

SCHOOL BOARD OF BROWARD COUNTY

AUDIT COMMITTEE MEETING

KC WRIGHT ADMINISTRATION CENTER

BOARD ROOM

600 SE 3RD AVENUE

FORT LAUDERDALE, FLORIDA

THURSDAY, DECEMBER 4, 2025

9:41 A.M. - 11:06 A.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. MARY FERTIG, Chair
MR. ROBERT MAYERSOHN
3 MR. ANTHONY DE MEO, CPA
MR. ANDREW MEDVIN, CPA
4 MR. LEW NAYLOR
MS. B. JILL BARON
5 MR. CHRISTOPHER UPTON
MR. NICOLAS KOLLIAS
6 MS. RACHEL ROSAS

7 OFFICE OF THE CHIEF AUDITOR STAFF:

8 MR. DAVE RHODES, Chief Auditor
MR. MARK MAGLI, Executive Director, Audits
9 MS. NAKIA GOULDBOURNE, Manager, Internal Funds
MS. RAYSA LUGO, Manager, Internal Audits (Task Assigned)
10 MR. BRYAN ERHARD, System Support Specialist II
MR. DEREK TILLMAN, Executive Secretary
11 MS. OCTAVIA ALLEN-HARDAWAY, Clerk Spec C

12 DISTRICT STAFF:

13 MR. ALAN STRAUSS, South Regional Superintendent,
Teaching & Learning

14

INVITED GUESTS:

15

MR. TIM BASS, Court Reporter, United Reporting

16

17

18

19

20

21

22

23

24

25

1 Thereupon, the following proceedings were had:

2 - - -

3 MS. FERTIG: So, sorry. I am here, and we're
4 going to call the meeting to order; if that's
5 okay.

6 And why don't we go around and introduce
7 ourselves because we used to do that.

8 MR. MAYERSOHN: Bob Mayersohn, Audit
9 Committee Member.

10 MR. DE MEO: Hi. Anthony De Meo.

11 MR. UPTON: Good morning. Chris Upton.

12 MS. ROSAS: Rachel Rosas. Audit Committee
13 Member.

14 MS. BARON: Good morning. Jill Baron.

15 MR. MEDVIN: Good morning. Andrew Medvin,
16 Audit Committee Member.

17 MR. NAYLOR: Good morning. Lew Naylor.

18 MS. FERTIG: And I'm Mary Fertig. And I just
19 want to welcome you to our committee. And who
20 appointed you? I should have asked.

21 MS. ROSAS: Lori Alhadeff.

22 MS. FERTIG: Okay. Well, great. We're glad
23 to have you here. This is a great committee.
24 You're going to have a lot of fun.

25 Okay. I am going to start with -- no, we

1 haven't introduced everybody yet. We have to go
2 around and introduce everybody else.

3 Dave, do you want to introduce all your staff
4 and then we'll --

5 MR. RHODES: I'm sorry, I missed that last
6 part.

7 MS. FERTIG: Do you want to introduce -- do
8 you have anybody to introduce?

9 Well, Mark can introduce himself.

10 MR. RHODES: So I'll start. Where my staff
11 is concerned, I'll start and say I'm Dave Rhodes,
12 the Chief Auditor.

13 MR. MAGLI: Mark Magli, the Executive
14 Director of Audit.

15 MS. GOULDBOURNE: Nakia Gouldbourne, Internal
16 Funds Manager.

17 MS. LUGO: Raysa Lugo, Office of the Chief
18 Auditor.

19 MS. HARDAWAY: Octavia Allen Hardaway.

20 MR. RHODES: Microphone?

21 Derrick is the Executive Secretary, he
22 stepped out for a moment, and then we have Bryan
23 Erhard, and he is our technology specialist
24 within. And the microphone was off so that's
25 Octavia --

1 MS. ALLEN HARDAWAY: Allen.

2 MR. RHODES: -- Allen in the back. And so
3 let's move on to the committee members.

4 MS. FERTIG: Okay. So, and we have our
5 exceptional court reporter who keeps us straight
6 so when we forget what happened last meeting we
7 can just go back and look. So, welcome.

8 Okay. I'm going to go to the agenda and,
9 please, join me in the Pledge.

10 (Pledge of Allegiance was recited.)

11 MS. FERTIG: Okay. And we introduced
12 ourselves rather than roll call, but if you want
13 to do the roll call, that's good.

14 MR. RHODES: I think that what we've done
15 will suffice. I just wanted to make sure that we
16 take a moment to welcome our new audit committee
17 member, which is Rachel Rosas and she is
18 appointed by Board Member Lori Alhadeff.

19 MS. FERTIG: And we've already told her how
20 fun our committee is, so try to, you know --

21 MR. RHODES: Just prepare.

22 MS. FERTIG: Okay. You have an agenda in
23 front of you. Is there anything anybody wants to
24 add to it; any changes; anything before we get a
25 motion to adopt?

1 (No response.)

2 MR. NAYLOR: Motion to adopt.

3 MR. MAYERSOHN: Second.

4 MS. FERTIG: Okay. Any discussion?

5 (No response.)

6 MS. FERTIG: All in favor?

7 COMMITTEE MEMBERS: Aye.

8 MS. FERTIG: All opposed?

9 (No response.)

10 MS. FERTIG: Great. We have an agenda. And
11 do we have public comment?

12 MR. RHODES: I apologize. Can you repeat?

13 MS. FERTIG: Do we have public comment; do
14 you think?

15 MR. RHODES: No, we do not.

16 MS. FERTIG: Okay. All right. So we're up
17 to the approval of the minutes from October 30th.
18 Fortunately, we have someone who keeps excellent
19 track of everything we do, so are there any
20 changes; any corrections?

21 MR. DE MEO: If you give me a minute, there's
22 one word that I don't understand. I don't know.
23 Let me see if I can find it here.

24 Okay. It's on -- yeah, okay. It's page 14,
25 line 11. Yeah 11. And it says what is it, RANC

1 or something? And we were referring to the
2 management of the bond where we hired consultants
3 and so on. Does anybody know what that word
4 should be?

5 MR. MAYERSOHN: You said it.

6 MR. DE MEO: Apparently I said it, but I
7 don't know what RANC is. And I don't know how
8 important that is, but -- if anyone's familiar
9 with the acronyms we use for the bond management
10 and consultant firms? If not, I think we could
11 just move on.

12 MR. RHODES: I did not catch that in my
13 reading of this, but we could always go back and
14 look at the Teams video and look at that for a
15 more clearer version of that and update that if
16 you'd like or we can pass it as it is and we
17 can --

18 MR. DE MEO: Yeah, don't -- don't --
19 everybody's busy. I don't think it's that
20 important.

21 MR. RHODES: Materially, it doesn't seem to
22 do anything that creates a problem.

23 MR. DE MEO: That's fine.

24 MR. RHODES: Okay.

25 MS. FERTIG: Okay. Any other corrections or

1 additions?

2 (No response.)

3 MS. FERTIG: All in favor?

4 COMMITTEE MEMBERS: Aye.

5 MS. FERTIG: Opposed?

6 (No response.)

7 MS. FERTIG: Thank you. And now we will go
8 to Housekeeping - Ethics Training. How are we
9 doing, Dave?

10 MR. RHODES: We have one individual that we
11 are going to provide a reminder and find out
12 what's going on with that before the close of
13 today's business. We'll just do that discreetly
14 on the side.

15 MS. FERTIG: Okay. Great. Thanks.

16 All right. So we are down to the Audit of
17 Payroll Policies and Procedures of Selected
18 Locations and we'll turn it over to you.

19 MR. RHODES: Okay. So we have a clean
20 follow-up audit that did not require management
21 responses and all the items that were previously
22 outstanding have either been corrected or have
23 been addressed appropriately.

24 If there are any questions from the
25 committee, our operational manager for those

1 audits is not available today, but we have Ms.
2 Nakia Gouldbourne who is, by the way, in addition
3 to being the manager, she is currently the acting
4 director. So she has some ability to answer any
5 questions that you might have if there are any on
6 that audit.

7 MS. FERTIG: Yes, Lew.

8 MR. NAYLOR: I have a general question. We
9 are seeing some things about policies and
10 procedures not being followed. Are there any
11 consequences for these actions or lack of
12 actions?

13 MR. RHODES: Certainly none that the Office
14 of the Chief Auditor would be able to dole out,
15 but that would be the responsibility of the
16 Superintendent and the Superintendent's staff
17 depending on how they saw that.

18 MR. NAYLOR: Do we have a representative?

19 MR. RHODES: Sure.

20 MR. STRAUSS: Alan Strauss, South Regional
21 Superintendent. In regards to your question,
22 from a school-based standpoint, that's all I can
23 speak about, I can't speak for district's
24 departments, but for school-based, obviously,
25 yes, there is always potential, depending on what

1 the situation is. So as audits come in, whether
2 they be in payroll, property & inventory,
3 anything else, we have conversations with the
4 principals, we have informal and formal
5 situations of that nature and it can lead to
6 eventual progressive discipline.

7 MR. NAYLOR: Okay. Thank you.

8 MS. FERTIG: Anything else, Lew?

9 MR. NAYLOR: No.

10 MS. FERTIG: Any other comments?

11 MR. DE MEO: Real quick.

12 MS. FERTIG: Go ahead.

13 MR. DE MEO: The scope seems to be review of
14 the policies. And I think we talked about this
15 before. Does the audit plan for the year include
16 testing some of the data and the efficacy of the
17 data?

18 MR. RHODES: Yes, it does. In addition to
19 looking at compliance with the policies, it does
20 test the data where these payroll reports are
21 concerned. The operational group looked at
22 things other than just payroll, but the answer to
23 your question is, yes.

24 MR. DE MEO: So this really didn't cover
25 testing, it's just reviewing the policies?

1 MR. RHODES: Indirectly, it did, because it
2 was a follow-up to a prior audit that did test.
3 So we're now looking at what is the outcome of
4 any of the discrepancies that we found the first
5 time around.

6 MR. DE MEO: Okay. So just a follow-up.
7 Attributes such as authorization to pay the
8 right, correct salary, correct withholdings, that
9 the employee is a valid employee, was that part
10 of the testing or is that something we're going
11 to do in the future?

12 MR. RHODES: As you -- when you look you can
13 see that there are different areas that were
14 looked at at different parts of the timeline.
15 And so in certain ones I know that that was a
16 part of the testing, but I can't say,
17 specifically, that was a part of the testing for
18 every one of the items that are listed in that
19 report.

20 MR. DE MEO: Okay. Because I think we had
21 some concerns about overtime, that type of thing.
22 So that might be something to see in the future,
23 I guess.

24 MR. RHODES: I would ask Ms. Gouldbourne if
25 she has anything to add to that.

1 MS. GOULDBOURNE: We do do a review of some
2 of the overtime and approval of overtime when we
3 do the review of the school locations. And there
4 is an ongoing audit now that they're also doing a
5 more comprehensive review of, an overall of the
6 district and that level of overtime and so forth.

7 MR. DE MEO: Thank you.

8 MR. RHODES: And just one last comment with
9 regard to a larger payroll audit that was
10 requested by the audit committee. We're doing a
11 larger look at the district as a whole, sampling
12 school locations as well as department locations.
13 And at some point in the near future we're going
14 to be bringing forward an audit that's going to
15 be looking at that and identifying the various
16 areas that you just talked about being tested and
17 then some.

18 MR. DE MEO: Great.

19 MS. FERTIG: Yeah, Mr. Mayersohn.

20 MR. MAYERSOHN: This is probably for Mr.
21 Strauss because he's the only one here from, I
22 guess, district-based order school-based.

23 Do we have any idea when the district and
24 schools will be going to an electronic format as
25 opposed to paper and pencil? Well, like, for

1 example, it says, you know, need a form; is that
2 submitted electronically or is that something
3 where I get a pencil and I go, Mary Fertig, I
4 approve her for one hour of overtime?

5 MR. STRAUSS: Yeah, right now the overtime
6 process is manual to an extent. There is a form
7 that actually can be filled out. But it is
8 manual, still. I know the -- I can't speak for
9 IT, but there is discussion in regards to the
10 software programs that they are looking at
11 utilizing with the ERP systems and I know that's
12 currently up for review right now to determine if
13 they're continuing on one -- the platform that we
14 have or switching to a different platform. I
15 know there is a discussion within there to
16 especially in today's technological world, get to
17 the point where it's not the paper and pencil and
18 it's more everything --

19 MR. MAYERSOHN: Because I would think that
20 would help in internal controls as opposed to, I
21 lost the paper, or I sent it to you, or I didn't.
22 This way it's electronic, press the button, send,
23 and somebody is there to say, yes, received, and,
24 yes, approved?

25 MR. STRAUSS: Yeah.

1 MS. BARON: Quick follow-up question for you.
2 Until we are electronic what process is in
3 place in order to stop a payroll from being
4 processed if it hasn't been approved? I'm
5 looking specifically at Quiet Waters. Do we know
6 anything?

7 MR. STRAUSS: I'm not -- Quiet Waters doesn't
8 happen to be one of my schools, so I'm not
9 familiar with what the situation was there.

10 MS. BARON: And I know it was a while back.

11 MR. STRAUSS: Yeah, so it's difficult for me
12 to respond. I just don't know what the audit
13 finding on Quiet Waters was. I apologize.

14 MS. FERTIG: Dave, can you speak to that?

15 MR. RHODES: I would turn that over to Nakia.

16 MS. GOULDBOURNE: For payroll processing, no,
17 there isn't. I think they're paid based on
18 salary and then the adjustments are made based on
19 the approvals that are done on paper based. So
20 when you see retroactive, like was part of the
21 findings, is that they have to go back and
22 retroactively fix whatever was in payroll that
23 they didn't put their paperwork in timely. So --

24 MS. BARON: But they're supposed to be
25 approved prior to being paid?

1 MS. GOULDBOURNE: Yes. Yes. For instance,
2 one of the findings is that overtime has to be
3 approved prior to being performed. And so some
4 of the findings are that, okay, you know,
5 overtime was done, but there was no prior
6 approval. So, yes, they're supposed to have
7 prior approval. So if they're not, then it's
8 retroactive. So that is paper based.

9 MR. RHODES: And for clarification, the
10 exercise associated with this follow-up was to
11 look at, was that prior condition corrected? And
12 as a result of this follow-up we have identified
13 that that has been implemented now.

14 Could it happen again? Of course.

15 We are hoping that through the reports like
16 this that are available for everybody in the
17 district to be able to look at and learn from
18 that it's going to help and improve that until
19 such time that it is an electronic, hit a button,
20 now you've got an electronic timestamp of when
21 this was approved versus a document, as was
22 mentioned by Mr. Mayersohn, that can go missing
23 or we can be told it's gone missing.

24 MS. BARON: Thank you.

25 MS. FERTIG: Okay. Anybody else have a

1 comment on this?

2 (No response.)

3 MR. MAYERSOHN: Motion to transmit.

4 MR. NAYLOR: Second.

5 MS. FERTIG: Okay. It has been moved and
6 seconded to transmit the Audit of Payroll
7 Policies and Procedures for Selected Locations -
8 Follow-Up.

9 All in favor?

10 COMMITTEE MEMBERS: Aye.

11 MS. FERTIG: Opposed?

12 (No response.)

13 MS. FERTIG: Okay. Motion carries and we're
14 transmitting. And we are down to Number 8. I
15 was worried that I didn't have anything in my
16 packet and I didn't see anything on my agenda
17 either.

18 MR. RHODES: Yeah, this was really just a
19 placeholder for me to be able to provide some
20 information to the committee.

21 Back on May 8th when this was originally
22 reviewed by the committee the CFO came down and
23 provided a lot of information to the committee as
24 to how they were going to correct or address some
25 of the issues that the audit found. And the item

1 was transmitted with the condition that we would
2 attach the updated written response from the CFO
3 at the time.

4 We had that ready to be transmitted to the
5 board and at the last minute we got a notice from
6 the folks at PPO that they had a concern as to
7 whether or not the information contained in one
8 of the findings was accurate. We had a person in
9 my office that we had assigned to do the review
10 and analysis and discuss with the external
11 auditor, CRI, who did the work, that person had
12 to go on family medical leave for an extended
13 period of time. Because so much time has gone by
14 between then and now the outcome from that was
15 ultimately that there was nothing that we found
16 in what was presented that was persuasive enough
17 for the report to be changed at all.

18 I just wanted to make sure that this group
19 knew that as a part of this transmittal today,
20 I'm going to also be sending that to the board
21 the way that it was originally requested to be
22 transmitted. Now that that analysis has been
23 done, we have identified that there is no areas
24 for correction, we're going to send that to the
25 board at the same time that this one goes through

1 and I just wanted to make sure since that much
2 time had elapsed that you understood why and you
3 would understand the background in terms of why
4 that report was being transmitted to the board
5 this much later.

6 MS. FERTIG: Okay. Anybody? Any questions?

7 (No response.)

8 MS. FERTIG: All right. So I guess that
9 takes us --

10 MR. NAYLOR: Do we need a motion to transmit
11 or it's already been?

12 MR. RHODES: It's already been -- a motion
13 has already been made and approved to transmit.
14 I just wanted to bring that information to the
15 attention of the committee.

16 MR. NAYLOR: Thank you.

17 MS. FERTIG: Okay. And that actually would
18 have been in last year's audit year; right?

19 So -- okay. We are down to Number 9, Updated
20 Audit Committee Follow-Up Matrix. And who has
21 questions; comments?

22 I have one. We had a great conversation with
23 RSM last month and they were going to go back and
24 do some -- crunch some more numbers for us. Did
25 we get anything on that?

1 MR. RHODES: We did not. I am still working,
2 and I had a meeting scheduled today with RSM to
3 get some additional information that was
4 requested by the committee.

5 However, as of November 12th, we were tasked
6 with a couple of different investigations from
7 the board that are very aggressive on timeline
8 and have caused us to not be able to do as much
9 follow-up as we normally would have done for
10 that. So I do have a make-up date scheduled for
11 the meeting with RSM for either next Wednesday or
12 Thursday that we're trying to coordinate, at
13 which point I'll get the additional information
14 that was requested and we can bring that the next
15 meeting on the 29th.

16 MS. FERTIG: Okay. Yeah, I feel like some of
17 that can really help the board in planning.

18 MR. RHODES: And it's going to be based on
19 the list of what documentation that they have.
20 But I think what we were trying to look at was,
21 were capital dollars being used correctly for all
22 the different funding of the amounts that we saw
23 in that original matrix up to and including the
24 amounts that RSM had charged and which portions
25 of those were for audits that were being done in

1 the bond program versus other types of audits
2 that they have provided to the district.

3 MS. FERTIG: Okay. Anybody have any other
4 questions on the follow-up?

5 (No response.)

6 MS. FERTIG: So we -- we -- when we ask
7 questions, which we do -- I know, I'm so bad
8 about my microphone.

9 When we ask questions, which we do at every
10 meeting, then we have a follow-up, so they kind
11 of track these and brings us back the
12 information. Because over the months we can see
13 some of these go back and we tend to forget.
14 Let's see, we go back quite a ways on some of
15 these.

16 So anybody else have a question on it?

17 (No response.)

18 MS. FERTIG: Nope? This maybe the fastest
19 ever. We added this meeting because we were
20 thinking we would be behind.

21 But, actually, I do have one question. What
22 two audits did the board give you to do? Can you
23 share that with us?

24 MR. RHODES: Yeah, I can. I'll do it at
25 50,000 foot so we make sure that we maintain the

1 necessary confidentiality.

2 MS. FERTIG: Yeah. Oh, okay.

3 MR. RHODES: So there was a -- there was a
4 request to take a look at a construction services
5 minor projects agreement that the agreement was
6 passed or approved by the board back in March of
7 2025, but the individual contracts for 17
8 construction services minor projects vendors were
9 not approved. Then on November 12th when it came
10 forward there were 18 contracts that were to be
11 approved, one of them had been inadvertently left
12 out, but there was some questions about that and
13 we noted that in the financial analysis worksheet
14 that was put together with it that there was \$5.2
15 million that looked like it had already been
16 expended on that and as of that day that that
17 information was presented there had not been
18 approved contracts.

19 So we are going back to try to take a look
20 and track that money to find out, are they taking
21 money from a new spending authority to pay bills
22 that were from a different time or was there a
23 possibility that construction work was authorized
24 and purchase orders issued and work paid for that
25 wasn't for contracts that had been authorized?

1 We're just going to take a look at that and see
2 if we can answer that question.

3 The other one happens to be that there is
4 questions surrounding the RFQ on whoever is going
5 to be the new program manager owners
6 representative over the remaining projects that
7 got put back into the DEFP from the bond program,
8 and we're in the middle of looking at that to try
9 to look and see if that, essentially, if that
10 solicitation was done with fidelity and
11 transparency. And we're in the process of trying
12 to figure that out.

13 We have a due date to get a report to the
14 board by the 9th of December and then after that
15 we'll be able to take a little bit deeper breath
16 and get back into some of these other things that
17 we've been trying to clean up.

18 MS. FERTIG: And will you be copying us on
19 those reports?

20 MR. RHODES: Initially, my plan was to
21 provide it to the board. And here's why. I
22 wanted to limit who it was going to, initially,
23 because it's still under a Cone of Silence. And
24 so if there's any information that might
25 jeopardize the Cone of Silence I wanted just the

1 board to do that. That way, if they do want to
2 talk about it, they can talk to general counsel
3 to find out what are the parameters of what
4 they're able to talk about publicly until such
5 time it's approved.

6 MS. FERTIG: Okay. All right.

7 Anybody else have questions?

8 (No response.)

9 MS. FERTIG: Okay. So we are just flying
10 through this.

11 We are on the Update of the Bylaws, which I
12 actually have a lot of notes on.

13 Dave, tell us, can you all just -- I just
14 kind of would like to get to how we got to the
15 document before us today, and then I have a
16 number of things that I want to ask about and
17 suggestions.

18 MR. RHODES: So this is something that since
19 I've been back, and I think it even predates me
20 coming back, that there has been some desire to
21 update these bylaws. For me, having seen it be
22 discussed and then not moved through the queue
23 enough times it made it to where I wanted to
24 bring this forward so we could just have kind of
25 an initial conceptual discussion about how we may

1 go about updating these bylaws for the simple
2 fact that, A, they are the committee's bylaws,
3 and, B, from the time that the chief auditor
4 position became a direct report to the school
5 board and the chief auditor's policy has been
6 updated to reflect those changes, these bylaws do
7 not reflect any of those changes that have
8 happened. And I thought that it would be
9 important for us to take a look at that as well
10 as identifying if there's any places where, for
11 example, the number of meetings that this
12 committee holds annually should be updated or
13 changed or if that would remain the same. I just
14 wanted to make sure that we got it back onto the
15 radar so that we could begin to conceptualize
16 what those discussions would look like and how
17 the updating of this would look.

18 MS. FERTIG: Okay. Does anybody have any --
19 I have some things I did pick out. I don't know
20 if anybody else did.

21 MR. MAYERSOHN: I have --

22 MS. FERTIG: You have some too?

23 Okay, yeah, you highlighted them. Why don't
24 you start and we'll see?

25 MR. MAYERSOHN: So, page 3, section 1, where

1 it basically says, a voting member must be
2 present to vote, I think at times, previously, if
3 somebody was virtually or whatever we've allowed
4 them to vote. So I don't -- I don't see a
5 problem as long as we have a quorum. Because it
6 doesn't count as a quorum, but if you're absent
7 or whatever it is, I mean, Mary, you've called in
8 several times.

9 MS. FERTIG: I've called in.

10 MR. MAYERSOHN: I've called in.

11 MS. FERTIG: Phyllis has called in quite
12 frequently.

13 MR. MAYERSOHN: Right. Right. So it
14 wouldn't give her the ability to vote, which I'd
15 like to change. But, again, not affecting a
16 quorum, I mean, as long as there's an in-person
17 quorum, A, it wouldn't count against your
18 attendance requirement, but it would also give
19 you the ability to vote. Which we've always
20 asked and I think done that anyway, you know,
21 anybody on the phone, chime in. So I would like
22 to see that changed.

23 And then the other thing that I've also
24 noticed here, and this is more just my own
25 opinion, on page 5, section 4, special meetings

1 may be called by the Chair or by notice of any
2 three members in writing to the Chair. I don't
3 have a problem with a meeting being, a special
4 meeting being call by the Chair. I think a lot
5 of times we call special meetings where somebody
6 says I'd like to have a meeting and we decide
7 here what works. I just don't like -- I feel
8 it's kind of getting into that Sunshine gray area
9 of communications back and forth. So if a
10 request is made maybe it be made through Chief
11 Auditor or his designee or some other way versus
12 calling up the Chair and saying, hey, you know
13 what's going on?

14 MS. FERTIG: Yeah, I noted that, too. I had
15 some concerns about the Sunshine aspect of it and
16 I can never remember it happening where three
17 members have come together, but if we're going to
18 leave it I would add some kind of -- add some
19 language about through the chief auditor or
20 something. But even that is --

21 MR. MAYERSOHN: Even that gets kind of dicey
22 because then you think three people are sitting
23 there outside the Sunshine saying, hey, let's
24 have a meeting on this.

25 MS. FERTIG: Now, the other -- the only other

1 thing, we have called special meetings and we've
2 had a lot the last few years. So I'm wondering
3 if there's a criteria for calling -- I don't even
4 know how to phrase it, but it seems like we were
5 meeting two to three times between our meetings
6 and special meetings and I'm not sure --

7 MR. MAYERSOHN: Well, I would think if there
8 is business that needs to be conducted by a
9 specific period in time and we haven't completed
10 that business, then a special meeting would be
11 called. But I'm comfortable leaving it to the
12 discretion of the Chair. If at a meeting
13 somebody says, hey, it's, you know, 12:00 and
14 we're losing quorum, let's have a --

15 MS. FERTIG: And that's what I think the
16 three members have done. Because we have called
17 them and we have at times finished things on a
18 special meeting.

19 So I'm just going to note that, if we can
20 just kind of fine tune that.

21 Yes, Lew.

22 MR. NAYLOR: Does that follow the guidelines
23 established in the Policy 1070 bylaws?

24 MS. FERTIG: Well, actually, I was just going
25 to say, I don't even want to finalize these today

1 until 1070 has passed the board because then
2 we're just going to be back here again
3 finalizing. I don't know if that ever happens.
4 I don't know if it ever passes the board, but
5 just say it did.

6 MR. RHODES: Just going back to my kind of
7 introduction of this item, it was not my intent
8 nor did I think that it would be accepted as the
9 intent by the committee that we were going to
10 address and fix this today.

11 I wanted, really, just to kind of take a look
12 at it and be reminded of some of the things that
13 we need to try to make sure that we get updated
14 and to let that conceptual idea start to marinate
15 as we get ready to bring this back forward to
16 have some deeper discussions; or if the Chair
17 wishes to provide some instruction to the
18 committee and through me as the liaison, if
19 there's any specific work that you would want
20 done to help us move this down.

21 But I do agree with that, and that's a very
22 good point, I don't know that we're trying to put
23 the cart before the horse, I think we're just
24 trying to start to get things aligned so that we
25 know how we can make this set of bylaws reflect

1 what we actually do and look like these days.

2 MS. FERTIG: Yeah. And most of it's fine,
3 but there are a couple of things in here that are
4 a little contentious with the 1070 conversation.
5 So I would just say whatever -- when the board
6 finalizes that we can finalize these. But,
7 still, I have other comments.

8 Do you have other comments? Yeah, go ahead.

9 MR. DE MEO: Following up on what Bob just
10 discussed, maybe legal could give us the means --
11 I think that's an important feature to have. And
12 maybe legal can give us the means. I know other
13 government agencies that have a similar provision
14 and there's got to be a way around it.

15 MS. FERTIG: Right.

16 MR. DE MEO: All right. So on page -- page
17 2, item K, I'm not sure what this means, provide
18 an effective communications link between the
19 external and internal auditors and The School
20 Board of Broward County, Florida.

21 What -- what is behind that? I'm not sure
22 exactly what that means.

23 I mean, they report, right, the external
24 auditors issue reports; you issue reports. We
25 provide our feedback in the form of formal

1 motions and recommendations. I guess it's
2 innocuous enough, I just don't want it to imply
3 that we have a greater duty somehow communicating
4 something that we're not equipped to do.

5 MR. RHODES: If I may? I think that this
6 is -- it falls into the category of things that
7 we know that we already know. So, for example,
8 when we're talking about the idea of adding
9 additional meetings, I don't think that it is
10 required that we go in here and also talk about
11 how we would then comply with the requirements to
12 publicly notice that these meetings were taking
13 place, but that they are being publicly noticed
14 in accordance with other policies and rules.

15 But where this is concerned, I've always took
16 this line to mean that as the liaison for this
17 committee that I would be the communication link
18 between our externals, our internals and
19 ultimately to the audit committee. If there is a
20 way that we might want to call that out even
21 clearer, we could, but this committee transmits
22 reports that go to the board, the board gets
23 these internal and external reports. So there is
24 a communication link that's established that I
25 think has been effective so far. But if there is

1 any language that might clarify that or add to
2 that, then that's certainly something that's part
3 of what the discussion should be about.

4 MS. FERTIG: Okay. Anybody?

5 MR. NAYLOR: Is it needed?

6 MS. FERTIG: Hmm?

7 MR. NAYLOR: Item K, do you think that's a
8 needed item? Because basically what we do is we
9 don't provide an effective communication plan,
10 that's what you do. We review the information
11 you provide us.

12 MS. FERTIG: Well, I think where it does come
13 in is that we transmit a lot to the board and we
14 all -- well, nine of us are appointed by the
15 board members and the others are appointed by,
16 you know, major stakeholder groups and the
17 superintendent. So we do communicate with them
18 about what's happening in here.

19 I don't know if that was the original intent
20 or not. And when we pass certain motions we do
21 take it to the board. So I don't know. There
22 may be a way to change it slightly and make it
23 more --

24 MR. RHODES: I don't have a horse in this
25 race, but I do say, to your point, it may be that

1 it does need to be removed, but maybe the word
2 "provide" should be changed to "maintain", and
3 then that way we're talking about something that
4 we have done and we'll continue to do.

5 MR. NAYLOR: That's a good point.

6 MS. FERTIG: That's great. Okay.

7 MR. DE MEO: Okay. I have just a couple of
8 other items on page 3, in section 3, and here
9 we're talking about the terms. So I don't know,
10 I just think a one-year term for a committee
11 member and a chair and vice chair is just too
12 short. I don't know how anyone else -- I think
13 two years at least should be considered. That's
14 my comment there.

15 MS. FERTIG: Some of this will be governed by
16 1070, by the final version of it. And, specific,
17 I had highlighted this one as one that we may
18 have to change after that policy is passed by the
19 board. There's been a lot of conversation about
20 the policy, a lot of meetings, and so I think it
21 will be concluded sometime in the near future.
22 But that could change what's in here. So I had
23 highlighted that, too. So we're not ready to
24 finalize this in my mind.

25 When that passes we need to update these and

1 get them to the board as quickly as possible. I
2 know other committees that we sit on -- you know,
3 the board's making an effort to make sure that
4 all committees have updated bylaws, which is a
5 good thing. So --

6 MR. RHODES: So I'm taking just a general
7 note from the committee that these ideas that
8 we're discussing are all subject to determining
9 what the final 1070 policy comes out as.

10 MS. FERTIG: Yeah, because -- Lew's really
11 much better at this, but our bylaws have to --
12 1070 governs what can be in our bylaws, so
13 whatever our bylaws -- or whatever the policy
14 says, we have to change our bylaws to make sure
15 that it's consistent.

16 MR. NAYLOR: And this section here states it
17 much clearer than what they have in the current
18 Policy 1070 that the board is asking for feedback
19 on. And the current language does not, it says
20 that the officer cannot be part of the committee
21 after serving two years as an officer. So I
22 think that's what that feedback has gone back and
23 the board has accepted some of those suggestions,
24 so we're waiting -- I guess every committee's
25 waiting to hear back what -- what their final is.

1 MS. FERTIG: And sometimes they change it in
2 a meeting and then it comes back the same way.
3 So until we, actually, have a vote we're not
4 going to know.

5 Okay. Did you have something else?

6 MR. DE MEO: Yeah, on page 5, section 6,
7 seven meetings, you know, I was thinking maybe it
8 should be a minimum of eight or nine meetings,
9 but I guess the committee has the power to
10 schedule additional meetings; right?

11 MS. FERTIG: You know, that's a good point.
12 I kind of had looked at that, too.

13 MR. DE MEO: We just don't get it done in
14 seven.

15 MS. FERTIG: I'm just -- I'm just wondering
16 if we even need to put a number there, instead
17 putting, meetings will be scheduled at times and
18 locations convenient for all stakeholders.
19 Because I think that's the key point.

20 MR. DE MEO: Yeah.

21 MR. NAYLOR: Or should we put a minimum of
22 seven meetings?

23 MS. FERTIG: We can do that.

24 MR. NAYLOR: Either way.

25 MS. FERTIG: Yeah.

1 MR. RHODES: It could -- it could
2 conceptually get out of hand if -- either way if
3 we didn't at least identify a minimum of or maybe
4 a maximum of, whatever that might be. And I
5 don't know that putting a maximum in there would
6 be fruitful, because what happens if we get to a
7 point where we've already used the number and we
8 have a very important topic to discuss. But --
9 so the idea of maybe a minimum of sounds like a
10 great idea. Was that your idea?

11 MR. NAYLOR: Yeah.

12 MR. DE MEO: Yeah, I think minimum is a good
13 idea.

14 MS. FERTIG: And there was a time about, I
15 don't know, maybe five years ago when the board
16 was constantly adding the auditors with things to
17 do that we really had a hard time getting it all
18 done in the course of our meetings, so --

19 MR. MAYERSOHN: And I guess the point of
20 pigeonholing us with whether it's five meetings
21 or six meetings or seven meetings, if it's just
22 broad enough to say we'll meet regularly to
23 conduct the business of the audit committee, so
24 if we have 12 meetings it still fits within the
25 parameters, if we need to have a meeting, you

1 know, once a month or once every six weeks, I
2 mean, it still covers that -- I don't think that
3 prohibits us from having seven meetings. You can
4 call a meeting any time you want --

5 MS. FERTIG: And I would have to count.
6 We've usually done every six weeks. As I recall
7 we've done about every six weeks with nothing in
8 July. And we have met in July sometimes.

9 MR. DE MEO: The only problem I would have
10 there, Bob, is, as each chair takes over the
11 administration they may have a different view of
12 what the number of meetings there should be. I
13 think there should be a minimum. I like that.
14 But, you know, whatever the committee pleases. I
15 think seven or eight should be the minimum.

16 MS. FERTIG: All right. Can we just come and
17 see if we can get some consensus on going with a
18 minimum of seven or --

19 MR. RHODES: Before you do that, can I just
20 mention something from a liaison and chief
21 auditor standpoint?

22 MS. FERTIG: Yeah.

23 MR. RHODES: There's some things that we need
24 to be cognizant of as we're doing this. For
25 example, we do know that in the course of the

1 year we have to have enough meetings to make sure
2 that we get through 100 percent of the internal
3 funds audits, to make sure that we meet that
4 requirement statutorily and policy-wise.

5 The other is that there are a couple of
6 different times a year, and I'm thinking more
7 specifically about the time where the external
8 auditor, external financial auditor produces
9 their report that then it's on a timeline to get
10 filed with the appropriate regulatory bodies. So
11 I want to make sure that we are cognizant that
12 that has to happen within that timeline, as well.

13 So we might want to leave enough flexibility
14 to say, for example, last year MSL did not
15 complete its work until I think it was January
16 31st, which was considerably later than they
17 might normally do it. Same thing might happen
18 again this year because of the special selection
19 committee that ultimately got that contract moved
20 over to Forvis Mazars, the idea being that we
21 just want to be open enough and flexible enough
22 to make sure that those things can be reviewed,
23 passed through and then transmitted to the board
24 for a timely filing.

25 MS. FERTIG: And I would just say, we

1 typically set the schedule at the beginning of
2 the year and then we would have to add an extra
3 meeting in if we weren't -- if we were in danger
4 of not meeting a deadline.

5 MR. RHODES: And going back to the other line
6 that we were talking about before, that the Chair
7 could actually add a meeting, if we had a
8 situation that came up where we said, okay, the
9 report for, that's being done by our external
10 financial auditor was completed and it's ready to
11 be reviewed, can we set up another meeting
12 because if we wait until the next scheduled
13 meeting it might be too late to get it into that
14 pipeline for filing, could we set up another
15 meeting; that would be the flexibility that I'm
16 talking about.

17 MS. FERTIG: I kind of wondered on Section 4
18 if we should have something so that the auditor
19 could do that.

20 MR. RHODES: Well, I would certainly be the
21 one to initiate it, because I'm the liaison with
22 them, so I would reach out to the Chair. But
23 then any committee action that would be taken
24 would be through the Chair.

25 MS. FERTIG: Yeah. Okay. Where are we?

1 MR. DE MEO: One last thing. I may have
2 missed it, but -- and it may be implied through
3 1070 or otherwise, but it might be good to state
4 it, what is the regimen we use here? Is it
5 Robert's Rules of Order or what is it? If it's
6 Robert's Rules of Order I think we should say so.

7 MS. FERTIG: We can put that in here; yeah.

8 MR. DE MEO: Is it in there somewhere? Did I
9 miss it?

10 MS. FERTIG: I don't know. We can add it.

11 MR. NAYLOR: It's usually under committee
12 amendments and stuff, but you're right, it's not
13 in there.

14 MR. DE MEO: I thought I saw it somewhere,
15 but I couldn't find it in here.

16 MR. UPTON: It was in the ethics training.
17 It was in the ethics training.

18 MR. RHODES: It is in the very first
19 paragraph on page 4. It says each member of the
20 Audit Committee is required to complete the
21 District's annual training program of for School
22 Board-Established Advisory Committees prior to
23 the second meeting following their appointment to
24 the Audit Committee. The training will cover
25 topics and ethics and standards, Sunshine Law,

1 Public Records Law, and Robert's Rules of Order.
2 So it's identified in there as something that
3 they would be trained on which implies at minimum
4 that that would be in place.

5 MS. FERTIG: Yeah, I would say we should add
6 it though. One of you all can look where it
7 usually is in the other bylaws for the other
8 committees and then --

9 MR. DE MEO: Yeah, Chris mentioned it was in
10 the ethics training.

11 MS. FERTIG: Yeah, I'm saying, you're right.
12 It's normal to have the bylaws state that we
13 follow Robert's Rules of Order, but we can
14 just -- yeah.

15 MR. MAYERSOHN: So if that's the desire to
16 have it in here, if we are not operating under
17 Robert's Rules of Order, I mean, normally there
18 are establishments that have either a
19 parliamentarian or some attorney to adhere to
20 that. Like you may be familiar with 98 percent
21 of Robert's Rules, but if there's some question
22 that somebody brings up, how did we address that?

23 MS. FERTIG: Get a copy. We have computers,
24 you can look them up. I mean, I don't -- I think
25 it's just a -- most bylaws have it and most

1 organizations follow it and most of them don't
2 have a parliamentarian. The only time they're in
3 the meeting -- the only time I could think that
4 the board has done that is with Diversity, they
5 had a parliamentarian come in.

6 MR. MAYERSOHN: And usually I've seen it if
7 there's a confrontational issue. Somebody says,
8 point of order or we didn't do this or we didn't
9 do that. That's --

10 MS. FERTIG: Yeah, go ahead, Lew.

11 MR. NAYLOR: I sat on the Policy 1070 rewrite
12 committee and it was mentioned and I didn't know
13 if it was included in those final -- the final
14 template, but the staff liaison was supposed to
15 be familiar with Robert's Rules of Order, and I
16 don't know if that is still in there.

17 MR. RHODES: I can tell you that I have not
18 been trained specifically on it since these new
19 concepts have been organized.

20 MR. NAYLOR: Right.

21 MS. FERTIG: Okay. Let's just put that down
22 to look at, Dave, and we can figure that out.
23 And I can pull 1070 up now, but it's kind of like
24 a moving target and there is some controversy
25 over various parts of it, so --

1 Okay.

2 MR. NAYLOR: Mary, do you have any other --

3 MS. FERTIG: I do.

4 MR. NAYLOR: Go ahead.

5 MS. FERTIG: Okay. On section 9 going down
6 that same page 5, voting will be by roll call,
7 you know, I think there may have been a time when
8 we were doing that, but we haven't done that in a
9 long time. Typically, there's a motion to
10 transmit and we don't typically do roll call
11 unless, you know, we're in a situation where
12 there is a question of how many people are on
13 each side. We can start doing that. I wanted to
14 ask you as we're looking at this what everybody's
15 preference is. And if we're not going to do the
16 roll call every time, then --

17 MR. NAYLOR: I think Policy 1070 also has a
18 provision for not voting by roll call, I believe.

19 MS. FERTIG: Yeah.

20 MR. DE MEO: Is the school board subject to
21 roll call or do they just vote?

22 MS. FERTIG: Yeah, they are.

23 MR. DE MEO: I would think so; yeah.

24 MS. FERTIG: But if we're going to leave this
25 as it is, and this is actually as it is, now,

1 that we're going to need to start doing it here,
2 I don't know that we need to start doing it on
3 the minutes, for example, would be a time where I
4 don't think we need to do it, but when we have a
5 really controversial audit, then we want to do
6 it. And there are times when we make amendments
7 and we don't all agree. So --

8 MR. DE MEO: It's probably a good idea. It's
9 a pain in the neck, but, yeah.

10 MR. RHODES: If I might add?

11 MS. FERTIG: Yeah.

12 MR. RHODES: It seems in those situations
13 that it's usually abundantly clear that it's
14 unanimous. It's usually abundantly clear if
15 there is a split. And I think that the only time
16 that we would have to worry about that is if
17 there's a split. Because, generally, like you
18 would say, passes unanimously and the transcripts
19 would reflect that. But if we do have something
20 where there's a question about that, I guess
21 that's what we're talking about and that's the
22 only time that we would call that into question.

23 MS. FERTIG: So I would just change that
24 first sentence, the voting will be by roll call.
25 We could do voting shall be roll call if -- upon

1 request or whatever. But there's too many times
2 when we're deciding when to have a meeting, for
3 example, that we don't necessarily need it.

4 MR. DE MEO: You could do something like,
5 unless -- for all votes that are not unanimous
6 require roll call. That's probably a good idea,
7 I mean, if you're not going to blanketly --

8 MR. MAYERSOHN: I mean, the only purpose of
9 doing a roll call is that you identify who the
10 members are present, which, again, it would be
11 part of the minutes. And if it's a five to two
12 vote, who were the yeas and who were the nays. I
13 mean, that's all the documentation requires in
14 the sense of a roll call vote.

15 MR. DE MEO: Yeah, that's a good thing, I
16 think, where there's dissension.

17 MR. NAYLOR: And that would also allow
18 somebody voting for it to bring it back in the
19 future; right?

20 MR. MAYERSOHN: Right. So it's documented
21 for that purpose.

22 MR. RHODES: Are we saying then ultimately
23 that it would be -- voting will be by roll call
24 when not identified as unanimous; something along
25 those lines?

1 MS. FERTIG: I --

2 MR. MAYERSOHN: No. And, again, in the
3 process of roll call, simple process is, you call
4 everybody who's a voting member. I don't think
5 you have to get that detailed if it's unanimous,
6 just to the members that were present, five voted
7 yes and two were dissenting votes, and then it
8 would have to be documented on who those -- who
9 the yeas were and who the nays were, which would
10 be in the minutes as part of Mr. Bass, instead of
11 interpreting it, somebody would have to have it
12 or there could be a roll call document that could
13 be provided and attached to each motion or
14 transmittal.

15 MR. DE MEO: Yeah, Dave, you could say
16 something like, except in the case of votes
17 resulting in a unanimous consent roll call --
18 vote by roll call will be used; something to that
19 effect.

20 MS. FERTIG: And I didn't bring my copy of
21 Robert's Rules of Order, but I was going to
22 suggest we go to that to pick out the verbiage
23 they use.

24 MR. DE MEO: If Robert's doesn't require roll
25 call --

1 MS. FERTIG: It has a provision, so we can
2 copy it. But I like what he just said, too, so
3 --

4 Okay. And then, this is another 1070 thing,
5 By-Laws will be reviewed every two years. I
6 guess it's broad enough because it says, you
7 know, or if legislation or the school board
8 occurs. Because I think the conversation in
9 there is going to a longer period of time.

10 MR. NAYLOR: Right, the new revision has now
11 changed it to five years.

12 MS. FERTIG: Right. The most recent.

13 MR. NAYLOR: The most recent.

14 MS. FERTIG: But it's been a moving target,
15 so I was just going to suggest we wait until they
16 finalize 1070 for that section.

17 So that's pretty much what I have in there.
18 Anybody else have something?

19 Lew?

20 MR. NAYLOR: No.

21 MS. FERTIG: Okay. So we'll bring these back
22 and we'll let you know where 1070 is. If
23 anybody's interested in seeing the most recent
24 version of that -- or why don't we just send that
25 out, Dave, so everybody can read it on their own

1 time if they're interested?

2 MR. RHODES: The most recent version of 1070?

3 MS. FERTIG: Yeah.

4 MR. RHODES: I will reach out to the folks
5 and John Sullivan's office just to make sure I
6 have what the most current is. Because it might
7 be redlined or something like that, but I'll get
8 whatever the most current is.

9 MS. FERTIG: Okay. Great. Okay. So Agenda
10 Planning Log.

11 MR. MAYERSOHN: Just to go back to the roll
12 call, I just read something that, if we want to
13 include roll call voting it can be called by a
14 member if there's uncertainty.

15 MS. FERTIG: Yeah.

16 MR. MAYERSOHN: So leave it as the membership
17 can -- you know, a member can do that or the
18 Chair can ask for a roll call vote. And this way
19 it gives the ability to be -- so you don't do it
20 every time, just to say, you know, we're not
21 certain of who voted yea, who voted nay, so let's
22 do roll call.

23 MS. FERTIG: Okay. All right. Agenda
24 Planning Log. Again, we added this meeting
25 because we were concerned we didn't have enough

1 for the year and then I see that we don't really
2 have as much today. Though it's good that we're
3 getting to the bylaws.

4 Dave, what do you see on the upcoming agenda?

5 MR. RHODES: So, currently, we have at least
6 four reports that are scheduled to come to the
7 January 29th meeting, one being the Recognition
8 Funds Audit that was supposed to come today that
9 was rolled over. The other is going to be a --
10 I'm sure it's going to be a pretty robust
11 Internal Funds Audit because we had some time
12 between the last one that was issued. We also
13 have a Deaf and Hard of Hearing and then we will
14 have a routine Property & Inventory Audit.

15 There could be another audit or two that our
16 external vendors might be bringing up quicker and
17 getting it ready by that point in time, and if it
18 does, I'll add that to the Agenda Planning Log
19 and make you aware of that.

20 MS. FERTIG: Okay. Great. Yeah.

21 MR. NAYLOR: The Recognition Funds Audit,
22 that's for funds that have not been utilized but
23 have been awarded?

24 MR. RHODES: No, this was an audit just to
25 look at how the district and select charter

1 schools are actually handling the recognition
2 funds distribution process and whether it's in
3 accordance with the state laws and administrative
4 codes.

5 MR. NAYLOR: Didn't the district request that
6 all schools utilize their recognition funds by
7 the end of this year otherwise it's going back?

8 MR. RHODES: I think that there were three or
9 four different funding sources that they made a
10 comment sufficiently similar to what you just
11 said, but I don't know that it was etched in
12 stone. I think what happened was that the
13 feedback on that from staff was that when we
14 originally pulled this money back we didn't know
15 why they were holding onto it for that long and
16 so some of the monies have been returned to some
17 of those locations and some of them were held
18 back. I think that the final disposition on what
19 they're going to do in terms of a hard fast rule
20 has yet to come.

21 MR. NAYLOR: Okay. Because I know at certain
22 schools they were sort of concerned that they --
23 they thought it was the SAC dollars, the School
24 Accountability dollars, but it ended up being
25 School Recognition dollars according to the

1 interpretation of one of the principals that I
2 spoke with.

3 MR. RHODES: And some were even, I think,
4 accountability funds that they stopped even
5 issuing -- is it accountability or
6 acknowledgment? Whatever it was, there was
7 another funding source that dried up somewhere
8 around 2000 and people were even concerned about
9 why you even still have that money in your
10 budget. But there were -- as a matter of
11 prepping for the Draft Audit Plan that is due in
12 May, I have been providing information back to
13 the board that I've either been writing down as
14 areas of risk that I've noted during discussions
15 at workshops and board meetings as well as I'm
16 going to be talking to the chief and focus in
17 this group as well, one of the areas for audit
18 was the very item that they talked about at that
19 meeting where I think that there were some funds
20 that were AP funds, maybe some ACE funds, and
21 maybe even some --

22 MR. MAYERSOHN: CAP. CAP funds, all that,
23 the acceleration programs.

24 MR. RHODES: Yeah, so we have Advanced
25 Placement, Autism Committee.

1 MR. MAGLI: It was information on AP, the
2 programs associated with Cambridge and CAPE were
3 the funds that were being discussed by the area
4 advisors.

5 MR. RHODES: In addition to what you also
6 mentioned.

7 MR. NAYLOR: Right.

8 MR. RHODES: So those are items that are
9 going to be up for discussion when the Draft
10 Audit Plan comes out, so there will be input from
11 both this group and the board.

12 MR. NAYLOR: Thank you.

13 MS. FERTIG: Okay. Yes.

14 MR. MEDVIN: Is there anything on here
15 dealing with the timing of when we're going to
16 get presented with the outside auditor's report
17 for the school district?

18 MR. RHODES: I -- I can follow up at the next
19 meeting with that. And if it's something that's
20 happening sooner than that I can reach out to the
21 entire committee and just give you an update of
22 what the latest information is on that.

23 But, again, because of the problems that we
24 had --

25 MR. MEDVIN: Yeah, but we usually do it late

1 December; if I remember correctly.

2 MR. RHODES: Well, and, again, last year it
3 was the end of January and I think part of that
4 was due to some of the delays that were put on
5 the process because of lot of the discussions
6 that were being held in this committee. I think
7 that that caused some folks to take pause and it
8 may have impacted the timeline.

9 But I will find out about that because your
10 point is well taken. It's just that I have been
11 a liaison between the external financial auditor
12 and I have not been given any updates from them
13 on when their work is going to be completed and
14 when they're going to be ready to issue a draft
15 or their final report in whatever version it's
16 going to be. As soon as I know that, I'll let
17 the entire committee know.

18 MS. FERTIG: And just to his point, we've got
19 a lot on that January 29th agenda, so if we're
20 going to be adding something in, we probably need
21 to talk about that special meeting option.

22 MR. RHODES: Or, again, the -- to me, I want
23 these things to be transmitted, you know, as
24 quickly as possible and while they're as fresh as
25 they can be. We have had a couple meetings where

1 we've gone through five reports. However, I
2 understand from the nature of this comment is
3 that we don't choose to do that, we only do that
4 if we have to. So we can talk about what we
5 would do, either rolling something over to the
6 next meeting or having a separate special
7 meeting.

8 MS. FERTIG: Okay. And I know just generally
9 over the years that we like to see it, but
10 sometimes you're in a situation where you have to
11 take something to the board before we get to see
12 it and I know there's been some concern about
13 that over the years. So just timing-wise where
14 we need to add it in, let us know.

15 MR. RHODES: And similar to that BTM audit
16 that we forwarded before the audit committee had
17 a chance to look at it, it would be only in
18 circumstances that were that unusual that
19 something like that would happen. If it was
20 required I would let you guys know and we would
21 send it through before this group got to see it.

22 MS. FERTIG: Absolutely. I'm just saying, if
23 we have to have a special meeting to do that, to
24 do one of those, especially the annual report
25 type things --

1 MR. RHODES: Absolutely.

2 MS. FERTIG: All right. So -- I was just
3 looking on the back about Budget Subcommittee,
4 which was just something -- that gives me an
5 opportunity to share something I've mentioned to
6 a few board members. In light of the budgetary
7 issues that are facing our community and probably
8 all communities right now, I remember how Mr.
9 Notter instituted for a very short period of time
10 a budget subcommittee at the district level that
11 had, you know, chairs from various different
12 groups. I think audit was one, but so was BAC
13 and PTA and all those had representation to have
14 community voice on the budget. So that as
15 they're making these difficult decisions,
16 sometimes I always feel like it's good to have a
17 boundary committee because that kind of takes
18 some of the heat, well, here's what the community
19 thinks and it helps the board to have community
20 support.

21 I just wanted to mention, again, I think this
22 is a great idea. I mentioned it to some board
23 members and I know that the couple years that we
24 did it, I'm assuming now it was after 2008 when
25 things -- we didn't have money and another time

1 we didn't have money. And so I'm just throwing
2 that out to you all. I don't know if you have
3 any thoughts on it or if you remember this?

4 MR. MAYERSOHN: I mean, a lot of it was
5 looked to create efficiencies. I remember we
6 looked at transportation, the -- I think the
7 Kronos, that's where that kind of morphed into,
8 utilizing the Kronos system. There were some
9 other recommendations that kind of just --

10 MS. FERTIG: I mean, it was a short-lived
11 committee, but I thought it was Val because it
12 took -- it gave the community -- the community
13 was really able to have input into it and maybe
14 help the board with some of the more difficult
15 decisions that we know they're going to have to
16 make because of money or lack thereof. So --

17 MR. DE MEO: It's probably a good idea. You
18 know, part of the difficulty in something like
19 that is having board members, different
20 perspectives that may not be informed about a
21 level detail of the budget that is required to
22 make an informed good judgment. But it's not a
23 bad idea because you bring those perspectives
24 together and -- and I do think it could provide
25 comfort for the public in that another group has

1 looked at it and so on but -- I'm for it.

2 MS. FERTIG: Okay. Any other thoughts on --
3 yeah.

4 MR. MEDVIN: An unrelated comment. I have at
5 many times voiced my concern that the
6 superintendent and his office has not
7 participated in these meetings. At one time
8 either the superintendent or his representative
9 was here. A number of weeks ago in a social
10 setting I got to talk to Dr. Hepburn and I
11 brought this up to him and he was, you know, a
12 little bit apologetic, almost, that he had been
13 busy, you know, blah, blah, blah, blah, blah. I
14 said if you can't be there I think it's a good
15 idea that one of your representatives should be
16 here. And then we talked about the next meeting
17 which would happen to be today's meeting and he
18 realized that he couldn't be here, he was out of
19 town or at a function. I subsequently voiced my
20 same concerns to Dr. Holness who's appointed me
21 to this committee and he, you know, listened to
22 me and a week or so later I had an email from him
23 that he had discussed this with Dr. Hepburn and
24 there would be somebody here at every meeting
25 from the superintendent's office. I don't see

1 that today, so I'm just letting you know that I
2 followed up on that and that was what they said,
3 and maybe Dave you can make a formal invitation
4 to them for the next meeting?

5 MR. RHODES: I have done that already and I
6 was advised that if he wasn't going to be able to
7 make it that he would send a designee. I'll
8 follow up on that again because I think that he's
9 had a lot on his plate in the last couple of
10 weeks leading up to this.

11 MR. MEDVIN: Oh, I respect that, but --

12 MR. RHODES: No, I agree, there should be
13 somebody here from his staff.

14 MS. FERTIG: Lew was asking should we do a
15 motion.

16 MR. NAYLOR: Should we do a motion to get it
17 on the table?

18 MS. FERTIG: Which thing? Are we talking the
19 budget committee or the superintendent?

20 I did run into him and we are going to meet,
21 we just don't have that time because of all of
22 the holidays and everything since.

23 MR. NAYLOR: But this would also be shared
24 with the board.

25 MR. MEDVIN: I remember at one time if he

1 wasn't here chief of staff or somebody was here.

2 MS. FERTIG: Yeah. I've never seen it until
3 these last two years when we didn't -- the last
4 three years, I guess, when we did not have
5 somebody from the superintendent's office at
6 every meeting. Just, typically, if it wasn't the
7 superintendent, the chief of staff.

8 MR. MEDVIN: Jeff used to be here all the
9 time.

10 MR. MAYERSOHN: As his appointee, I did speak
11 to him. Obviously, he wasn't available. They're
12 in Tampa, whatever. John Sullivan said he was
13 working to try to get somebody here. But, again,
14 I'm just -- I'm just the messenger.

15 MS. FERTIG: And today I know we didn't have
16 as much, but, I mean, next month we've got a lot
17 on the agenda.

18 MR. RHODES: They are aware -- he is aware --
19 the next meeting after this is the 29th?

20 MS. FERTIG: Yes.

21 MR. MAYERSOHN: I will send an email and I
22 can copy Mr. Rhodes on it as well to him and his
23 secretary and Mr. Sullivan and see if we can get
24 somebody here.

25 MR. DE MEO: You know, I was Notter's

1 appointee and he attended almost every meeting
2 that I can recall, and so did Mr. Runcie, his
3 successor. And then after that it became a
4 little spotty. We saw chief of staff a lot and
5 the last three or four years, I don't know, three
6 years --

7 MS. FERTIG: Yeah, I know.

8 MR. NAYLOR: Mary, I think a motion might be
9 a good way to get it in front of everybody.

10 MS. FERTIG: Okay.

11 MR. NAYLOR: So I move that a representative
12 of the superintendent's office be present at each
13 audit committee meeting.

14 MS. FERTIG: That we request?

15 MR. NAYLOR: That we request; yes.

16 MR. MEDVIN: I'll second that.

17 MS. FERTIG: Okay. It's been moved and
18 seconded --

19 MR. MAYERSOHN: When you say "representative"
20 you're talking about a district employee?

21 MS. FERTIG: How about, can we change that to
22 the superintendent or his designee?

23 MR. NAYLOR: Designee.

24 MR. DE MEO: Did you just say superintendent
25 or his designee?

1 MS. FERTIG: Yeah.

2 MR. NAYLOR: Yes.

3 MR. DE MEO: I like that. Yeah.

4 MS. FERTIG: Okay. Be present at our
5 meetings and --

6 MR. DE MEO: Attempt to be present at our
7 meetings. Sometimes there are circumstances;
8 right?

9 MS. FERTIG: Well, we're requesting that they
10 do it.

11 MR. MEDVIN: There's always circumstances.

12 MR. NAYLOR: Right.

13 MS. FERTIG: Okay. So it's been moved and
14 seconded that the superintendent or his designee
15 be present at all meetings.

16 Is there any discussion?

17 (No response.)

18 MS. FERTIG: All in favor?

19 COMMITTEE MEMBERS: Aye.

20 MS. FERTIG: Okay. Opposed?

21 (No response.)

22 MS. FERTIG: Motion carries. We don't need a
23 roll call.

24 All right. Anything else?

25 Do we want to make a recommendation that they

1 create a budget committee? Don't you think that
2 most -- I mean, I know Fort Lauderdale has a
3 budget advisory board. However, different cities
4 I don't know.

5 MR. MAYERSOHN: You're talking about -- well,
6 Fort Lauderdale has a Budget Task Force.

7 MS. FERTIG: It's a budget advisory
8 committee; yeah. I don't know how many people
9 do, but I just -- sometimes I think it would be
10 good just to have that input on what I know is a
11 really difficult conversation right now.

12 MR. DE MEO: Who attends the budget
13 workshops?

14 MR. MAYERSOHN: Whoever wants to.

15 MR. DE MEO: I mean, here at the school
16 board, who attends? The commissioner; board
17 members?

18 MS. FERTIG: Yeah. I mean, they're open like
19 any workshop. There's one this coming week and
20 anybody can go.

21 MR. DE MEO: Yeah.

22 MS. FERTIG: There's not a designated like
23 budget committee. I mean, there's a lot of
24 conversation because BAC has thoughts on how, you
25 know, the money should be -- what needs to be

1 allocated and what doesn't and PTA and so forth,
2 but there's no kind of overarching budget
3 advisory board type of a group.

4 So I just -- I just know that we're kind of
5 back to where we were at another time period
6 where the money is really tight and they've got a
7 lot of difficult decisions and I just sometimes
8 think it's helpful to have community support on
9 that. But, anyways.

10 Okay. Anything else?

11 MR. MAYERSOHN: Yeah, I just have one thing
12 that I just want to make this committee aware of
13 because it may or may not affect us or who knows
14 what. But there is currently legislation, it's
15 Senate Bill 320. It's titled Administrative
16 Efficiency in Public Schools. It will be heard
17 on the Education Pre-K Committee at 3:30 p.m. on
18 December 9th.

19 And the reason why I bring this up is one of
20 the things that it looks to do is eliminate
21 internal auditors from the requirement. It
22 doesn't mean that a school district can't have
23 it, but if it says internal auditor may or may
24 not -- may or in the case of a school district
25 receiving annual federal, state and local funds

1 in excess of 50 million shall employ an internal
2 auditor. That whole section is looking to be
3 eliminated.

4 MR. MEDVIN: Which genius put that out?

5 MR. MAYERSOHN: Huh?

6 MR. MEDVIN: Which genius put that out?

7 MR. MAYERSOHN: Well, it's Senator Simon, who
8 has been a strong supporter of education.

9 There's got to be reason for it. I don't know
10 what the reason for it is. I don't know whether
11 he's got pushback from other entities about
12 having internal auditors. But, I mean, I
13 would -- I would suggest that the district
14 lobbyists take a look into it and see if that's
15 something that they want to advocate for or
16 against or whatever it may be, but --

17 MS. FERTIG: Do we want to pass a motion to
18 request that the district support current state
19 law then for the requirements for internal
20 auditors or something like that so that it gets
21 to the lobbyists so they're aware of it?

22 MR. DE MEO: It sounds like a meaningless
23 bill. Any school district of any size, no one's
24 going to take that responsibility and say, oh,
25 no, let's not have an audit function. It sounds

1 like a political thing to me that has no meaning
2 whatsoever.

3 Now, for a small school district that may be
4 a legitimate thing to consider, whether or not to
5 have internal auditors because you can augment it
6 with external auditors to perform that function.
7 So whatever the committee pleases.

8 MR. NAYLOR: Bob, do you think that this is
9 in some way a movement to reduce funding for the
10 districts?

11 MR. MAYERSOHN: No, because the state doesn't
12 fund internal auditors, so it wouldn't be a
13 funding issue.

14 MR. NAYLOR: They don't fund them
15 specifically; right?

16 MR. MAYERSOHN: Correct. It's not in
17 categorical funding.

18 MR. NAYLOR: But -- so that means it needs to
19 be funded out of our --

20 MR. MAYERSOHN: Out of the general fund;
21 yeah.

22 MR. NAYLOR: So it could be a way for them to
23 reduce our funding.

24 MR. MAYERSOHN: I mean, it's an option,
25 again, for a board to make that decision. It

1 just eliminates the state requirement. It
2 doesn't say you can't have one, it just is
3 eliminating the requirement.

4 I mean, I would -- I would rather see
5 communication with the district, you know, and I
6 say, you know, school board chair and/or the
7 superintendent and the lobbyists to find out what
8 the reason is for it. And the reason why I say,
9 the bill only has two committee stops, this stop
10 and another stop. There's no companion bill in
11 the house. So at this point -- you know, when a
12 bill has two committee stops it's a clear
13 indication that it's going through.

14 MS. FERTIG: So, again, we have, Tuesday is
15 committee reports, and so once a month now we are
16 -- on the first workshop of the month, we are
17 meeting, committee chairs, with the board.

18 MR. MAYERSOHN: This is just a section of
19 like a 46-page bill.

20 MS. FERTIG: So we can share this in that
21 setting if you think that -- that's what we
22 should do.

23 MR. MAYERSOHN: I think that --

24 MS. FERTIG: I am gonna -- I was going to ask
25 Phyllis if she could go because I may not be able

1 to go. Is there somebody that can go if I can't?
2 I don't think I'm going to be able to on this
3 Tuesday. I can write it up --

4 I mean, I've just got so many, I'm just -- I
5 had another committee chair, actually, say I
6 could read your report for you.

7 So, in any event, if you want to get it into
8 some kind of a motion I can take it to them and
9 just make them aware of it and ask that they have
10 their lobbyists do whatever you think, Bob, I
11 don't know. But I'd be more comfortable with a
12 motion so that -- you know, I think the board,
13 and rightly so, wants to know that what we're
14 bringing forward has the support of the committee
15 behind it. That's a priority. They just don't
16 want it to be an opportunity for chairs to come
17 and talk about what they want to talk about.

18 So do you want to make a motion; do you want
19 to --

20 MR. MAYERSOHN: I mean, again, it gives them
21 the -- I don't know the impetus behind the bill
22 and I hate to make a motion for or against
23 something without knowing the reason why this is
24 in potential legislation.

25 I don't want to sit there -- like I said,

1 Senator Simon has been very user friendly in a
2 lot of areas, so I don't want to alienate him.
3 Again, maybe this is his idea. I have no idea.
4 But I would like to know what the impetus behind
5 it is and that can be accomplished through a
6 lobbyist to find out why.

7 MS. FERTIG: Isn't that a small part of the
8 bill?

9 MR. MAYERSOHN: No, no, it's a small part of
10 the bill. But through that, again, somebody
11 could -- you know, one of the senators or
12 whatever either in that committee or somewhere
13 else can bring up, you know, an amendment to say
14 let's keep it in out of the 20 other parts.

15 MR. DE MEO: I don't think it affect us in
16 any way.

17 MS. FERTIG: Okay.

18 MR. DE MEO: I think it's an expression of a
19 certain point of view that you should have an
20 option and you shouldn't have to be required.

21 I don't see the difference with the school
22 district our size or of any size, like the \$50
23 million budget, I mean, come on, who would sit on
24 a board that didn't have an internal audit
25 function? I mean the SEC and the PCOB requires

1 an audit committee for public companies. If
2 you're a registered public company you've got to
3 have an audit committee, you know, so I don't
4 know.

5 MS. FERTIG: I -- I -- yeah, I would
6 typically agree. I just know that there are a
7 lot of tough decisions that are going to be made
8 in the coming year, which, Dave, if we could get
9 an update on the fund balance issue that we've
10 been following? I know Natalie had raised it at
11 most meetings, so --

12 MR. RHODES: I will --

13 MS. FERTIG: You can just email us.

14 MR. RHODES: What I'll do is I'll reach out
15 to the CFO and see if I can get the most updated
16 information that I can forward on to all of you.

17 MS. FERTIG: Okay. Is there any other
18 business? We're down to Committee Comments and
19 anything else you want to say before we adjourn.

20 So does anybody have anything else?

21 (No response.)

22 MS. FERTIG: And, actually, we don't -- is
23 there anything you would like in our reports to
24 the board? Typically, I just report on what
25 we're doing in here, but it's been -- and I've

1 told them this, it has been our practice over the
2 many years that we have been in existence to
3 really -- our comments on the audits we do are
4 not taken to that meeting. That would be more
5 something like for this. They are taken to the
6 meeting where the audit is actually presented to
7 the board and they're incorporated in the
8 minutes; right, Dave? So the board typically
9 knows -- if we've asked for something to be
10 transmitted with specific comments, those are
11 typically presented to the board at the time of
12 an audit.

13 MR. RHODES: Yeah, so there's three
14 components to each audit that we would transmit.
15 That would be the report, itself, an executive
16 summary, and then the relevant excerpts from the
17 transcripts.

18 MS. FERTIG: Right. So anything in -- and
19 any time we do have a meeting let me know if
20 there's anything you all want included in those
21 reports.

22 MR. MAYERSOHN: Do we have a way, and it's
23 kind of like after the fact, because we do an
24 audit on something that has previously happened.

25 MS. FERTIG: Yeah.

1 MR. MAYERSOHN: But is there any way to
2 track, because of the audit and because of some
3 of the things that were identified to address the
4 financial savings? And I don't know if there's a
5 way to do that.

6 MS. FERTIG: You know, typically, over the
7 years we would go to the August meeting, meaning
8 the chair of the audit committee and the auditor
9 would go to the August meeting with the school
10 board to give kind of an annual summary of what
11 we do and we would use that as an opportunity to
12 talk about the fact that through the auditing
13 process we have -- we are able to see better
14 business practices, save money, so forth and so
15 on. There have been years -- times when we've
16 recouped money because we've said, hey, listen,
17 this should have never happened, let's go after
18 that money legally or whatever.

19 So that usually used to happen in August. It
20 has not happened, I don't think, the last three
21 or four years and that could be just because of
22 the amount of turnover we had.

23 MR. MAYERSOHN: I think Mr. Medvin gave the
24 last one to the board.

25 MS. FERTIG: So that was two years ago?

1 Yeah. So, typically, that's when we do it. But
2 actually these new meetings are great. The way
3 Debbie Hixon set it up was to have it at the
4 first workshop with everybody there and an
5 opportunity for the board to ask us questions.
6 So it's been very productive. So we can do
7 anything that you all want to do and make any
8 comments; yeah.

9 MR. DE MEO: So, three parts are -- the
10 report to the school board consists of three
11 things and one of them is an excerpt of our
12 comments?

13 MR. RHODES: So we have an executive summary
14 and then we have the actual report that's being
15 transmitted and then we take the transcripts of
16 the portion of the meeting that showed the
17 discussion of that item up to and including the
18 language for the motion to transmit.

19 MS. FERTIG: So how -- who and how does one
20 decide what to include?

21 MR. RHODES: It starts generally with the
22 beginning of that particular item that when it's
23 called on the agenda through the conclusion of
24 the motion, itself. It's not a summarized
25 version, it's just the part with that discussion.

1 MS. FERTIG: Verbatim from the transcript of
2 the --

3 MR. RHODES: Can you correct me if I'm wrong,
4 Octavia.

5 MS. ALLEN HARDAWAY: Yes, you're correct.

6 MR. RHODES: Yeah, so it's verbatim based on
7 all of the minutes that were included in the
8 discussion of that particular report from
9 introducing the report to the motion to transmit.

10 MR. DE MEO: Now, if I'm a board member,
11 unless it's really important, I'm not reading all
12 that. The trouble with that is who would
13 summarize it, who the hell has the time, and then
14 who should summarize it in a succinct, something
15 that captures the spirit of the conversation of
16 the board?

17 MR. MAYERSOHN: AI.

18 MR. DE MEO: Who would do that?

19 MR. MAYERSOHN: AI.

20 MS. FERTIG: Well, I think, actually, that's
21 a great way to do it. And each of us appointed
22 by a board member, you know, in theory, we're
23 supposed to let our board members know if we have
24 something that's really controversial. A lot of
25 the audits we don't, other ones we do. So -- but

1 I've always -- you know, really, they used to
2 always get the total minutes of our meeting, so
3 the fact that they're getting what just pertains
4 to that one audit is actually an improvement
5 so -- no, I mean because they don't have to read
6 through an entire -- the entire transcript to
7 find what was said on a specific audit. You're
8 kind of handing it to them.

9 MR. RHODES: And the first time that I was
10 here between 2004 and 2012 we never had anyone
11 transcribing the meetings.

12 MS. FERTIG: Right.

13 MR. RHODES: So I have to believe that
14 whatever the justification for making that change
15 is that people did want this for the record. I
16 understand the idea of making a summary out of
17 it, but I think that having access to those
18 minutes could be -- should be what the board has
19 full access to. Because I would be very
20 concerned that, for example, if I was to make a
21 summary and somebody somewhere made a case that I
22 left out an important or material comment, I
23 would not want to have that resting on my
24 shoulders when the full transcript was available.

25 MS. FERTIG: I agree. I agree. I mean, I

1 also think it's best to give them exactly what
2 was said in the meeting rather than having the
3 chair determine what parts of that meeting were
4 important.

5 MR. RHODES: Now, they can feed those into AI
6 and come up with a summary, but I don't think we
7 should. But I'm willing to do whatever the
8 committee would like.

9 MS. FERTIG: But I'm just saying, the change
10 that I see is we've added a lot of things into
11 these reports the last few years and I really
12 think the important thing is what this committee
13 actually says and to do it at the time of an
14 audit so that they're seeing it in context. But
15 an issue like Bob just brought up is something we
16 can obviously talk about in our report.

17 So just keep that in mind and let me know
18 what you want me to talk about, I guess, is what
19 I'm saying.

20 MR. RHODES: One other bug to put in your ear
21 is that I don't think that there would be
22 anything wrong with having four items attached,
23 the executive summary, the report, the full
24 excerpt of the transcripts and then a summarized
25 version of the excerpts, so that they would have

1 the ability to read whichever of the two that
2 they wanted, but they would all be there for the
3 record and for the public that might be following
4 this stuff as well.

5 MS. FERTIG: Okay. Anybody?

6 My only fear would be that they would just
7 read the summary.

8 MR. DE MEO: Well, in being with the chair of
9 the committee, that could be a responsibility
10 that one would reasonably expect the chair to
11 perform, and that is, summarize the consensus or
12 the desire of the committee, but that's a big job
13 and we're volunteers and --

14 MS. FERTIG: Well, I mean, we can do that,
15 but I think it's -- we can certainly add just a
16 cover thing that's a shorter summary than the
17 actual conversation. For many of our motions
18 they're unanimous anyway, so it's not -- it's
19 just -- yeah.

20 MR. NAYLOR: Does our transcription service
21 offer that?

22 MS. FERTIG: No.

23 COURT REPORTER: No way.

24 MS. FERTIG: Because he's taking verbatim,
25 what we say.

1 MR. NAYLOR: No, no, I understand that, but
2 does your service offer a summarized --

3 MR. MAYERSOHN: AI does, but --

4 MR. NAYLOR: Yeah, well, AI, that's what I'm
5 wondering, if they can actually take an AI and
6 apply that to their --

7 MS. FERTIG: And, you know, AI has been
8 great, and we call it the new secretary of
9 committees, but there are times when it's wrong.
10 So, yeah.

11 MR. RHODES: It still hallucinates on
12 occasion.

13 MS. FERTIG: So, okay. Any other business?
14 (No response.)

15 MS. FERTIG: Anybody have anything else?
16 (No response.)

17 MS. FERTIG: Is there a motion to adjourn?

18 MR. NAYLOR: Motion to adjourn.

19 MR. MEDVIN: Second.

20 MS. FERTIG: Okay. All in favor?

21 COMMITTEE MEMBERS: Aye.

22 MS. FERTIG: Opposed?

23 (No response.)

24 MS. FERTIG: Thank you all so much. We'll
25 see you January 29th unless -- unless Dave has

1 something really exciting for us before then.

2 MR. RHODES: If anything should come up, I'll
3 let you know.

4 MS. FERTIG: Thank you.

5 (Meeting was concluded at 11:06 a.m.)
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

REPORTER'S CERTIFICATE

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

STATE OF FLORIDA
COUNTY OF BROWARD

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

Dated this 18th day of December, 2025, Fort Lauderdale, Broward County, Florida.



TIMOTHY R. BASS
Court Reporter

A				
a.m 1:15,15 77:5	adopt 5:25 6:2	15:25 18:6 20:3,16	30:19 35:23 39:20	bad 20:7 55:23
ability 9:4 25:14,19	Advanced 50:24	23:7 24:18,20 25:21	39:24 43:5 48:8,11	balance 68:9
47:19 75:1	advised 57:6	31:4 46:18 61:20	48:14,15,21,24	Baron 2:4 3:14,14
able 9:14 15:17 16:19	advisors 51:4	68:20 75:5 76:15	50:11,17 51:10	14:1,10,24 15:24
19:8 22:15 23:4	advisory 39:22 61:3,7	anybody's 46:23	53:15,16 54:12	based 14:17,18,19
55:13 57:6 65:25	62:3	anyone's 7:8	59:13 63:25 67:24	15:8 19:18 72:6
66:2 70:13	advocate 63:15	anyway 25:20 75:18	68:1,3 69:6,12,14	basically 25:1 31:8
absent 25:6	affect 62:13 67:15	anyways 62:9	69:24 70:2,8 73:4,7	Bass 1:23,24 2:15
Absolutely 53:22	agencies 29:13	AP 50:20 51:1	74:14	45:10 78:4,14
54:1	agenda 5:8,22 6:10	apologetic 56:12	auditing 70:12	beginning 38:1 71:22
abundantly 43:13,14	16:16 47:9,23 48:4	apologize 6:12 14:13	auditor 2:7,8 4:12,18	believe 42:18 73:13
acceleration 50:23	48:18 52:19 58:17	Apparently 7:6	9:14 17:11 24:3	best 74:1
accepted 28:8 33:23	71:23	apply 76:6	26:11,19 36:21 37:8	better 33:11 70:13
access 73:17,19	aggressive 19:7	appointed 3:20 5:18	37:8 38:10,18 52:11	big 75:12
accomplished 67:5	ago 35:15 56:9 70:25	31:14,15 56:20	62:23 63:2 70:8	bill 62:15 63:23 65:9
accountability 49:24	agree 28:21 43:7	72:21	auditor's 24:5 51:16	65:10,12,19 66:21
50:4,5	57:12 68:6 73:25,25	appointee 58:10 59:1	auditors 29:19,24	67:8,10
accurate 17:8	agreement 21:5,5	appointment 39:23	35:16 62:21 63:12	bills 21:21
ACE 50:20	ahead 10:12 29:8	appropriate 37:10	63:20 64:5,6,12	bit 22:15 56:12
acknowledgment	41:10 42:4	appropriately 8:23	audits 2:8,9 9:1 10:1	blah 56:13,13,13,13
50:6	AI 72:17,19 74:5 76:3	approval 6:17 12:2	19:25 20:1,22 37:3	56:13
acronyms 7:9	76:4,5,7	15:6,7	69:3 72:25	blanketly 44:7
acting 9:3	Alan 2:13 9:20	approvals 14:19	augment 64:5	board 1:4,12 5:18
action 38:23	Alhadeff 3:21 5:18	approve 13:4	August 70:7,9,19	17:5,20,25 18:4
actions 9:11,12	alienate 67:2	approved 13:24 14:4	authority 21:21	19:7,17 20:22 21:6
actual 71:14 75:17	aligned 28:24	14:25 15:3,21 18:13	authorization 11:7	22:14,21 23:1 24:5
add 5:24 11:25 26:18	Allegiance 5:10	21:6,9,11,18 23:5	authorized 21:23,25	28:1,4 29:5,20
26:18 31:1 38:2,7	Allen 4:19 5:1,1,2	area 26:8 51:3	78:6	30:22,22 31:13,15
39:10 40:5 43:10	72:5	areas 11:13 12:16	Autism 50:25	31:21 32:19 33:1,18
48:18 53:14 75:15	ALLEN-HARDA...	17:23 50:14,17 67:2	available 9:1 15:16	33:23 35:15 37:23
added 20:19 47:24	2:11	asked 3:20 25:20	58:11 73:24	41:4 42:20 46:7
74:10	allocated 62:1	69:9	Avenue 1:13,24	50:13,15 51:11
adding 30:8 35:16	allow 44:17	asking 33:18 57:14	awarded 48:23	53:11 54:6,19,22
52:20	allowed 25:3	aspect 26:15	aware 48:19 58:18,18	55:14,19 57:24 61:3
addition 9:2 10:18	amendment 67:13	assigned 2:9 17:9	62:12 63:21 66:9	61:16,16 62:3 64:25
51:5	amendments 39:12	associated 15:10 51:2	Aye 6:7 8:4 16:10	65:6,17 66:12 67:24
additional 19:3,13	43:6	assuming 54:24	60:19 76:21	68:24 69:7,8,11
30:9 34:10	amount 70:22	attach 17:2		70:10,24 71:5,10
additions 8:1	amounts 19:22,24	attached 45:13 74:22	B	72:10,16,22,23
address 16:24 28:10	analysis 17:10,22	Attempt 60:6	B 2:4 24:3	73:18
40:22 70:3	21:13	attendance 2:1 25:18	BAC 54:12 61:24	board's 33:3
addressed 8:23	and/or 65:6	attended 59:1	back 5:2,7 7:13 14:10	Board-Established
adhere 40:19	Andrew 2:3 3:15	attends 61:12,16	14:21 16:21 18:23	39:22
adjourn 68:19 76:17	Andrews 1:24	attention 18:15	20:11,13,14 21:6,19	Bob 3:8 29:9 36:10
76:18	annual 39:21 53:24	attorney 40:19	22:7,16 23:19,20	64:8 66:10 74:15
adjustments 14:18	62:25 70:10	Attributes 11:7	24:14 26:9 28:2,6	bodies 37:10
administration 1:12	annually 24:12	audit 1:5 3:8,12,16	28:15 33:22,25 34:2	bond 7:2,9 20:1 22:7
36:11	answer 9:4 10:22	4:14 5:16 8:16,20	38:5 44:18 46:21	boundary 54:17
administrative 49:3	22:2	9:6 10:15 11:2 12:4	47:11 49:7,14,18	breath 22:15
62:15	Anthony 2:3 3:10	12:9,10,14 14:12	50:12 54:3 62:5	bring 18:14 19:14
	anybody 4:8 5:23 7:3	16:6,25 18:18,20	background 18:3	23:24 28:15 44:18

45:20 46:21 55:23 62:19 67:13 bringing 12:14 48:16 66:14 brings 20:11 40:22 broad 35:22 46:6 brought 56:11 74:15 Broward 1:4 29:20 78:3,11 Bryan 2:10 4:22 BTM 53:15 budget 50:10 54:3,10 54:14 55:21 57:19 61:1,3,6,7,12,23 62:2 67:23 budgetary 54:6 bug 74:20 business 8:13 27:8,10 35:23 68:18 70:14 76:13 busy 7:19 56:13 button 13:22 15:19 By-Laws 46:5 bylaws 23:11,21 24:1 24:2,6 27:23 28:25 33:4,11,12,13,14 40:7,12,25 48:3	catch 7:12 categorical 64:17 category 30:6 caused 19:8 52:7 CENTER 1:12 certain 11:15 31:20 47:21 49:21 67:19 certainly 9:13 31:2 38:20 75:15 CERTIFICATE 78:1 certify 78:6 CFO 16:22 17:2 68:15 chair 2:2 26:1,2,4,12 27:12 28:16 32:11 32:11 36:10 38:6,22 38:24 47:18 65:6 66:5 70:8 74:3 75:8 75:10 chairs 54:11 65:17 66:16 chance 53:17 change 25:15 31:22 32:18,22 33:14 34:1 43:23 59:21 73:14 74:9 changed 17:17 24:13 25:22 32:2 46:11 changes 5:24 6:20 24:6,7 charged 19:24 charter 48:25 chief 2:7,8 4:12,17 9:14 24:3,5 26:10 26:19 36:20 50:16 58:1,7 59:4 chime 25:21 choose 53:3 Chris 3:11 40:9 CHRISTOPHER 2:5 circumstances 53:18 60:7,11 cities 61:3 clarification 15:9 clarify 31:1 clean 8:19 22:17 clear 43:13,14 65:12 clearer 7:15 30:21 33:17 Clerk 2:11 close 8:12	codes 49:4 cognizant 36:24 37:11 come 10:1 26:17 31:12 36:16 41:5 48:6,8 49:20 66:16 67:23 74:6 77:2 comes 33:9 34:2 51:10 comfort 55:25 comfortable 27:11 66:11 coming 23:20 61:19 68:8 comment 6:11,13 12:8 16:1 32:14 49:10 53:2 56:4 73:22 comments 10:10 18:21 29:7,8 68:18 69:3,10 71:8,12 commissioner 61:16 committee 1:5 2:1 3:9 3:12,16,19,23 5:3 5:16,20 6:7 8:4,25 12:10 16:10,20,22 16:23 18:15,20 19:4 24:12 28:9,18 30:17 30:19,21 32:10 33:7 33:20 34:9 35:23 36:14 37:19 38:23 39:11,20,24 41:12 50:25 51:21 52:6,17 53:16 54:17 55:11 56:21 57:19 59:13 60:19 61:1,8,23 62:12,17 64:7 65:9 65:12,15,17 66:5,14 67:12 68:1,3,18 70:8 74:8,12 75:9 75:12 76:21 committee's 24:2 33:24 committees 33:2,4 39:22 40:8 76:9 communicate 31:17 communicating 30:3 communication 30:17 30:24 31:9 65:5 communications 26:9 29:18	communities 54:8 community 54:7,14 54:18,19 55:12,12 62:8 companies 68:1 companion 65:10 company 68:2 complete 37:15 39:20 78:8 completed 27:9 38:10 52:13 compliance 10:19 comply 30:11 components 69:14 comprehensive 12:5 computers 40:23 concepts 41:19 conceptual 23:25 28:14 conceptualize 24:15 conceptually 35:2 concern 17:6 53:12 56:5 concerned 4:11 10:21 30:15 47:25 49:22 50:8 73:20 concerns 11:21 26:15 56:20 concluded 32:21 77:5 conclusion 71:23 condition 15:11 17:1 conduct 35:23 conducted 27:8 Cone 22:23,25 confidentiality 21:1 confrontational 41:7 consensus 36:17 75:11 consent 45:17 consequences 9:11 consider 64:4 considerably 37:16 considered 32:13 consistent 33:15 consists 71:10 constantly 35:16 construction 21:4,8 21:23 consultant 7:10 consultants 7:2 contained 17:7	contentious 29:4 context 74:14 continue 32:4 continuing 13:13 contract 37:19 contracts 21:7,10,18 21:25 controls 13:20 controversial 43:5 72:24 controversy 41:24 convenient 34:18 conversation 18:22 29:4 32:19 46:8 61:11,24 72:15 75:17 conversations 10:3 coordinate 19:12 copy 40:23 45:20 46:2 58:22 copying 22:18 correct 11:8,8 16:24 64:16 72:3,5 corrected 8:22 15:11 correction 17:24 corrections 6:20 7:25 correctly 19:21 52:1 counsel 23:2 count 25:6,17 36:5 County 1:4 29:20 78:3,11 couple 19:6 29:3 32:7 37:5 52:25 54:23 57:9 course 15:14 35:18 36:25 court 1:23 2:15 5:5 75:23 78:4,14 cover 10:24 39:24 75:16 covers 36:2 CPA 2:3,3 create 55:5 61:1 creates 7:22 CRI 17:11 criteria 27:3 crunch 18:24 current 33:17,19 47:6 47:8 63:18 currently 9:3 13:12 48:5 62:14
C				
C 2:11 call 3:4 5:12,13 26:4 26:5 30:20 36:4 42:6,10,16,18,21 43:22,24,25 44:6,9 44:14,23 45:3,3,12 45:17,18,25 47:12 47:13,18,22 60:23 76:8 called 25:7,9,10,11 26:1 27:1,11,16 47:13 71:23 calling 26:12 27:3 Cambridge 51:2 CAP 50:22,22 CAPE 51:2 capital 19:21 captures 72:15 carries 16:13 60:22 cart 28:23 case 45:16 62:24 73:21				

D	<p>determining 33:8 dicey 26:21 difference 67:21 different 11:13,14 13:14 19:6,22 21:22 36:11 37:6 49:9 54:11 55:19 61:3 difficult 14:11 54:15 55:14 61:11 62:7 difficulty 55:18 direct 24:4 director 2:8 4:14 9:4 discipline 10:6 discreetly 8:13 discrepancies 11:4 discretion 27:12 discuss 17:10 35:8 discussed 23:22 29:10 51:3 56:23 discussing 33:8 discussion 6:4 13:9 13:15 23:25 31:3 51:9 60:16 71:17,25 72:8 discussions 24:16 28:16 50:14 52:5 disposition 49:18 dissension 44:16 dissenting 45:7 distribution 49:2 district 2:12 12:6,11 12:23 15:17 20:2 48:25 49:5 51:17 54:10 59:20 62:22 62:24 63:13,18,23 64:3 65:5 67:22 district's 9:23 39:21 district-based 12:22 districts 64:10 Diversity 41:4 document 15:21 23:15 45:12 documentation 19:19 44:13 documented 44:20 45:8 doing 8:9 12:4,10 36:24 42:8,13 43:1 43:2 44:9 68:25 dole 9:14 dollars 19:21 49:23</p>	<p>49:24,25 Dr 56:10,20,23 draft 50:11 51:9 52:14 dried 50:7 due 22:13 50:11 52:4 duty 30:3</p> <hr/> <p style="text-align: center;">E</p> <hr/> <p>ear 74:20 education 62:17 63:8 effect 45:19 effective 29:18 30:25 31:9 efficacy 10:16 efficiencies 55:5 Efficiency 62:16 effort 33:3 eight 34:8 36:15 either 8:22 16:17 19:11 34:24 35:2 40:18 50:13 53:5 56:8 67:12 elapsed 18:2 electronic 12:24 13:22 14:2 15:19,20 electronically 13:2 eliminate 62:20 eliminated 63:3 eliminates 65:1 eliminating 65:3 email 56:22 58:21 68:13 employ 63:1 employee 11:9,9 59:20 ended 49:24 entire 51:21 52:17 73:6,6 entities 63:11 equipped 30:4 Erhard 2:10 4:23 ERP 13:11 especially 13:16 53:24 essentially 22:9 established 27:23 30:24 establishments 40:18 etched 49:11 ethics 8:8 39:16,17,25</p>	<p>40:10 event 66:7 eventual 10:6 everybody 4:1,2 15:16 45:4 46:25 59:9 71:4 everybody's 7:19 42:14 exactly 29:22 74:1 example 13:1 24:11 30:7 36:25 37:14 43:3 44:3 73:20 excellent 6:18 exceptional 5:5 excerpt 71:11 74:24 excerpts 69:16 74:25 excess 63:1 exciting 77:1 executive 2:8,10 4:13 4:21 69:15 71:13 74:23 exercise 15:10 existence 69:2 expect 75:10 expended 21:16 expression 67:18 extended 17:12 extent 13:6 external 17:10 29:19 29:23 30:23 37:7,8 38:9 48:16 52:11 64:6 externals 30:18 extra 38:2</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p>facing 54:7 fact 24:2 69:23 70:12 73:3 falls 30:6 familiar 7:8 14:9 40:20 41:15 family 17:12 far 30:25 fast 49:19 fastest 20:18 favor 6:6 8:3 16:9 60:18 76:20 fear 75:6 feature 29:11 federal 62:25</p>	<p>feed 74:5 feedback 29:25 33:18 33:22 49:13 feel 19:16 26:7 54:16 Fertig 2:2 3:3,18,18 3:22 4:7 5:4,11,19 5:22 6:4,6,8,10,13 6:16 7:25 8:3,5,7,15 9:7 10:8,10,12 12:19 13:3 14:14 15:25 16:5,11,13 18:6,8,17 19:16 20:3,6,18 21:2 22:18 23:6,9 24:18 24:22 25:9,11 26:14 26:25 27:15,24 29:2 29:15 31:4,6,12 32:6,15 33:10 34:1 34:11,15,23,25 35:14 36:5,16,22 37:25 38:17,25 39:7 39:10 40:5,11,23 41:10,21 42:3,5,19 42:22,24 43:11,23 45:1,20 46:1,12,14 46:21 47:3,9,15,23 48:20 51:13 52:18 53:8,22 54:2 55:10 56:2 57:14,18 58:2 58:15,20 59:7,10,14 59:17,21 60:1,4,9 60:13,18,20,22 61:7 61:18,22 63:17 65:14,20,24 67:7,17 68:5,13,17,22 69:18 69:25 70:6,25 71:19 72:1,20 73:12,25 74:9 75:5,14,22,24 76:7,13,15,17,20,22 76:24 77:4 fidelity 22:10 figure 22:12 41:22 filed 37:10 filing 37:24 38:14 filled 13:7 final 32:16 33:9,25 41:13,13 49:18 52:15 finalize 27:25 29:6 32:24 46:16 finalizes 29:6</p>
----------	--	---	--	--

finalizing 28:3	68:16	8:11,12 11:10 12:13	happen 14:8 15:14	67:3 73:16
financial 21:13 37:8	forwarded 53:16	12:14,24 15:18	37:12,17 53:19	ideas 33:7
38:10 52:11 70:4	found 11:4 16:25	16:24 17:20,24	56:17 70:19	identified 15:12
find 6:23 8:11 21:20	17:15	18:23 19:18 21:19	happened 5:6 24:8	17:23 40:2 44:24
23:3 39:15 52:9	four 48:6 49:9 59:5	22:1,4,22 26:13,17	49:12 69:24 70:17	70:3
65:7 67:6 73:7	70:21 74:22	27:19,24 28:2,6,9	70:20	identify 35:3 44:9
finding 14:13	frequently 25:12	34:4 36:17 38:5	happening 26:16	identifying 12:15
findings 14:21 15:2,4	fresh 52:24	42:5,15,24 43:1	31:18 51:20	24:10
17:8	friendly 67:1	44:7 45:21 46:9,15	happens 22:3 28:3	II 2:10
fine 7:23 27:20 29:2	front 5:23 59:9	48:9,10 49:7,19	35:6	impacted 52:8
finished 27:17	fruitful 35:6	50:16 51:9,15 52:13	hard 35:17 48:13	impetus 66:21 67:4
firms 7:10	full 73:19,24 74:23	52:14,16,20 55:15	49:19	implemented 15:13
first 11:4 39:18 43:24	fun 3:24 5:20	57:6,20 63:24 65:13	Hardaway 4:19,19	implied 39:2
65:16 71:4 73:9	function 56:19 63:25	65:24 66:2 68:7	5:1 72:5	implies 40:3
fits 35:24	64:6 67:25	gonna 65:24	hate 66:22	imply 30:2
five 35:15,20 44:11	fund 64:12,14,20 68:9	good 3:11,14,15,17	hear 33:25	important 7:8,20
45:6 46:11 53:1	funded 64:19	5:13 28:22 32:5	heard 62:16	24:9 29:11 35:8
fix 14:22 28:10	funding 19:22 49:9	33:5 34:11 35:12	Hearing 48:13	72:11 73:22 74:4,12
FL 1:25	50:7 64:9,13,17,23	39:3 43:8 44:6,15	heat 54:18	improve 15:18
flexibility 37:13	funds 2:9 4:16 37:3	48:2 54:16 55:17,22	held 49:17 52:6	improvement 73:4
38:15	48:8,11,21,22 49:2	56:14 59:9 61:10	hell 72:13	in-person 25:16
flexible 37:21	49:6 50:4,19,20,20	Gouldbourne 2:9	help 13:20 15:18	inadvertently 21:11
Florida 1:13 29:20	50:22 51:3 62:25	4:15,15 9:2 11:24	19:17 28:20 55:14	include 10:15 47:13
78:2,5,11	future 11:11,22 12:13	12:1 14:16 15:1	helpful 62:8	71:20
flying 23:9	32:21 44:19	governed 32:15	helps 54:19	included 41:13 69:20
focus 50:16	<hr/> G <hr/>	government 29:13	Hepburn 56:10,23	72:7
folks 17:6 47:4 52:7	general 9:8 23:2 33:6	governs 33:12	hey 26:12,23 27:13	including 19:23 71:17
follow 27:22 40:13	64:20	gray 26:8	70:16	incorporated 69:7
41:1 51:18 57:8	generally 43:17 53:8	great 3:22,23 6:10	Hi 3:10	indication 65:13
follow-up 8:20 11:2,6	71:21	8:15 12:18 18:22	highlighted 24:23	Indirectly 11:1
14:1 15:10,12 16:8	genius 63:4,6	32:6 35:10 47:9	32:17,23	individual 8:10 21:7
18:20 19:9 20:4,10	getting 26:8 35:17	48:20 54:22 71:2	hired 7:2	informal 10:4
followed 9:10 57:2	48:3,17 73:3	72:21 76:8	hit 15:19	information 16:20,23
following 3:1 29:9	give 6:21 20:22 25:14	greater 30:3	Hixon 71:3	17:7 18:14 19:3,13
39:23 68:10 75:3	25:18 29:10,12	group 10:21 17:18	Hmm 31:6	20:12 21:17 22:24
foot 20:25	51:21 70:10 74:1	50:17 51:11 53:21	holding 49:15	31:10 50:12 51:1,22
Force 61:6	given 52:12	55:25 62:3	holds 24:12	68:16
foregoing 78:7	gives 47:19 54:4	groups 31:16 54:12	holidays 57:22	informed 55:20,22
forget 5:6 20:13	66:20	guess 11:23 12:22	Holness 56:20	initial 23:25
form 13:1,6 29:25	glad 3:22	18:8 30:1 33:24	hoping 15:15	initially 22:20,22
formal 10:4 29:25	go 3:6 4:1 5:7,8 7:13	34:9 35:19 43:20	horse 28:23 31:24	initiate 38:21
57:3	8:7 10:12 13:3	46:6 58:4 74:18	hour 13:4	innocuous 30:2
format 12:24	14:21 15:22 17:12	GUESTS 2:14	house 65:11	input 51:10 55:13
Fort 1:13,25 61:2,6	18:23 20:13,14 24:1	guidelines 27:22	Housekeeping 8:8	61:10
78:10	29:8 30:10,22 41:10	guys 53:20	Huh 63:5	instance 15:1
forth 12:6 26:9 62:1	42:4 45:22 47:11	<hr/> H <hr/>	<hr/> I <hr/>	instituted 54:9
70:14	61:20 65:25 66:1,1	hallucinates 76:11	idea 12:23 28:14 30:8	instruction 28:17
Fortunately 6:18	70:7,9,17	hand 35:2	35:9,10,10,13 37:20	intent 28:7,9 31:19
Forvis 37:20	goes 17:25	handing 73:8	43:8 44:6 54:22	interested 46:23 47:1
forward 12:14 21:10	going 3:4,24,25 5:8	handling 49:1	55:17,23 56:15 67:3	internal 2:9,9 4:15
23:24 28:15 66:14				13:20 29:19 30:23

37:2 48:11 62:21,23 63:1,12,19 64:5,12 67:24 internals 30:18 interpretation 50:1 interpreting 45:11 introduce 3:6 4:2,3,7 4:8,9 introduced 4:1 5:11 introducing 72:9 introduction 28:7 inventory 10:2 48:14 investigations 19:6 invitation 57:3 INVITED 2:14 issue 29:24,24 41:7 52:14 64:13 68:9 74:15 issued 21:24 48:12 issues 16:25 54:7 issuing 50:5 item 16:25 28:7 29:17 31:7,8 50:18 71:17 71:22 items 8:21 11:18 32:8 51:8 74:22	70:10 73:8 knew 17:19 know 5:20 6:22 7:3,7 7:7 11:15 13:1,8,11 13:15 14:5,10,12 15:4 20:7 24:19 25:20 26:12 27:4,13 28:3,4,22,25 29:12 30:7,7 31:16,19,21 32:9,12 33:2,2 34:4 34:7,11 35:5,15 36:1,14,25 39:10 41:12,16 42:7,11 43:2 46:7,22 47:17 47:20 49:11,14,21 52:16,17,23 53:8,12 53:14,20 54:11,23 55:2,15,18 56:11,13 56:21 57:1 58:15,25 59:5,7 61:2,4,8,10 61:25 62:4 63:9,10 65:5,6,11 66:11,12 66:13,21 67:4,11,13 68:3,4,6,10 69:19 70:4,6 72:22,23 73:1 74:17 76:7 77:3 knowing 66:23 knows 62:13 69:9 KOLLIAS 2:5 Kronos 55:7,8	left 21:11 73:22 legal 29:10,12 legally 70:18 legislation 46:7 62:14 66:24 legitimate 64:4 let's 5:3 20:14 26:23 27:14 41:21 47:21 63:25 67:14 70:17 letting 57:1 level 12:6 54:10 55:21 Lew 2:4 3:17 9:7 10:8 27:21 41:10 46:19 57:14 Lew's 33:10 liaison 28:18 30:16 36:20 38:21 41:14 52:11 light 54:6 limit 22:22 line 6:25 30:16 38:5 lines 44:25 link 29:18 30:17,24 list 19:19 listed 11:18 listen 70:16 listened 56:21 little 22:15 29:4 56:12 59:4 lobbyist 67:6 lobbyists 63:14,21 65:7 66:10 local 62:25 locations 8:18 12:3 12:12,12 16:7 34:18 49:17 Log 47:10,24 48:18 long 25:5,16 42:9 49:15 longer 46:9 look 5:7 7:14,14 11:12 12:11 15:11 15:17 19:20 21:4,19 22:1,9 24:9,16,17 28:11 29:1 40:6,24 41:22 48:25 53:17 63:14 looked 10:21 11:14 21:15 34:12 55:5,6 56:1	looking 10:19 11:3 12:15 13:10 14:5 22:8 42:14 54:3 63:2 looks 62:20 Lori 3:21 5:18 losing 27:14 lost 13:21 lot 3:24 16:23 23:12 26:4 27:2 31:13 32:19,20 52:5,19 55:4 57:9 58:16 59:4 61:23 62:7 67:2 68:7 72:24 74:10 Lugo 2:9 4:17,17	69:22 70:1,23 72:17 72:19 76:3 Mazars 37:20 mean 25:7,16 29:23 30:16 36:2 40:17,24 44:7,8,13 55:4,10 58:16 61:2,15,18,23 62:22 63:12 64:24 65:4 66:4,20 67:23 67:25 73:5,25 75:14 meaning 64:1 70:7 meaningless 63:22 means 29:10,12,17,22 64:18 medical 17:12 Medvin 2:3 3:15,15 51:14,25 56:4 57:11 57:25 58:8 59:16 60:11 63:4,6 70:23 76:19 meet 35:22 37:3 57:20 meeting 1:5 3:4 5:6 19:2,11,15 20:10,19 26:3,4,6,24 27:5,10 27:12,18 34:2 35:25 36:4 38:3,4,7,11,13 38:15 39:23 41:3 44:2 47:24 48:7 50:19 51:19 52:21 53:6,7,23 56:16,17 56:24 57:4 58:6,19 59:1,13 65:17 69:4 69:6,19 70:7,9 71:16 73:2 74:2,3 77:5 meetings 24:11 25:25 26:5 27:1,5,6 30:9 30:12 32:20 34:7,8 34:10,17,22 35:18 35:20,21,21,24 36:3 36:12 37:1 50:15 52:25 56:7 60:5,7 60:15 68:11 71:2 73:11 member 3:9,13,16 5:17,18 25:1 32:11 39:19 45:4 47:14,17 72:10,22 members 2:1 5:3 6:7 8:4 16:10 26:2,17
J January 37:15 48:7 52:3,19 76:25 Jeff 58:8 jeopardize 22:25 Jill 2:4 3:14 job 75:12 John 47:5 58:12 join 5:9 judgment 55:22 July 36:8,8 justification 73:14	L lack 9:11 55:16 language 26:19 31:1 33:19 71:18 Large 78:5 larger 12:9,11 late 38:13 51:25 latest 51:22 Lauderdale 1:13,25 61:2,6 78:11 law 39:25 40:1 63:19 laws 49:3 lead 10:5 leading 57:10 learn 15:17 Learning 2:13 leave 17:12 26:18 37:13 42:24 47:16 leaving 27:11	M Magli 2:8 4:13,13 51:1 maintain 20:25 32:2 major 31:16 make-up 19:10 making 33:3 54:15 73:14,16 management 7:2,9 8:20 manager 2:9,9 4:16 8:25 9:3 22:5 manual 13:6,8 March 21:6 marinate 28:14 Mark 2:8 4:9,13 Mary 2:2 3:18 13:3 25:7 42:2 59:8 material 73:22 Materially 7:21 matrix 18:20 19:23 matter 50:10 maximum 35:4,5 Mayersohn 2:2 3:8,8 6:3 7:5 12:19,20 13:19 15:22 16:3 24:21,25 25:10,13 26:21 27:7 35:19 40:15 41:6 44:8,20 45:2 47:11,16 50:22 55:4 58:10,21 59:19 61:5,14 62:11 63:5 63:7 64:11,16,20,24 65:18,23 66:20 67:9		
K K 29:17 31:7 KC 1:12 keep 67:14 74:17 keeps 5:5 6:18 key 34:19 kind 20:10 23:14,24 26:8,18,21 27:20 28:6,11 34:12 38:17 41:23 54:17 55:7,9 62:2,4 66:8 69:23				

27:16 31:15 44:10 45:6 54:6,23 55:19 60:19 61:17 72:23 76:21 membership 47:16 mention 36:20 54:21 mentioned 15:22 40:9 41:12 51:6 54:5,22 Meo 2:3 3:10,10 6:21 7:6,18,23 10:11,13 10:24 11:6,20 12:7 12:18 29:9,16 32:7 34:6,13,20 35:12 36:9 39:1,8,14 40:9 42:20,23 43:8 44:4 44:15 45:15,24 55:17 58:25 59:24 60:3,6 61:12,15,21 63:22 67:15,18 71:9 72:10,18 75:8 messenger 58:14 met 36:8 microphone 4:20,24 20:8 middle 22:8 million 21:15 63:1 67:23 mind 32:24 74:17 minimum 34:8,21 35:3,9,12 36:13,15 36:18 40:3 minor 21:5,8 minute 6:21 17:5 minutes 6:17 43:3 44:11 45:10 69:8 72:7 73:2,18 missed 4:5 39:2 missing 15:22,23 moment 4:22 5:16 money 21:20,21 49:14 50:9 54:25 55:1,16 61:25 62:6 70:14,16,18 monies 49:16 month 18:23 36:1 58:16 65:15,16 months 20:12 morning 3:11,14,15 3:17 morphed 55:7 motion 5:25 6:2 16:3	16:13 18:10,12 42:9 45:13 57:15,16 59:8 60:22 63:17 66:8,12 66:18,22 71:18,24 72:9 76:17,18 motions 30:1 31:20 75:17 move 5:3 7:11 28:20 59:11 moved 16:5 23:22 37:19 59:17 60:13 movement 64:9 moving 41:24 46:14 MSL 37:14 <hr/> N Nakia 2:9 4:15 9:2 14:15 Natalie 68:10 nature 10:5 53:2 nay 47:21 Naylor 2:4 3:17,17 6:2 9:8,18 10:7,9 16:4 18:10,16 27:22 31:5,7 32:5 33:16 34:21,24 35:11 39:11 41:11,20 42:2 42:4,17 44:17 46:10 46:13,20 48:21 49:5 49:21 51:7,12 57:16 57:23 59:8,11,15,23 60:2,12 64:8,14,18 64:22 75:20 76:1,4 76:18 nays 44:12 45:9 near 12:13 32:21 necessarily 44:3 necessary 21:1 neck 43:9 need 13:1 18:10 28:13 32:1,25 34:16 35:25 36:23 43:1,2 43:4 44:3 52:20 53:14 60:22 needed 31:5,8 needs 27:8 61:25 64:18 never 26:16 58:2 70:17 73:10 new 5:16 21:21 22:5 41:18 46:10 71:2	76:8 NICOLAS 2:5 nine 31:14 34:8 Nope 20:18 normal 40:12 normally 19:9 37:17 40:17 Notary 78:4 note 27:19 33:7 noted 21:13 26:14 50:14 notes 23:12 78:9 notice 17:5 26:1 30:12 noticed 25:24 30:13 Notter 54:9 Notter's 58:25 November 19:5 21:9 number 16:14 18:19 23:16 24:11 34:16 35:7 36:12 56:9 numbers 18:24 <hr/> O obviously 9:24 58:11 74:16 occasion 76:12 occurs 46:8 Octavia 2:11 4:19,25 72:4 October 6:17 offer 75:21 76:2 office 2:7 4:17 9:13 17:9 47:5 56:6,25 58:5 59:12 officer 33:20,21 oh 21:2 57:11 63:24 okay 3:5,22,25 5:4,8 5:11,22 6:4,16,24 6:24 7:24,25 8:15 8:19 10:7 11:6,20 15:4,25 16:5,13 18:6,17,19 19:16 20:3 21:2 23:6,9 24:18,23 31:4 32:6 32:7 34:5 38:8,25 41:21 42:1,5 46:4 46:21 47:9,9,23 48:20 49:21 51:13 53:8 56:2 59:10,17 60:4,13,20 62:10	67:17 68:17 75:5 76:13,20 once 36:1,1 65:15 one's 63:23 one-year 32:10 ones 11:15 72:25 ongoing 12:4 open 37:21 61:18 operating 40:16 operational 8:25 10:21 opinion 25:25 opportunity 54:5 66:16 70:11 71:5 opposed 6:8 8:5 12:25 13:20 16:11 60:20 76:22 option 52:21 64:24 67:20 order 3:4 12:22 14:3 39:5,6 40:1,13,17 41:8,15 45:21 orders 21:24 organizations 41:1 organized 41:19 original 19:23 31:19 originally 16:21 17:21 49:14 outcome 11:3 17:14 outside 26:23 51:16 outstanding 8:22 overall 12:5 overarching 62:2 overtime 11:21 12:2 12:2,6 13:4,5 15:2,5 owners 22:5 <hr/> P p.m 62:17 packet 16:16 page 6:24 24:25 25:25 29:16,16 32:8 34:6 39:19 42:6 paid 14:17,25 21:24 pain 43:9 paper 12:25 13:17,21 14:19 15:8 paperwork 14:23 paragraph 39:19 parameters 23:3 35:25	parliamentarian 40:19 41:2,5 part 4:6 11:9,16,17 14:20 17:19 31:2 33:20 44:11 45:10 52:3 55:18 67:7,9 71:25 participated 56:7 particular 71:22 72:8 parts 11:14 41:25 67:14 71:9 74:3 pass 7:16 31:20 63:17 passed 21:6 28:1 32:18 37:23 passes 28:4 32:25 43:18 pause 52:7 pay 11:7 21:21 payroll 8:17 10:2,20 10:22 12:9 14:3,16 14:22 16:6 PCOB 67:25 pencil 12:25 13:3,17 people 26:22 42:12 50:8 61:8 73:15 percent 37:2 40:20 perform 64:6 75:11 performed 15:3 period 17:13 27:9 46:9 54:9 62:5 person 17:8,11 perspectives 55:20,23 persuasive 17:16 pertains 73:3 phone 25:21 phrase 27:4 Phyllis 25:11 65:25 pick 24:19 45:22 pigeonholing 35:20 pipeline 38:14 place 14:3 30:13 40:4 placeholder 16:19 Placement 50:25 places 24:10 plan 10:15 22:20 31:9 50:11 51:10 planning 19:17 47:10 47:24 48:18 plate 57:9 platform 13:13,14 please 5:9
---	--	--	--	--

<p>pleases 36:14 64:7 Pledge 5:9,10 point 12:13 13:17 19:13 28:22 31:25 32:5 34:11,19 35:7 35:19 41:8 48:17 52:10,18 65:11 67:19 policies 8:17 9:9 10:14,19,25 16:7 30:14 policy 24:5 27:23 32:18,20 33:9,13,18 41:11 42:17 policy-wise 37:4 political 64:1 portion 71:16 portions 19:24 position 24:4 possibility 21:23 possible 33:1 52:24 potential 9:25 66:24 power 34:9 PPO 17:6 practice 69:1 practices 70:14 Pre-K 62:17 predates 23:19 preference 42:15 prepare 5:21 prepping 50:11 present 25:2 44:10 45:6 59:12 60:4,6 60:15 presented 17:16 21:17 51:16 69:6,11 press 13:22 pretty 46:17 48:10 previously 8:21 25:2 69:24 principals 10:4 50:1 prior 11:2 14:25 15:3 15:5,7,11 39:22 priority 66:15 probably 12:20 43:8 44:6 52:20 54:7 55:17 problem 7:22 25:5 26:3 36:9 problems 51:23 procedures 8:17 9:10</p>	<p>16:7 proceedings 3:1 78:7 process 13:6 14:2 22:11 45:3,3 49:2 52:5 70:13 processed 14:4 processing 14:16 produces 37:8 productive 71:6 program 20:1 22:5,7 39:21 programs 13:10 50:23 51:2 progressive 10:6 prohibits 36:3 projects 21:5,8 22:6 property 10:2 48:14 provide 8:11 16:19 22:21 28:17 29:17 29:25 31:9,11 32:2 55:24 provided 16:23 20:2 45:13 providing 50:12 provision 29:13 42:18 46:1 PTA 54:13 62:1 public 6:11,13 40:1 55:25 62:16 68:1,2 75:3 78:5 publicly 23:4 30:12 30:13 pull 41:23 pulled 49:14 purchase 21:24 purpose 44:8,21 pushback 63:11 put 14:23 21:14 22:7 28:22 34:16,21 39:7 41:21 52:4 63:4,6 74:20 putting 34:17 35:5</p> <hr/> <p style="text-align: center;">Q</p> <p>question 9:8,21 10:23 14:1 20:16,21 22:2 40:21 42:12 43:20 43:22 questions 8:24 9:5 18:6,21 20:4,7,9 21:12 22:4 23:7</p>	<p>71:5 queue 23:22 quick 10:11 14:1 quicker 48:16 quickly 33:1 52:24 Quiet 14:5,7,13 quite 20:14 25:11 quorum 25:5,6,16,17 27:14</p> <hr/> <p style="text-align: center;">R</p> <p>R 1:23 78:4,14 race 31:25 Rachel 2:6 3:12 5:17 radar 24:15 raised 68:10 RANC 6:25 7:7 Raysa 2:9 4:17 reach 38:22 47:4 51:20 68:14 read 46:25 47:12 66:6 73:5 75:1,7 reading 7:13 72:11 ready 17:4 28:15 32:23 38:10 48:17 52:14 Real 10:11 realized 56:18 really 10:24 16:18 19:17 28:11 33:10 35:17 43:5 48:1 55:13 61:11 62:6 69:3 72:11,24 73:1 74:11 77:1 reason 62:19 63:9,10 65:8,8 66:23 reasonably 75:10 recall 36:6 59:2 received 13:23 receiving 62:25 recited 5:10 recognition 48:7,21 49:1,6,25 recommendation 60:25 recommendations 30:1 55:9 record 73:15 75:3 78:8 Records 40:1 recouped 70:16</p>	<p>redlined 47:7 reduce 64:9,23 referring 7:1 reflect 24:6,7 28:25 43:19 regard 12:9 regards 9:21 13:9 regimen 39:4 Regional 2:13 9:20 registered 68:2 regularly 35:22 regulatory 37:10 relevant 69:16 remain 24:13 remaining 22:6 remember 26:16 52:1 54:8 55:3,5 57:25 reminded 28:12 reminder 8:11 removed 32:1 repeat 6:12 report 11:19 17:17 18:4 22:13 24:4 29:23 37:9 38:9 51:16 52:15 53:24 66:6 68:24 69:15 71:10,14 72:8,9 74:16,23 78:7 reporter 1:23,23 2:15 5:5 75:23 78:4,14 REPORTER'S 78:1 Reporting 1:24 2:15 reports 10:20 15:15 22:19 29:24,24 30:22,23 48:6 53:1 65:15 68:23 69:21 74:11 representation 54:13 representative 9:18 22:6 56:8 59:11,19 representatives 56:15 request 21:4 26:10 44:1 49:5 59:14,15 63:18 requested 12:10 17:21 19:4,14 requesting 60:9 require 8:20 44:6 45:24 required 30:10 39:20 53:20 55:21 67:20</p>	<p>requirement 25:18 37:4 62:21 65:1,3 requirements 30:11 63:19 requires 44:13 67:25 respect 57:11 respond 14:12 response 6:1,5,9 8:2,6 16:2,12 17:2 18:7 20:5,17 23:8 60:17 60:21 68:21 76:14 76:16,23 responses 8:21 responsibility 9:15 63:24 75:9 resting 73:23 result 15:12 resulting 45:17 retroactive 14:20 15:8 retroactively 14:22 returned 49:16 review 10:13 12:1,3,5 13:12 17:9 31:10 reviewed 16:22 37:22 38:11 46:5 reviewing 10:25 revision 46:10 rewrite 41:11 RFQ 22:4 Rhodes 2:8 4:5,10,11 4:20 5:2,14,21 6:12 6:15 7:12,21,24 8:10,19 9:13,19 10:18 11:1,12,24 12:8 14:15 15:9 16:18 18:12 19:1,18 20:24 21:3 22:20 23:18 28:6 30:5 31:24 33:6 35:1 36:19,23 38:5,20 39:18 41:17 43:10 43:12 44:22 47:2,4 48:5,24 49:8 50:3 50:24 51:5,8,18 52:2,22 53:15 54:1 57:5,12 58:18,22 68:12,14 69:13 71:13,21 72:3,6 73:9,13 74:5,20 76:11 77:2</p>
---	--	--	---	---

right 6:16 8:16 11:8 13:5,12 18:8,18 23:6 25:13,13 29:15 29:16,23 34:10 36:16 39:12 40:11 41:20 44:19,20 46:10,12 47:23 51:7 54:2,8 60:8,12,24 61:11 64:15 69:8,18 73:12	26:6 27:13 33:14,19 39:19 41:7 46:6 62:23 74:13	sense 44:14 sent 13:21 sentence 43:24 separate 53:6 service 1:24 75:20 76:2 services 21:4,8 serving 33:21 set 28:25 38:1,11,14 71:3 setting 56:10 65:21 seven 34:7,14,22 35:21 36:3,15,18 share 20:23 54:5 65:20 shared 57:23 short 32:12 54:9 short-lived 55:10 shorter 75:16 shoulders 73:24 showed 71:16 side 8:14 42:13 Silence 22:23,25 similar 29:13 49:10 53:15 Simon 63:7 67:1 simple 24:1 45:3 sit 33:2 66:25 67:23 sitting 26:22 situation 10:1 14:9 38:8 42:11 53:10 situations 10:5 43:12 six 35:21 36:1,6,7 size 63:23 67:22,22 slightly 31:22 small 64:3 67:7,9 social 56:9 software 13:10 solicitation 22:10 somebody 13:23 25:3 26:5 27:13 40:22 41:7 44:18 45:11 56:24 57:13 58:1,5 58:13,24 66:1 67:10 73:21 soon 52:16 sooner 51:20 sorry 3:3 4:5 sort 49:22 sounds 35:9 63:22,25 source 50:7	sources 49:9 South 1:24 2:13 9:20 speak 9:23,23 13:8 14:14 58:10 Spec 2:11 special 25:25 26:3,5 27:1,6,10,18 37:18 52:21 53:6,23 specialist 2:10 4:23 specific 27:9 28:19 32:16 69:10 73:7 specifically 11:17 14:5 37:7 41:18 64:15 spending 21:21 spirit 72:15 split 43:15,17 spoke 50:2 spotty 59:4 staff 2:7,12 4:3,10 9:16 41:14 49:13 57:13 58:1,7 59:4 stakeholder 31:16 stakeholders 34:18 standards 39:25 standpoint 9:22 36:21 start 3:25 4:10,11 24:24 28:14,24 42:13 43:1,2 starts 71:21 state 39:3 40:12 49:3 62:25 63:18 64:11 65:1 78:2,5 states 33:16 statutorily 37:4 stenographic 1:23 78:9 stenographically 78:7 stepped 4:22 stone 49:12 stop 14:3 65:9,10 stopped 50:4 stops 65:9,12 straight 5:5 Strauss 2:13 9:20,20 12:21 13:5,25 14:7 14:11 strong 63:8 stuff 39:12 75:4	subcommittee 54:3 54:10 subject 33:8 42:20 submitted 13:2 subsequently 56:19 successor 59:3 succinct 72:14 suffice 5:15 sufficiently 49:10 suggest 45:22 46:15 63:13 suggestions 23:17 33:23 Suite 1:24 Sullivan 58:12,23 Sullivan's 47:5 summarize 72:13,14 75:11 summarized 71:24 74:24 76:2 summary 69:16 70:10 71:13 73:16 73:21 74:6,23 75:7 75:16 Sunshine 26:8,15,23 39:25 superintendent 2:13 9:16,21 31:17 56:6 56:8 57:19 58:7 59:22,24 60:14 65:7 superintendent's 9:16 56:25 58:5 59:12 support 2:10 54:20 62:8 63:18 66:14 supporter 63:8 supposed 14:24 15:6 41:14 48:8 72:23 sure 5:15 9:19 17:18 18:1 20:25 24:14 27:6 28:13 29:17,21 33:3,14 37:1,3,11 37:22 47:5 48:10 surrounding 22:4 switching 13:14 system 2:10 55:8 systems 13:11
<hr/> S <hr/>				
SAC 49:23 salary 11:8 14:18 sampling 12:11 sat 41:11 save 70:14 savings 70:4 saw 9:17 19:22 39:14 59:4 saying 26:12,23 40:11 44:22 53:22 74:9,19 says 6:25 13:1 25:1	schedule 34:10 38:1 scheduled 19:2,10 34:17 38:12 48:6 school 1:4 12:3,12 24:4 29:19 39:21 42:20 46:7 49:23,25 51:17 61:15 62:22 62:24 63:23 64:3 65:6 67:21 70:9 71:10 school-based 9:22,24 12:22 schools 12:24 14:8 49:1,6,22 62:16 scope 10:13 SE 1:13 SEC 67:25 second 6:3 16:4 39:23 59:16 76:19 seconded 16:6 59:18 60:14 secretary 2:10 4:21 58:23 76:8 section 24:25 25:25 32:8 33:16 34:6 38:17 42:5 46:16 63:2 65:18 see 6:23 11:13,22 14:20 16:16 20:12 20:14 22:1,9 24:24 25:4,22 36:17 48:1 48:4 53:9,11,21 56:25 58:23 63:14 65:4 67:21 68:15 70:13 74:10 76:25 seeing 9:9 46:23 74:14 seen 23:21 41:6 58:2 select 48:25 Selected 8:17 16:7 selection 37:18 Senate 62:15 Senator 63:7 67:1 senators 67:11 send 13:22 17:24 46:24 53:21 57:7 58:21 sending 17:20			
			<hr/> T <hr/>	
			table 57:17 take 5:16 21:4,19	

22:1,15 24:9 28:11 31:21 52:7 53:11 63:14,24 66:8 71:15 76:5 taken 38:23 52:10 69:4,5 takes 18:9 36:10 54:17 talk 23:2,2,4 30:10 52:21 53:4 56:10 66:17,17 70:12 74:16,18 talked 10:14 12:16 50:18 56:16 talking 30:8 32:3,9 38:6,16 43:21 50:16 57:18 59:20 61:5 Tampa 58:12 target 41:24 46:14 Task 2:9 61:6 tasked 19:5 Teaching 2:13 Teams 7:14 technological 13:16 technology 4:23 tell 23:13 41:17 template 41:14 tend 20:13 term 32:10 terms 18:3 32:9 49:19 test 10:20 11:2 tested 12:16 testing 10:16,25 11:10,16,17 Thank 8:7 10:7 12:7 15:24 18:16 51:12 76:24 77:4 Thanks 8:15 theory 72:22 thereof 55:16 78:9 thing 11:21 25:23 27:1 33:5 37:17 39:1 44:15 46:4 57:18 62:11 64:1,4 74:12 75:16 things 9:9 10:22 22:16 23:16 24:19 27:17 28:12,24 29:3 30:6 35:16 36:23 37:22 52:23 53:25 54:25 62:20 70:3	71:11 74:10 think 5:14 6:14 7:10 7:19 10:14 11:20 13:19 14:17 19:20 23:19 25:2,20 26:4 26:22 27:7,15 28:8 28:23 29:11 30:5,9 30:25 31:7,12 32:10 32:12,20 33:22 34:19 35:12 36:2,13 36:15 37:15 39:6 40:24 41:3 42:7,17 42:23 43:4,15 44:16 45:4 46:8 49:8,12 49:18 50:3,19 52:3 52:6 54:12,21 55:6 55:24 56:14 57:8 59:8 61:1,9 62:8 64:8 65:21,23 66:2 66:10,12 67:15,18 70:20,23 72:20 73:17 74:1,6,12,21 75:15 thinking 20:20 34:7 37:6 thinks 54:19 thought 24:8 39:14 49:23 55:11 thoughts 55:3 56:2 61:24 three 26:2,16,22 27:5 27:16 49:8 58:4 59:5,5 69:13 70:20 71:9,10 throwing 55:1 Thursday 1:15 19:12 tight 62:6 TILLMAN 2:10 TIM 2:15 time 11:5 15:19 17:3 17:13,13,25 18:2 21:22 23:5 24:3 27:9 35:14,17 36:4 37:7 41:2,3 42:7,9 42:16 43:3,15,22 46:9 47:1,20 48:11 48:17 54:9,25 56:7 57:21,25 58:9 62:5 69:11,19 72:13 73:9 74:13 timeline 11:14 19:7	37:9,12 52:8 timely 14:23 37:24 times 23:23 25:2,8 26:5 27:5,17 34:17 37:6 43:6 44:1 56:5 70:15 76:9 timestamp 15:20 timing 51:15 timing-wise 53:13 Timothy 1:23 78:4,14 titled 62:15 today 9:1 17:19 19:2 23:15 27:25 28:10 48:2,8 57:1 58:15 today's 8:13 13:16 56:17 told 5:19 15:23 69:1 topic 35:8 topics 39:25 total 73:2 tough 68:7 town 56:19 track 6:19 20:11 21:20 70:2 trained 40:3 41:18 training 8:8 39:16,17 39:21,24 40:10 transcribing 73:11 transcript 72:1 73:6 73:24 78:8 transcription 75:20 transcripts 43:18 69:17 71:15 74:24 transmit 16:3,6 18:10 18:13 31:13 42:10 69:14 71:18 72:9 transmits 30:21 transmittal 17:19 45:14 transmitted 17:1,4,22 18:4 37:23 52:23 69:10 71:15 transmitting 16:14 transparency 22:11 transportation 55:6 trouble 72:12 true 78:8 try 5:20 21:19 22:8 28:13 58:13 trying 19:12,20 22:11 22:17 28:22,24	Tuesday 65:14 66:3 tune 27:20 turn 8:18 14:15 turnover 70:22 two 20:22 27:5 32:13 33:21 44:11 45:7 46:5 48:15 58:3 65:9,12 70:25 75:1 type 11:21 53:25 62:3 types 20:1 typically 38:1 42:9,10 58:6 68:6,24 69:8 69:11 70:6 71:1 <hr/> U <hr/> ultimately 17:15 30:19 37:19 44:22 unanimous 43:14 44:5,24 45:5,17 75:18 unanimously 43:18 uncertainty 47:14 understand 6:22 18:3 53:2 73:16 76:1 understood 18:2 United 2:15 unrelated 56:4 unusual 53:18 upcoming 48:4 update 7:15 23:11,21 32:25 51:21 68:9 updated 17:2 18:19 24:6,12 28:13 33:4 68:15 updates 52:12 updating 24:1,17 Upton 2:5 3:11,11 39:16 use 7:9 39:4 45:23 70:11 user 67:1 usually 36:6 39:11 40:7 41:6 43:13,14 51:25 70:19 utilize 49:6 utilized 48:22 utilizing 13:11 55:8 <hr/> V <hr/> Val 55:11 valid 11:9	various 12:15 41:25 54:11 vendors 21:8 48:16 verbatim 72:1,6 75:24 verbiage 45:22 version 7:15 32:16 46:24 47:2 52:15 71:25 74:25 versus 15:21 20:1 26:11 vice 32:11 video 7:14 view 36:11 67:19 virtually 25:3 voice 54:14 voiced 56:5,19 volunteers 75:13 vote 25:2,4,14,19 34:3 42:21 44:12,14 45:18 47:18 voted 45:6 47:21,21 votes 44:5 45:7,16 voting 25:1 42:6,18 43:24,25 44:18,23 45:4 47:13 <hr/> W <hr/> wait 38:12 46:15 waiting 33:24,25 want 3:19 4:3,7 5:12 23:1,16 27:25 28:19 30:2,20 36:4 37:11 37:13,21 43:5 47:12 52:22 60:25 62:12 63:15,17 66:7,16,17 66:18,18,25 67:2 68:19 69:20 71:7 73:15,23 74:18 wanted 5:15 17:18 18:1,14 22:22,25 23:23 24:14 28:11 42:13 54:21 75:2 wants 5:23 61:14 66:13 wasn't 21:25 57:6 58:1,6,11 Waters 14:5,7,13 way 9:2 13:22 17:21 23:1 26:11 29:14 30:20 31:22 32:3
---	---	--	---	--

34:2,24 35:2 47:18 59:9 64:9,22 67:16 69:22 70:1,5 71:2 72:21 75:23 ways 20:14 we'll 4:4 8:13,18 22:15 24:24 32:4 35:22 46:21,22 76:24 we're 3:3,22 6:16 11:3,10 12:10,13 16:13 17:24 19:12 22:1,8,11 26:17 27:14 28:2,22,23 30:4,8 32:3,9,23 33:8,24 34:3 36:24 42:11,14,15,24 43:1 43:21 44:2 47:20 48:2 51:15 52:19 60:9 62:4 66:13 68:18,25 72:22 75:13 we've 5:14,19 22:17 25:3,19 27:1 35:7 36:6,7 52:18 53:1 58:16 68:9 69:9 70:15,16 74:10 Wednesday 19:11 week 56:22 61:19 weeks 36:1,6,7 56:9 57:10 welcome 3:19 5:7,16 weren't 38:3 whatsoever 64:2 whichever 75:1 willing 74:7 wishes 28:17 withholdings 11:8 wondered 38:17 wondering 27:2 34:15 76:5 word 6:22 7:3 32:1 work 17:11 21:23,24 28:19 37:15 52:13 working 19:1 58:13 works 26:7 worksheet 21:13 workshop 61:19 65:16 71:4 workshops 50:15 61:13	world 13:16 worried 16:15 worry 43:16 wouldn't 25:14,17 64:12 WRIGHT 1:12 write 66:3 writing 26:2 50:13 written 17:2 wrong 72:3 74:22 76:9 <hr/> X <hr/> Y <hr/> yea 47:21 yeah 6:24,25 7:18 12:19 13:5,25 14:11 16:18 19:16 20:24 21:2 24:23 26:14 29:2,8 33:10 34:6 34:20,25 35:11,12 36:22 38:25 39:7 40:5,9,11,14 41:10 42:19,22,23 43:9,11 44:15 45:15 47:3,15 48:20 50:24 51:25 56:3 58:2 59:7 60:1 60:3 61:8,18,21 62:11 64:21 68:5 69:13,25 71:1,8 72:6 75:19 76:4,10 year 10:15 18:18 37:1 37:6,14,18 38:2 48:1 49:7 52:2 68:8 year's 18:18 years 27:2 32:13 33:21 35:15 46:5,11 53:9,13 54:23 58:3 58:4 59:5,6 69:2 70:7,15,21,25 74:11 yeas 44:12 45:9 <hr/> Z <hr/> 0 <hr/> 1 <hr/> 1 24:25 100 37:2 1070 27:23 28:1 29:4 32:16 33:9,12,18	39:3 41:11,23 42:17 46:4,16,22 47:2 11 6:25,25 11:06 1:15 77:5 12 35:24 12:00 27:13 12th 19:5 21:9 14 6:24 17 21:7 18 21:10 18th 78:10 <hr/> 2 <hr/> 2 29:17 20 67:14 2000 50:8 2004 73:10 2008 54:24 2012 73:10 2025 1:15 21:7 78:10 29th 19:15 48:7 52:19 58:19 76:25 <hr/> 3 <hr/> 3 24:25 32:8,8 3:30 62:17 30th 6:17 31st 37:16 320 62:15 33301 1:25 3RD 1:13 <hr/> 4 <hr/> 4 1:15 25:25 38:17 39:19 46-page 65:19 <hr/> 5 <hr/> 5 25:25 34:6 42:6 5.2 21:14 50 63:1 67:22 50,000 20:25 500 1:24 <hr/> 6 <hr/> 6 34:6 600 1:13 633 1:24 <hr/> 7 <hr/> 8	8 16:14 8th 16:21 <hr/> 9 <hr/> 9 18:19 42:5 9:41 1:15 98 40:20 9th 22:14 62:18
--	--	---	---