 18:3 14th 80:11 117:10 15 14:17 15:1,13,16 16 14:17 15:2,13,16 16th 20:10,24 22:17 17 9:17 13:7 15:4,5 15:10 16:1,11 18:2 40:20 41:7 53:15 115:3 17th 20:14,24 18 4:11 10:21 14:17 15:15,16 41:25 115:3 18-year-old 96:4 19 14:18,19 15:14,16 115:3 1a 41:9,10,11 48:2,16 1b 48:4,6,11,13,16 1st 72:10 104:13 106:10 2 2 48:20 50:14 20 14:22,23 15:16 18:3 50:13 80:15 81:3 2013 108:18 2016 114:1 2023 1:14 20:24 72:9	89:19 117:10 2024 24:4 45:21 52:24 104:13 106:10 21st 89:19 22 22:22 22-23 52:15 225 35:18 23 87:21 23-24 30:2 24-25 95:23 25 37:12 41:13 25th 19:8 27th 7:23 3 3 1:14 7:21 3/8/22 91:25 300,000 85:16 33301 1:23 34 92:2,14 35 77:3 38 75:23 76:5 77:1 3a 12:7 50:18 53:12 3b 53:14 55:18 3rd 1:11 75:2 4 41 84:6 417 89:18 43 76:5 77:6 78:3 79:5 45 60:19 76:5 97:18 5 5 5:1,4,13,15 7:6,10 500 1:22 543 104:10 105:9 6 6 22:21 23:11 58:1 6/8/22 92:1 60 37:9 600 1:11 600,000 44:22 45:18 633 1:22 68.10018 105:20 68.10019 105:21 6a 106:3 7 7 23:12 30:9 59:16	61:8 82:17 71 91:25 92:6,9,10,12 92:17 72 87:19 72-hour 101:12 8 8 23:23 30:9 61:9 62:16 87 56:20 8th 77:25 92:7 9 9 40:21 65:23 9:30 31:15 9:45 17:8 9:57 1:15 90 77:14 96 56:14 57:12 9a 84:11,12,16 9b 84:9		
--	--	--	--	--