



Executive Committee Meeting Transcript

September 21, 2020

THE CHILDREN'S TRUST
EXECUTIVE COMMITTEE MEETING
BOARD TELECONFERENCE
"VIRTUAL MEETING VIA ZOOM WEBINAR"

The Children's Trust Executive Committee Meeting was held on September 21, 2020, commencing at 4:15 p.m., via Zoom Webinar. The meeting was called to order by Kenneth Hoffman, Chair.

BOARD MEMBERS:

Kenneth C. Hoffman, Chair

Mark A. Trowbridge, Vice-Chair

Steve Hope, Treasurer

Karen Weller, Secretary

Pamela Hollingsworth. Chair Program Services &
Childhood Health

Marissa Leichter, At-Large Member

Gilda Ferradaz, At-Large

Nelson Hincapie, At-Large

ATTORNEY'S:

Shanika Graves

Leigh Kobrinski

STAFF:

Bevone Ritchie

- 1 STAFF: (Continued.)
- 2 Donovan Lee-Sin
- 3 Imran Ali
- 4 James Haj
- 5 Juana Leon
- 6 Juliette Fabien
- 7 Lisanne Gage
- 8 Lori (Katherine) Hanson
- 9 Maria-Paula Garcia
- 10 Muriel Jeanty
- 11 Rachel Spector
- 12 Sheryl Borg
- 13 Stephanie Sylvestre
- 14 Vivianne Bohorques
- 15 William Kirtland
- 16 Ximena Nunez

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PROCEEDINGS

(Recording of the meeting began at 4:15 p.m.)

MR. HOFFMAN: Welcome, everybody. We don't have

that much time today for this meeting, but I wanted to

call a meeting to get our Executive Committee together

as we're starting to plan for the retreat next year.

I thought it would be helpful to get your input on the

staff's plans. And in addition, there's been a lot going on, we hear about it at some Board meetings.

We

canceled the Board Meeting in September, so I think it

would be a good opportunity for the staff to give us some updates on the major areas that we've been working in.

Muriel, are there any public comments in this meeting?

MS. JEANTY: There's no public comments for this

meeting.

MR. HOFFMAN: Okay. So first, why don't we move

into the discussion on the Board retreat.

Jim or Lori, did you want to give us a little background on what we're planning right now and what

are thoughts are?

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MR. HAJ: Yeah, Mr. Chair, thank you. I'll T
it

1 had a Board retreat planned, staff has been working
2 for three months, and COVID shut it down right prior
3 to the retreat. So in talking to the Board Chair, we
4 thought that we would move up this next retreat and
5 we're suggesting, if it's okay with this committee,
6 that we move it to February. It's a very light Board
7 Meeting, I think we have two reso's. So perhaps we
8 can repurpose the February Board Meeting for a retreat
9 and send a selected date to see what is the best date
10 for the Board.

11 And the agenda last time we had, was really kind
12 of Board priorities and progress up-to-date. We had,
13 prior to this one being cancelled, we had a Board
14 retreat six months prior and another one a year. So
15 we heard the comments from the Board, we took action
16 on those, so we kind of wanted to bring an update of
17 what has been accomplished and what still needs to be
18 done. And we also have our, we'll be coming off a
19 social equity subcommittee, who's reconvening in
20 December, so February can be a time to wrap, not wrap
21 it up, but bringing in the social equity component,
22 what we have done, what's moving forward, and kind of
23 giving staff what the retreat has always done, Board
24 priorities, to kind of instruct our lead the way we
25 move forward and any additional funding, where that

1 would go as well.

2 So the prior retreat had pretty much a progress
3 up-to-date, then the breakout, and three subgroups.
4 Those of you, I think everybody has been on prior
5 retreats when we moved around the room and we had
6 different groups. And we had three different
7 subgroups broken out, which was early childhood,
8 school-age youth, and family supports. I mean, that
9 may change, depending on what the discussion of the
10 Executive Committee, but those were the subgroups that
11 we did have. And then bring everybody together for a
12 working lunch and to report back to the Board and kind
13 of get consensus on what are the Board priorities
14 moving forward.

15 MR. HOFFMAN: Jim's assuming we're all going to
16 be meeting together again someday.

17 MR. HAJ: That is our hope. As of now, starting
18 October, we will be having in-person meetings, so
19 hopefully by February we'll be in good shape.

20 Laurie, would you like to chime in?

21 MR. HOFFMAN: Well, I'd like to make one comment.
22 When we've been talking about this, obviously,
23 subsequent the cancellation and recently in trying to
24 come up with a plan, earlier in the year actually
25 seems like a good idea for two reasons. One is, it

1 gives us more of a runway to include this in some of
2 the programmatic things we do, instead of just bolting
3 on and using excess funding to address priorities.
4 And secondly, as Jim said, I think we'll get some
5 thoughtful deliberation coming out of the Ad Hoc
6 Committee and coming out of some of those discussion
7 which will better inform the Board. And I think that
8 acting on that sooner rather than later will help us
9 all to focus on what comes out of a committee, but
10 also what's important to the Board.

11 Laurie, I'll turn it over to you.

12 MS. HANSON: I don't have a whole lot to add.
13 Jim and Ken, you've guys covered it pretty well. As
14 Jim mentioned, are plan for the March meeting that we
15 had six months ago was just how to bring back to the
16 Board the priorities that had been noted in the
17 August, prior August retreat, and to kind of give you
18 some status updates on things that had been
19 accomplished on that list, things that were still in
20 progress, and then have you generate some additional
21 ideas or thoughts about future directions. So I think
22 it's the same general structure, just adding on as Ken
23 noted and Jim noted, that we'll have other inputs in
24 terms of the Ad Hoc work group and the community input
25 sessions that that group is, it has asked us to do.

1 And that the timing then lines up nicely for the Board
2 to have those priorities and recommendations going
3 into the annual budgeting process. So can be kind of
4 -- help take that into consideration when thinking
5 about what to increase or decrease in the coming
6 budget year, the '22 budget year, so yeah.

7 Just be open to your ideas about content, topics,
8 as well as structure, and how we've done the retreats
9 in the past, what's worked, what do you think, if you
10 want to try something different. Just really open to
11 your idea about topics and structure for planning
12 something potentially in February, if that sounds like
13 a reasonable timeframe for you guys.

14 MR. HOFFMAN: Any thoughts?

15 MS. HOLLINGSWORTH: So, I think that February
16 sounds great. I feel that we'll all be back into the
17 world well before then. And so, look forward to that.
18 And I think the previous formats have worked really
19 well. So I don't have a recommendation or a
20 suggestion on changing the format, I think staff
21 typically does an outstanding job putting that
22 together. My one question is, how do we see the work
23 of the Ad Hoc Committee Meeting, the Ad Hoc Committee
24 at putting social justice, fitting into the retreat,
25 do we see that as a reporting out, or do we see that

1 as being part of a working session?

2 MR. HOFFMAN: Lori, you can address, I can
3 address. I'll let Lori address first.

4 MS. HANSON: Sure. I think we could take your
5 lead on that as well, in terms of what would work
6 best. I'm sure that there is a plan to make sure that
7 the full Board gets a report back from that Ad Hoc
8 workgroup. So I don't know if we would maybe want to
9 have it as a topic at the retreat to do that or if
10 there might be a report out prior to that and then it
11 just comes as part of the content into the discussion
12 in a retreat.

13 So I would defer to all what you think works
14 best, and any thoughts, Ken or Jim, on how we're going
15 to do that.

16 MR. HOFFMAN: I think in terms of timing, we did
17 talk at the Ad Hoc Committee about adjourning until
18 later in the year, giving staff a chance to get input
19 from the provider and other communities that we serve.
20 So I think there will be another Ad Hoc Committee
21 meeting and I guess one of the challenges there is to
22 see if that committee is going to come up with or
23 focus on coming up with a specific recommendation. I
24 do think that, as Laurie said, the other part of that
25 is ultimately reporting back to the Board as a whole,

1 because although a lot of people have attended, it's
2 not the entire Board, and maybe doing that at the
3 Board Meeting before the retreat in January, so that
4 we go into the retreat with an idea of what the
5 consensus of the committee is and how that might
6 inform the strategic decisions. But in either event,
7 I think by the time we get to February strategic
8 planning sessions, we should have the follow-on input
9 from that committee on whether there's specific
10 recommendations or not.

11 MS. HOLLINGSWORTH: Thank you.

12 MS. LEICHTER: I have a question from like five
13 minutes ago. I tuned in like two minutes late, but I
14 thought I heard Jim say we're returning to in-person
15 meetings in October. Did I hear that correctly or did
16 I not hear that correctly? I know school is starting
17 on the 30th, I just saw that news --

18 MR. HOFFMAN: You might have heard that
19 correctly. As of right now, I believe the Executive
20 Order that allows meeting like this to be held
21 electronically, completely will expire at the end of
22 September. It's possible it will be extended. So we
23 will be looking to plan to hold meetings in-person,
24 although obviously in a slightly different way than we
25 did in the past with people filing in and around each

1 other and with different spacing and the likes. So I
2 think we'll look into what we can do with the
3 available means and --

4 MS. LEICHTER: Like a socially distanced setup or
5 something?

6 MR. HOFFMAN: That's correct.

7 MS. LEICHTER: Okay. Just wanted to make sure
8 that I was on the, up-to-date.

9 MR. HOFFMAN: Okay. Any other thoughts on the
10 retreat?

11 MS. FERRADAZ: Hi, this is Gilda. My thought is,
12 and it may be too early to know, but because of COVID,
13 we're hearing about other side effects that have
14 happened, that there's more learning losses with the
15 children, there might be more mental health issues,
16 might be more potential abuse because of the lack of
17 reporting, so I don't know if the retreat would be an
18 appropriate forum, or if there's any additional
19 information that we should be getting, maybe from our
20 partner agencies, to see if there are additional
21 service needs that have come up because of COVID.
22 That we should consider.

23 MR. HOFFMAN: I have no doubt and having sat in
24 in at least one of the provider meetings, that staff
25 is getting that input from providers and trying to

1 plan for that as we move forward into funding for the
2 next fiscal year, to the extent we can, but I think
3 that is a good point.

4 Lori, I guess we could even look for input on
5 that from the Board, even in advance of having a
6 meeting forum to discuss it because to the extent we
7 can get input on that from all our constituents the
8 better.

9 Thank you.

10 MS. FERRADAZ: Thank you.

11 MR. HOFFMAN: Anyone else?

12 (No verbal response.)

13 MR. HOFFMAN: Like I said, we'll continue to
14 work
15 with staff to plan it. Certainly, if anybody on this
16 call has input they'd like to share with Jim and
17 Laurie, Stephanie or the other staff about what you'd
18 like to see, it's important to me, at least, that when
19 we do these things, I've spend time with Laurie
20 planning for March to make sure that everybody was,
21 that the things we've done that have been successful
22 we keep doing, but also that there are things that we
23 use your feedback to inform us on how to do it in the
24 future as well. So please do get in touch with staff
25 if you have any other ideas in the next month or so.

So with that, I think we'll turn it over to

1 Stephanie. And the idea was we were just going to
2 have some updates. And again, its interactive. If
3 you have any questions or thoughts with staff on what
4 or we should be doing in various areas, please speak
5 up.

6 Stephanie?

7 MS. SYLVESTRE: Before I begin, I want to take a
8 moment to thank the Board of Directors. Your support
9 during the pandemic has been instrumental in showing
10 up as a leader in the community and really continuous
11 feedback and compliments on how we've been able to
12 partner with our community. And that wouldn't have
13 been possible without your help. And then, of course,
14 I just want to acknowledge and raise up the
15 awesomeness of the team. I'll say the entire Trust
16 organization, but I'm just going to indulge in a
17 little bit of bias and say that the program team and
18 IT team crushed it this past summer and exceedingly
19 proud to be part of their team. And I think the fact
20 that we've been able to continue flawlessly is an
21 example of their passion. Of course, they couldn't
22 have done that without the help of the research, the
23 finance, communications, committee engagement and ops
24 team as well.

25 MR. HOFFMAN: I'll just interject, Stephanie, and

1 say, had we not done the IT way forward, I think it
2 was two or three years ago, we wouldn't have been in a
3 position to do this. So thanks to you and Cheryl, who
4 came on, that took on a lot of the IT things. I think
5 we're in a much better position to continue to operate
6 like we have.

7 MS. SYLVESTRE: Thank you.

8 Now I'm going to go back to the script that was
9 carefully curated for me. I'll try to stay on it for
10 the rest of my five minutes.

11 Next slide.

12 MR. HOFFMAN: Four minutes.

13 MS. SYLVESTRE: This summer we served about
14 10,500 kids. Twenty-two percent of them had at least
15 one disability. We had 118 of our camps in-person as
16 opposed to virtual. We had 32 of our camps virtual.
17 And what was really good, and I just want to highlight
18 and elevate that our 118 in-person camps, not one of
19 them had a COVID outbreak, not one of them had any
20 question that maybe somebody might be infected and it
21 was because of something there, so I just want to
22 applaud our providers from being able to go from not
23 understanding how to provide services with a pandemic
24 and a virus that we're not so sure how its moving
25 around, to be able to continuing flawless service and

1 provide it without having any outbreaks. So our
2 summer campus was rather impressive. And 10,000, just
3 to give you an example, contacts. Normally we serve
4 about 18 to 20,000 kids in a regular summer. So we
5 served about 50 percent of our capacity, which is
6 pretty much what most people are reporting when they
7 opened business, that they're about 50 percent
8 capacity.

9 Next slide.

10 And then, question is, were the children engaged,
11 were we able to provide services that kids wanted to
12 attend. And as you can see from the chart, I'm not
13 going to read it for you, that both in-person and
14 virtual programming had more or less the same level of
15 engagement. Just continues to see and speaks to the
16 quality of the programming that our providers are
17 providing and that we are having an impact on the
18 children that we are interacting with during our
19 programming.

20 I don't know if anybody has any questions on this
21 slide. No questions? I can't see if there's a hand
22 raised or anything like that.

23 No question, okay.

24 Can we go to the next slide?

25 These are just an example of some of the

1 activities that our providers were engaging in. One
2 provider that's very much about the emotional health
3 of our children, incorporated meditation as an
4 activity that the kids were doing. They found that it
5 did help with some behavioral and emotional concerns.

6 Next slide.

7 And then, fully engaged providers. I kind of
8 started that out. We had a number of provider
9 sessions both to receive feedback and input before
10 deciding what we wanted to do for summer, and again
11 what we wanted to do for fall. And then we also had
12 actual sessions with the providers to communicate what
13 it is that we were recommending creating the
14 guidelines. And this is here where I just want to
15 again elevate what we're able to do. So, in 23 days,
16 Research, Finance, and Program Department were able to
17 temporarily modify 342 contracts just to ensure that
18 we knew exactly what a provider was doing and that we
19 had approved it and that there were no surprises. So
20 very uplifting.

21 I'm just happy to say that our providers are
22 still thriving. We do, unfortunately, have two
23 providers that are going out of business because of
24 COVID, but beyond that, our providers are thriving and
25 the report is that because of our partnership with

1 them, that has been key in them being able to meet
2 their bill and continue to provide much needed
3 services. We have not shared our findings of our
4 summer services with the school system as of yet.

5 Can you go to the next slide?

6 And then, we also, because this is all new, we
7 were able to curate quite a number of COVID related
8 trainings. Some were from other places and some were
9 curated by The Trust academy providers that we fund.
10 We're very much impressed with their ability to do an
11 analysis of the situation, figure out what the
12 immediate needs are, come up with some recommendations
13 and put training together. Deploy the training and
14 then actually have people in a manner that people are
15 able to use it to help with their implementation of
16 programming virtually and in-person. And we continue
17 to build out our Trust academy solution to enhance the
18 training and ability to provide services and support
19 to our providers.

20 Next slide.

21 Another exciting news that we have to share,
22 while we're doing all we've been doing, we managed to
23 launch our book club. We had estimated that we would
24 have about, it would take us about nine months to get
25 to 20,000 book club members. We were able to get to

1 20,000 book club members in about four months. We
2 started distributing books in June and we've delivered
3 25,000 books already. Our focus area is the codes.
4 And we're definitely making sure that what we're
5 providing is supportive of children wanting to be
6 excited about reading. We are partnering with
7 different entities such as the ELC, to help with
8 enrollment. And when we were putting the book club
9 together, we did some forecast and we forecast that we
10 would be acquiring membership at the rate of about
11 2,500 net per month. First month we were at 5,200,
12 second month, I think, was 40-something hundred. And
13 also the third month. So we're net out at about 4,400
14 per month, so almost double what we estimated and we
15 have not done the large scale partnership
16 implementation.

17 One of the things that we're going to be doing is
18 partnering with hospitals, so that as soon as a child
19 is born, they can join the book club and remain in it
20 for five years. So we have not launched that piece of
21 our marketing effort yet and we're already trending at
22 almost double of what we had forecasted. We thought
23 our forecast was a little bit on the aggressive side,
24 so I'm really excited about what we've been doing.
25 The feedback has been overwhelmingly awesome. The

1 biggest question that we get from the book club is
2 when are we going to get our books, my kids asking my
3 for a book, I see other people with their books. So I
4 think this is often a tremendous start.

5 Next slide.

6 And so, again, in fall we are working to ensure
7 that we provide services. And just to let you know,
8 we're complimenting what the school system is doing,
9 so some providers are providing in-person all day
10 services where children are going. It's not
11 officially a learning pod, but children are grouped
12 together and there's somebody helping them make sure
13 they're online and doing their work. We're still
14 doing afterschool programming, some of them virtually
15 and some of them in-person. Another great thing that
16 we've done, so I mentioned about having to temporarily
17 modify 342 contracts, but in addition to that, we also
18 managed to execute 342 contracts before the first
19 invoice was due on September 15th. That is like a
20 huge, huge, huge, never ever been done in Trust
21 history, so despite being in COVID, we are able to
22 continue our day-to-day programming.

23 One second, there's another question in here.

24 No, we have not had any questions, interactions
25 with the school system as it relates to our IT

1 services. Or how our programs have been able to
2 provide services this summer.

3 Next slide.

4 So that's the end of my thing, so I'm going to
5 turn it over to William Kirtland who is going to talk
6 about the financial wizardry that he and his
7 department has been able to perform as well.

8 MR. KIRTLAND: Good afternoon, everybody.

9 As you can see, my presentation includes a
10 picture of a calculator and the word "finance". So I
11 just hope that's okay with everybody and we can just
12 move on to the Trim Meeting now, is that all right?
13 I'm just kidding.

14 I know I need to be quick because I think we're
15 running on time. But I must say that I do think that
16 this has been a very exciting year in a way, even
17 amongst all the circumstances that have been going on
18 in the world and in our community. But more
19 specifically, to what is happening operationally, as I
20 take us to that and look at everything that we have
21 been working on this past year as far as projects and
22 as an organization, there's a lot of boxes, I know for
23 me, that are starting to get checked that have been
24 anxiously sort of waiting to happen for a long time.
25 And it's very exciting thing.

1 I think we can go to the next slide.

2 I know a lot of things I prepared for the

3 presentation today is some information you've heard

4 maybe more than once as we have discuss our budget and

5 how we're managing our expenses within the

6 organization, the additional funding that we're

7 putting out there, and those are all the things that

8 we consider you know every year as we manage the

9 finances at The Children's Trust. That's our

10 responsibility to manage and the fiduciary

11 responsibility to do it the best as we possibly can

12 when managing public funds. But more excitingly, the

13 things that live within what we do in a unity basis,

14 include a lot of the things that Stephanie was

15 mentioning, go hand-in-hand with the system developed

16 within The Trust. I think we found ourselves in a

17 very fortunate position when the events that were

18 related to COVID started to unfold. I think that for

19 some organizations the name of the game was to

20 survive, but I think that we were able to take it a

21 step further and actually find ways to thrive. And I

22 know that a number of people within the organization,

23 and especially the finance staff, are now looking at

24 ways of doing things that maybe they never had to

25 before, but the only requirement was not that we

1 needed to go look for systems to finally realize our
2 ability, we just now could use the existing systems to
3 really maximize our potential. So we just needed to
4 become active users rather than irregular users of
5 what was already in motion.

6 For now, we're doing what we do, just a step
7 better than what we did before, you know, with button
8 down shirts and gym shorts on, from home, which is a
9 benefit, I guess, what we're doing, to some degree.
10 But I wanted just to point to some things that are in
11 motion as we go into next year, and I know we
12 discussed before. As far as operation, we're looking
13 at developing further systems so that essentially we,
14 as The Trust, want to control the pipeline. Anytime -
15 - and I'll explain what that means, I guess, in my
16 analogy. But in anytime where something like this
17 occurs where our operations and our finances are going
18 to be challenged and significantly modified, my
19 primary concern is, is this is going to compromise the
20 integrity of our financial reporting, our system and
21 procedural controls that exist at The Children's
22 Trust. So the first one of our bullet points CAFR
23 every year. Basically, for me, it all sort of rolls
24 up into that consideration, will we be able to
25 maintain our systems and not compromise anything by

1 doing things a new way.

2 So everything that we've explored and everything
3 that we migrated or modified, has this overarching
4 consideration, in my mind, if we're going to pursue it
5 or not.

6 So that's been what we are striving to maintain.
7 We keep a regular open communication with our
8 auditors. We tell them this is kind of what we're
9 thinking of doing, you know, you're talking to other
10 clients and other government organizations, is this
11 something that is a general practice or is happening
12 out there, and we make sure that we're in alignment
13 with other organizations. And hopefully actually
14 surpassing other organizations that are in government
15 and what we do.

16 So again, I, or the organization and the
17 financing department, we want to make sure we control
18 the pipeline. By that I mean the information that's
19 coming in and out of our system. This HCH signup
20 process was, is still very intensive. Years ago began
21 a process of signing on more organizations into HCH,
22 but we wanted to go back and make sure that we rebuilt
23 a system that was much more sophisticated and highly
24 secure in obtaining banking information. Government
25 organizations are one of the most volatile and at-risk

1 types of organizations for fraud or hacking phishing
2 schemes because many internet criminals are very aware
3 of the volume of transactions leaving government
4 organizations. So this was something that we needed
5 to go back and refine and now we're putting back out
6 there to our provider community much more enhanced.
7 The early feedback is vendors are very pleased with
8 the system that they're working with.

9 As we continue to look at a number of our
10 existing contracts and challenge ourselves as The
11 Trust, again, can we absorb more administrative costs,
12 or reduce the administrative costs that we see in
13 existing contracts. So we look at things like our
14 tier payment program, our wages programs, and we're
15 looking at the design of the workflow of our
16 operations to see where we can cutout the fat and just
17 get payments directly into the hands of our end users.
18 So that we're going to continue to challenge ourselves
19 as the year goes on. Even if it's to absorb programs.

20 The book club is another example that Stephanie
21 was going over, where only about a year ago we
22 reviewed that contract and the operations of it and
23 Stephanie and I have ongoing conversations about the
24 design of the book club, processes and the intent is
25 always just to see how efficient these programs can

1 become and how much cheaper can the programs become.
2 And so, we're essentially absorbing more vendors, more
3 payments, we're doing it with the same amount of
4 staff, doing it remotely, keeping the environment
5 safe. And ultimately, in what many of the members
6 here are very aware of is that we're trying to do it
7 at a very moderate cost to the taxpayer while we use
8 up fund balances. And surprisingly, during this
9 difficult time, there was excellent invoice receipt
10 from our providers, which has helped me and the
11 organization forecast how we're going to end this
12 year, as far as being able to predict provider
13 expenses, which traditionally is a difficult thing to
14 do around this time of year because we have a number
15 of outstanding invoices from our providers that need
16 to be received. But in the environment that we're in,
17 Stephanie alluded to it, contracting is going well,
18 invoicing is coming in better than we've seen in many
19 years. And I don't want to shoot myself in the foot
20 by saying this, but I'm very optimistic that we may
21 come very close to our fund balance target at the end
22 of this year and then hopefully be exactly where we
23 want to be ultimately with our fund balance by the end
24 of the next budget year.

25 It's a very exciting time, as I alluded to, and

1 very optimistic about what we can continue to do going
2 into the next year. And buildout additional systems.
3 I'm receiving audit reports automated now. Again, my
4 pipeline analogy, we used to maybe mail in submissions
5 or email submissions. We're designing a system where
6 the audits of a provider organization come in very
7 efficiently and they're stored and evaluated much
8 quicker than they have before. So again, not only
9 being aware of the financial risk that is of The
10 Children's Trust, but it's also being aware of the
11 financial risk of our provider organization. So we
12 need to have like better insight into what's going on
13 at their organizations and more efficiently. This is
14 something I'm looking forward to coming onboard.
15 We're in the process of actually rolling it out, but
16 it will be more effective in the next coming year.

17 So with that, gives everybody just a little bit
18 perspective of, I guess, what's been going on, other
19 than just talking about the detailed, you know, sort
20 of budgets. The items that we'll be presenting in
21 training again today and that we presented in previous
22 months, but operationally, this has been sort of a
23 rollercoaster ride, I suppose, the past six months.
24 That's all I have. Thank you.

25 MR. HOFFMAN: Thank you.

1 And I think you're being a little modest, but,
2 you know, this is like the IT way forward. Bill and
3 the team have been planning for quite a number years,
4 those of you have been around for a while, automating
5 our systems and making our interactions with our
6 providers and others a lot more seamless. And I think
7 it's paid off very well in this pandemic era, but I
8 also think that even that experience will help pay off
9 in the future to make us more user-friendly for our
10 providers and others. So, thank you, thank the
11 Finance Committee.

12 So that's it from our formal presentations. We
13 have a Trim Meeting coming up.

14 Does anybody have any other thoughts or ideas
15 that they'd like to bring before the Board,
16 ultimately, or discuss at this Executive Meeting?

17 MS. HOLLINGSWORTH: I don't have an idea per se,
18 but I just wanted to say kudos to the staff for the
19 swift manner in which the staff pivoted and became
20 nimble and made the most out of a bad situation in
21 spite of this pandemic. And it's really gratifying to
22 see all of the outstanding work and the efficiencies
23 that have been implemented as well behind the scenes
24 and the continued responsiveness to the community. So
25 many thanks to all of you.

1 MR. HOFFMAN: Thank you, Pam.
2 Anybody else?
3 (No verbal response.)
4 MR. HOFFMAN: Okay. Great. We'll see you in
5 about seven minutes, six and a half. Thank you.
6 Thanks for showing up.
7 (Whereupon, at 5:00 p.m., the meeting was
8 adjourned.)
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The above and foregoing transcript is a true and correct typed record of the contents of the file, which was digitally recorded in the proceeding identified at the beginning of the transcript, to the best of my ability, knowledge and belief.

Signed this 28th, day of September 2020.

CHRISTY CALDERA, Transcriptionist

<hr/> 1 <hr/>	342 15:17 18:17, 18	acknowledge 12:14	8:17	approved 15:19
10,000 14:2	<hr/> 4 <hr/>	acquiring 17:10	administrative 23:11,12	area 17:3
10,500 13:14	4,400 17:13	acting 6:8	advance 11:5	areas 3:12 12:4
118 13:15,18	40-something 17:12	action 4:15	afternoon 19:8	assuming 5:15
15th 18:19	4:15 3:2	active 21:4	afterschool 18:14	at-risk 22:25
18 3:25 14:4	<hr/> 5 <hr/>	activities 15:1	agencies 10:20	attend 14:12
<hr/> 2 <hr/>	5,200 17:11	activity 15:4	agenda 4:11	attended 9:1
2,500 17:11	50 14:5,7	actual 15:12	aggressive 17:23	audit 25:3
20,000 14:4 16:25 17:1	5:00 27:7	Ad 6:5,24 7:23 8:7,17,20	alignment 22:12	auditors 22:8
2020 3:25	<hr/> A <hr/>	add 6:12	alluded 24:17,25	audits 25:6
22 7:6	ability 16:10,18 21:2	adding 6:22	amount 24:3	August 6:17
23 15:15	absorb 23:11,19	addition 3:8 18:17	analogy 21:16 25:4	automated 25:3
25,000 17:3	absorbing 24:2	additional 4:25 6:20 10:18,20 20:6 25:2	analysis 16:11	automating 26:4
<hr/> 3 <hr/>	abuse 10:16	address 6:3 8:2,3	annual 7:3	aware 23:2 24:6 25:9,10
30th 9:17	academy 16:9,17	adjoined 27:8	anxiously 19:24	awesome 17:25
32 13:16	accomplished 4:17 6:19	adjourning	applaud 13:22	awesomeness 12:15

B	bill 16:2 26:2	budget 7:6 20:4 24:24	cancelled 4:13	5:7
back 5:12 6:15 7:16 8:7,25 13:8 22:22 23:5	bit 12:17 17:23 25:17	budgeting 7:3	can't 14:21	children 10:15 14:10, 18 15:3 17:5 18:10,11
background 3:21	Board 3:9,10,19 4:1, 3,6,8,10,12, 13,15,23 5:12,13 6:7, 10,16 7:1 8:7, 25 9:2,3 11:5 12:8 26:15	budgets 25:20	capacity 14:5,8	Children's 20:9 21:21 25:10
bad 26:20	bolting 6:2	build 16:17	carefully 13:9	chime 5:20
balance 24:21,23	book 16:23,25 17:1,8,19 18:1,3 23:20, 24	buildout 25:2	Chair 3:23 4:3	circumstance
balances 24:8	books 17:2,3 18:2,3	bullet 21:22	challenge 23:10,18	s 19:17
banking 22:24	born 17:19	business 14:7 15:23	challenged 21:18	clients 22:10
Basically 21:23	boxes 19:22	button 21:7	challenges 8:21	close 24:21
basis 20:13	breakout 5:3	C	chance 8:18	club 16:23,25 17:1,8,19 18:1 23:20,24
began 3:2 22:20	bring 4:16 5:11 6:15 26:15	CAFR 21:22	change 5:9	codes 17:3
begin 12:7	bringing 4:21	calculator 19:10	changing 7:20	comment 5:21
behavioral 15:5	broken 5:7	call 3:5 11:15	chart 14:12	comments 3:14,16 4:15
benefit 21:9		camps 13:15,16,18	cheaper 24:1	committee 3:5 4:5 5:10 6:6,9 7:23 8:17,20,22 9:5,9 12:23 26:11
bias 12:17		campus 14:2	checked 19:23	
biggest 18:1		canceled 3:10	Cheryl 13:3	
		cancellation 5:23	child 17:18	communicate 15:12
			childhood	

communication 22:7	contacts 14:3	cost 24:7	days 15:15	developing 21:13
communications 12:23	content 7:7 8:11	costs 23:11,12	December 4:20	difficult 24:9,13
communities 8:19	continue 11:13 12:20	couldn't 12:21	deciding 15:10	directions 6:21
community 6:24 12:10,12 19:18 23:6 26:24	13:5 16:2,16 18:22 23:9,18 25:1	covered 6:13	decisions 9:6	directly 23:17
completely 9:21	continued 26:24	COVID 4:2 10:12,21 13:19 15:24 16:7 18:21 20:18	decrease 7:5	Directors 12:8
complimenting 18:8	continues 14:15	creating 15:13	defer 8:13	disability 13:15
compliments 12:11	continuing 13:25	criminals 23:2	degree 21:9	discuss 11:6 20:4 26:16
component 4:21	continuous 12:10	crushed 12:18	deliberation 6:5	discussed 21:12
compromise 21:19,25	contract 23:22	curate 16:7	delivered 17:2	discussion 3:19 5:9 6:6 8:11
concern 21:19	contracting 24:17	curated 13:9 16:9	department 15:16 19:7 22:17	distanced 10:4
concerns 15:5	contracts 15:17 18:17, 18 23:10,13	cutout 23:16	depending 5:9	distributing 17:2
consensus 5:13 9:5	control 21:14 22:17	<hr/> D <hr/>	Deploy 16:13	don't 3:3,18 6:12 7:19 8:8 10:17 14:20 24:19 26:17
consideration 7:4 21:24 22:4	controls 21:21	date 4:9	design 23:15,24	double 17:14,22
constituents 11:7	conversations 23:23	day 18:9	designing 25:5	doubt 10:23
	correct 10:6	day-to-day 18:22	detailed 25:19	due
	correctly 9:15,16,19		developed 20:15	

18:19	21,23	events 20:17	extended 9:22	finance 12:23 15:16 19:10 20:23 26:11
<hr/> E <hr/>	engaged 14:10 15:7	exceedingly 12:18	extent 11:2,6	finances 20:9 21:17
earlier 5:24	engagement 12:23 14:15	excellent 24:9	<hr/> F <hr/>	financial 19:6 21:20 25:9,11
early 5:7 10:12 23:7	engaging 15:1	excess 6:3	fact 12:19	financing 22:17
effective 25:16	enhance 16:17	excited 17:6,24	fall 15:11 18:6	find 20:21
effects 10:13	enhanced 23:6	exciting 16:21 19:16, 25 24:25	family 5:8	findings 16:3
efficiencies 26:22	enrollment 17:8	excitingly 20:12	fat 23:16	fiscal 11:2
efficient 23:25	ensure 15:17 18:6	execute 18:18	February 4:6,8,20 5:19 7:12,15 9:7	fitting 7:24
efficiently 25:7,13	entities 17:7	Executive 3:5 5:10 9:19 26:16	feedback 11:22 12:11 15:9 17:25 23:7	flawless 13:25
effort 17:21	environment 24:4,16	exist 21:21	feel 7:16	flawlessly 12:20
ELC 17:7	equity 4:19,21	existing 21:2 23:10,13	FERRADAZ 10:11 11:10	focus 6:9 8:23 17:3
electronically 9:21	era 26:7	expenses 20:5 24:13	fiduciary 20:10	follow-on 9:8
elevate 13:18 15:15	essentially 21:13 24:2	experience 26:8	figure 16:11	foot 24:19
email 25:5	estimated 16:23 17:14	expire 9:21	filing 9:25	forecast 17:9,23 24:11
emotional 15:2,5	evaluated 25:7	explain 21:15	finally 21:1	forecasted 17:22
end 9:21 19:4 23:17 24:11,	event 9:6	explored 22:2		formal

26:12		8:21 11:4	22:19,21	hold
format	<hr/> G <hr/>	21:9,15 25:18	health	9:23
7:20		guidelines	10:15 15:2	HOLLINGSW
formats	game	15:14	hear	ORTH
7:18	20:19	guys	3:9 9:15,16	7:15 9:11
fortunate	general	6:13 7:13	heard	26:17
20:17	6:22 22:11	gym	4:15 9:14,18	home
forum	generate	21:8	20:3	21:8
10:18 11:6	6:20		hearing	hope
forward	Gilda	<hr/> H <hr/>	10:13	5:17 19:11
4:22,25 5:14	10:11	hacking	held	hospitals
7:17 11:1	give	23:1	9:20	17:18
13:1 25:14	3:11,20 6:17	HAJ	helped	huge
26:2	14:3	3:23 5:17	24:10	18:20
found	giving	half	helpful	hundred
15:4 20:16	4:23 8:18	27:5	3:7	17:12
fraud	good	hand	helping	<hr/> I <hr/>
23:1	3:11 5:19,25	14:21	18:12	idea
full	11:3 13:17	hand-in-hand	highlight	5:25 7:11 9:4
8:7	19:8	20:15	13:17	12:1 26:17
fully	government	hands	highly	ideas
15:7	22:10,14,24	23:17	22:23	6:21 7:7
fund	23:3	HANSON	history	11:24 26:14
16:9 24:8,21,	gratifying	6:12 8:4	18:21	impact
23	26:21	happen	Hoc	14:17
funding	great	19:24	6:5,24 7:23	implementatio
4:25 6:3 11:1	7:16 18:15	happened	8:7,17,20	n
20:6	27:4	10:14	HOFFMAN	16:15 17:16
funds	group	happening	3:3,18 5:15,	implemented
20:12	6:24,25	19:19 22:11	21 7:14 8:2,	26:23
future	grouped	happy	16 9:18 10:6,	important
6:21 11:23	18:11	15:21	9,23 11:11,13	6:10 11:17
26:9	groups	HCH	12:25 13:12	impressed
	5:6		25:25 27:1,4	
	guess			

16:10	instruct 4:24	4:5,6 6:22 9:1,22 11:17 18:10 19:25 23:19 24:25 25:10 26:7,21	jump 3:24	large 17:15
impressive 14:2	instrumental 12:9		June 17:2	late 9:13
in-person 5:18 9:14,23 13:15,18 14:13 16:16 18:9,15	integrity 21:20	I'd 5:21	justice 7:24	launch 16:23
include 6:1 20:14	intensive 22:20	I'll 3:23 6:11 8:3 12:15,25 13:9 21:15	<hr/> K <hr/>	launched 17:20
includes 19:9	intent 23:24	I'm 8:6 12:16 13:8 14:12 15:21 17:24 19:4,13 24:20 25:3,14	keeping 24:4	Laurie 3:20,24 5:20 6:11 8:2,3,24 11:4,16,18
incorporated 15:3	interacting 14:18		Ken 6:13,22 8:14	lead 4:24 8:5
increase 7:5	interactions 18:24 26:5		key 16:1	leader 12:10
indulge 12:16	interactive 12:2	I've 11:18	kidding 19:13	learning 10:14 18:11
infected 13:20	interject 12:25	<hr/> J <hr/>	kids 13:14 14:4,11 15:4 18:2	leaving 23:3
inform 6:7 9:6 11:22	internet 23:2	January 9:3	kind 4:11,16,22,24 5:12 6:17 7:3 15:7 22:8	LEICHTER 9:12 10:4,7
information 10:19 20:3 22:18,24	invoice 18:19 24:9	JEANTY 3:16	Kirtland 19:5,8	level 14:14
input 3:7 6:24 8:18 9:8 10:25 11:4,7,15 15:9	invoices 24:15	Jim 3:20 6:4,13, 14,23 8:14 9:14 11:15	knew 15:18	light 4:6
inputs 6:23	invoicing 24:18	Jim's 5:15	kudos 26:18	likes 10:1
insight 25:12	irregular 21:4	job 7:21	<hr/> L <hr/>	lines 7:1
	issues 10:15	join 17:19	lack 10:16	list 6:19
	items 25:20			live 20:13
	it's			

long 19:24	16:14 26:19	migrated 22:3	Muriel 3:14	ongoing 23:23
losses 10:14	March 3:25 6:14 11:19	mind 22:4	<hr/> N <hr/>	online 18:13
lot 3:8 6:12 9:1 13:4 19:22 20:2,14 26:6	marketing 17:21	minutes 9:13 13:10,12 27:5	needed 16:2 21:1,3 23:4	open 7:7,10 22:7
lunch 5:12	maximize 21:3	moderate 24:7	net 17:11,13	opened 14:7
<hr/> M <hr/>	means 10:3 21:15	modest 26:1	news 9:17 16:21	operate 13:5
made 26:20	meditation 15:3	modified 21:18 22:3	nicely 7:1	operation 21:12
mail 25:4	meet 16:1	modify 15:17 18:17	nimble 26:20	operationally 19:19 25:22
maintain 21:25 22:6	meeting 3:2,4,5,10,15, 17 4:7,8 5:16 6:14 7:23 8:21 9:3,20 11:6 19:12 26:13,16 27:7	moment 12:8	noted 6:16,23	operations 21:17 23:16, 22
major 3:12	meetings 3:9 5:18 9:15, 23 10:24	month 11:24 17:11, 12,13,14	number 15:8 16:7 20:22 23:9 24:14 26:3	opportunity 3:11
make 5:21 8:6 10:7 11:19 18:12 22:12,17,22 26:9	members 16:25 17:1 24:5	months 4:2,14 6:15 16:24 17:1 25:22,23	<hr/> O <hr/>	opposed 13:16
making 17:4 26:5	membership 17:10	motion 21:5,11	obtaining 22:24	ops 12:23
manage 20:8,10	mental 10:15	move 3:18 4:4,6,25 11:1 19:12	occurs 21:17	Order 9:20
managed 16:22 18:18	mentioned 6:14 18:16	moved 5:5	October 5:18 9:15	organization 12:16 19:22 20:6,22 22:16 24:11 25:6,11
managing 20:5,12	mentioning 20:15	moving 4:22 5:14 13:24	officially 18:11	organizations 20:19 22:10, 13,14,21,25
manner			onboard 25:14	

23:1,4 25:13	passion 12:21	16:8	presentation 19:9 20:3	6:2
outbreak 13:19	past 7:9 9:25	plan 3:6 5:24 6:14	presentations 26:12	programming 14:14,16,19
outbreaks 14:1	12:18 19:21	8:6 9:23 11:1, 14	presented 25:21	16:16 18:14, 22
outstanding 7:21 24:15	25:23	planned 4:1	presenting 25:20	programs 19:1 23:14, 19,25 24:1
26:22	pay 26:8	planning 3:21 7:11 9:8	pretty 5:2 6:13 14:6	progress 4:12 5:2 6:20
overarching 22:3	payment 23:14	11:19 26:3	previous 7:18 25:21	projects 19:21
overwhelmingly 17:25	payments 23:17 24:3	plans 3:8	primary 21:19	proud 12:19
<hr/> P <hr/>	people 9:1,25 14:6	pleased 23:7	prior 4:2,13,14 5:2, 4 6:17 8:10	provide 13:23 14:1,11 16:2,18 18:7 19:2
	16:14 18:3	pod 18:11	priorities 4:12,24 5:13 6:3,16 7:2	provider 8:19 10:24 15:2,8,18 23:6 24:12 25:6,11
	20:22	point 11:3 21:10	procedural 21:21	providers 10:25 13:22 14:16 15:1,7, 12,21,23,24 16:9,19 18:9 24:10,15 26:6,10
p.m. 3:2 27:7	percent 13:14 14:5,7	points 21:22	PROCEEDING S 3:1	
paid 26:7	perform 19:7	position 13:3,5 20:17	process 7:3 22:20,21 25:15	
Pam 27:1	perspective 25:18	possibly 20:11	processes 23:24	providing 14:17 17:5 18:9
pandemic 12:9 13:23	phishing 23:1	potential 10:16 21:3	program 12:17 15:16 23:14	public 3:14,16 20:12
26:7,21	picture 19:10	potentially 7:12	programmatic	
part 8:1,11,24	piece 17:20	practice 22:11		
12:19	pipeline 21:14 22:18	predict 24:12		
partner 10:20 12:12	25:4	prepared 20:2		
partnering 17:6,18	pivoted 26:19			
partnership 15:25 17:15	places			

pursue 22:4	realize 21:1	refine 23:5	responsivene ss 26:24	S
put 16:13	reasonable 7:13	regular 14:4 22:7	rest 13:10	safe 24:5
putting 7:21,24 17:8 20:7 23:5	reasons 5:25	related 16:7 20:18	retreat 3:6,19 4:1,3, 4,8,14,23 5:2 6:17 7:24 8:9, 12 9:3,4 10:10,17	sat 10:23
Q	rebuilt 22:22	relates 18:25		scale 17:15
quality 14:16	receipt 24:9	remain 17:19		scenes 26:23
question 7:22 9:12 13:20 14:10, 23 18:1,23	receive 15:9	remotely 24:4	retreats 5:5 7:8	schemes 23:2
questions 12:3 14:20,21 18:24	received 24:16	report 5:12 8:7,10 15:25	returning 9:14	school 9:16 16:4 18:8,25
quick 19:14	receiving 25:3	reporting 7:25 8:25 10:17 14:6 21:20	reviewed 23:22	school-age 5:8
quicker 25:8	recently 5:23	reports 25:3	ride 25:23	script 13:8
R	recommendati on 7:19 8:23	repurpose 4:8	risk 25:9,11	seamless 26:6
raise 12:14	recommendati ons 7:2 9:10 16:12	requirement 20:25	rollercoaster 25:23	secure 22:24
raised 14:22	recommending 15:13	research 12:22 15:16	rolling 25:15	selected 4:9
rate 17:10	reconvening 4:19	reso's 4:7	rolls 21:23	send 4:9
read 14:13	recording 3:2	response 11:12 27:3	room 5:5	September 3:10 9:22 18:19
reading 17:6	reduce 23:12	responsibility 20:10,11	running 19:15	serve 8:19 14:3
			runway 6:1	served

13:13 14:5	21:18	12:4	Stephanie	17:5
service	signing	speaks	11:16 12:1,6,	supports
10:21 13:25	22:21	14:15	25 20:14	5:8
services	signup	specific	23:20,23	suppose
13:23 14:11	22:19	8:23 9:9	24:17	25:23
16:3,4,18	situation	specifically	stored	surpassing
18:7,10 19:1,	16:11 26:20	19:19	25:7	22:14
2	slide	spend	strategic	surprises
session	13:11 14:9,	11:18	9:6,7	15:19
8:1	21,24 15:6	spite	striving	surprisingly
sessions	16:5,20 18:5	26:21	22:6	24:8
6:25 9:8 15:9,	19:3 20:1	staff	structure	survive
12	slightly	3:11 4:1,23	6:22 7:8,11	20:20
setup	9:24	7:20 8:18	subcommittee	swift
10:4	social	10:24 11:14,	4:19	26:19
shape	4:19,21 7:24	16,23 12:3	subgroups	SYLVESTRE
5:19	socially	20:23 24:4	5:3,7,10	12:7 13:7,13
share	10:4	26:18,19	submissions	system
11:15 16:21	solution	staff's	25:4,5	16:4 18:8,25
shared	16:17	3:8	subsequent	20:15 21:20
16:3	someday	start	5:23	22:19,23 23:8
shirts	5:16	18:4	successful	25:5
21:8	sooner	started	11:20	systems
shoot	6:8	15:8 17:2	suggesting	21:1,2,13,25
24:19	sophisticated	20:18	4:5	25:2 26:5
shorts	22:23	starting	suggestion	
21:8	sort	3:6 5:17 9:16	7:20	<hr/> T <hr/>
showing	19:24 21:23	19:23	summer	talk
12:9 27:6	25:19,22	status	12:18 13:13	8:17 19:5
shut	sounds	6:18	14:2,4 15:10	talking
4:2	7:12,16	stay	16:4 19:2	4:3 5:22 22:9
side	spacing	13:9	support	25:19
10:13 17:23	10:1	step	12:8 16:18	target
significantly	speak	20:21 21:6	supportive	24:21

taxpayer 24:7	thought 3:7 4:4 9:14 10:11 17:22	24:13	26:16	volatile 22:25
team 12:15,17,18, 19,24 26:3	thoughtful 6:5	training 16:13,18 25:21	understandin g 13:23	volume 23:3
temporarily 15:17 18:16	thoughts 3:22 6:21 7:14 8:14 10:9 12:3 26:14	trainings 16:8	unfold 20:18	<hr/> W <hr/>
terms 6:24 8:5,16	thrive 20:21	transactions 23:3	unity 20:13	wages 23:14
that's 15:2 19:4,11 22:6,18 25:24 26:12	thriving 15:22,24	tremendous 18:4	up-to-date 4:12 5:3 10:8	waiting 19:24
there's 3:8,16 9:9 10:14,18 14:21 18:12, 23 19:22	tier 23:14	trending 17:21	update 4:16	wanted 3:4 4:16 10:7 14:11 15:10, 11 21:10 22:22 26:18
they'd 11:15 26:15	time 3:4 4:11,20 9:7 11:18 19:15,24 24:9,14,25	Trim 19:12 26:13	updates 3:12 6:18 12:2	wanting 17:5
they're 14:7 18:13 23:8 25:7	timeframe 7:13	Trust 12:15 16:9,17 18:20 20:9,16 21:14,22 23:11 25:10	uplifting 15:20	ways 20:21,24
thing 18:15 19:4,25 24:13	timing 7:1 8:16	tuned 9:13	user-friendly 26:9	Wednesday 3:25
things 6:2,18,19 11:18,20,21 13:4 17:17 20:2,7,13,14, 24 21:10 22:1 23:13	today 3:4 20:3 25:21	turn 6:11 11:25 19:5	users 21:4 23:17	we'll 4:18 5:19 6:4, 23 7:16 10:2 11:13,25 25:20 27:4
thinking 7:4 22:9	topic 8:9	Twenty-two 13:14	<hr/> V <hr/>	we're 3:6,21 4:5 5:15 8:14 9:14 10:13 13:5,24 15:15 16:10,22 17:4,13,17,21 18:8,13 19:14 20:5,6 21:6,9, 12 22:4,8,12
	topics 7:7,11	types 23:1	vendors 23:7 24:2	
	touch 11:23	typically 7:21	verbal 11:12 27:3	
	traditionally	<hr/> U <hr/>	virtual 13:16 14:14	
		ultimately 8:25 24:5,23	virtually 16:16 18:14	
			virus 13:24	

23:5,14,18 24:2,3,6,11, 16 25:5,15	8:13 world 7:17 19:18	
we've 3:12 5:22 7:8 11:20 12:11, 20 16:22 17:2,24 18:16 22:2 24:18	wouldn't 12:12 13:2 wrap 4:20	
what's 4:22 6:10 7:9 25:12,18	<hr/> Y <hr/>	
who's 4:19	year 3:6 4:14 5:24 7:6 8:18 11:2 19:16,21 20:8 21:11,23 23:19,21 24:12,14,22, 24 25:2,16	
William 19:5		
wizardry 19:6		
word 19:10	years 13:2 17:20 22:20 24:19 26:3	
work 6:24 7:22 8:5 11:13 18:13 26:22	youth 5:8	
worked 7:9,18	you'd 11:16	
workflow 23:15	you're 22:9 26:1	
workgroup 8:8	you've 6:13 20:3	
working 3:13 4:1 5:12 8:1 18:6 19:21 23:8		
works		